

DATE: February 12, 2013
TO: College Community
FROM: Gerry A. Barker, Vice President, Human Resources
SUBJECT: Employee Engagement Survey

The 2012 Algonquin College Employee Engagement survey results have been compiled by Entec Corporation and the observations included in the report represent those of the contractor.

The survey is a first step in our collective goal of making Algonquin an even better place to work and study. Over the next three months, Deans and Directors have been asked to help facilitate a college-wide discussion on the results of the survey, ultimately helping to identify areas employees believe should be the focus of next year's employee engagement efforts. After gathering employee feedback and insights, an action plan will be presented to the College community for their review no later than the end of May, 2013. Finally, a follow up survey will be used to measure the College's progress and re-initiate similar processes in subsequent years.

Working together and mindful of our core values of caring, learning, integrity, and respect, we can all make a difference.

Please be advised in keeping with our green initiative that this document will not be available for printing. If you require a printed copy please email Susan.Tait@algonquincollege.com

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ALGONQUIN COLLEGE

Employee Engagement Survey Report

November 2012

EXECUTIVE SUMMARY

KEY OBSERVATIONS

- The overall employee engagement score at Algonquin College is (3.71). Algonquin College ranks in the middle of our database of colleges. Engagement scores for all colleges in our database range from (3.64) to (3.79) and for all organizations from (3.30) to (4.10). The Canadian average for all employees is (3.50).
- The response rate at Algonquin is 46%. Response rates at other colleges and universities ranged from 46%-65%. Response rates for all organizations in our database ranged from 31%-95% with an average response rate of 72%.
- The ten highest engagement scores show that employees are proud to work at Algonquin College. They are focused on the needs of students/clients. Employees feel stimulated by their work and feel a sense of accomplishment. They work well together in a work environment that is free of conflict. Managers are respectful, compassionate and do not micro-manage.
- The ten lowest engagement scores show dissatisfaction with incentives and rewards, unfair job promotions, ineffective work processes, equal distribution of workload and everyone pulling his or her weight equally, high levels of gossip, little participation in decision making, rarely celebrating successes, and concerns over job security.
- Scores by College Area show a wide spread ranging from a high of 3.92 to a low of 3.57.
- The gap in scores is somewhat smaller among employee groups, ranging from a high of (3.86) for part time Administration staff, to a low of (3.59) for full time Support staff.
- The spread in scores for leadership ranges from a high of 4.10 to a low of 3.55.
- The Emotional Wellness scores show that 90% of employees at Algonquin College have good mental health. The other 8% are at high risk of depression and 2% are in a state of complete depression. The Canadian average for depression is 10%.
- In addition, 10% of employees are at high risk of burnout and 2% are experiencing total burnout.

RECOMMENDATIONS

Overarching Recommendations

- Be positive and celebrate overall positive results
- Acknowledge and celebrate your strengths
- Build on your strength
- Work towards a clear vision of the workplace experience you would like to see at Algonquin College
- Move forward with improvements within the context of a well-defined and positive organizational process

At the Corporate Level

Examine and act on three or four of the following issues with the view of raising their scores. Algonquin may need to probe deeper into understand the details that are behind these issues:

Corporate Policies and Practices

- Compensation
- Incentive and reward system
- Complex and ineffective internal work processes
- Unfair job promotions
- Lack of opportunities for professional development
- Senior managers not talking frequently about the mission of the college
- Concerns about job security

Leadership

Managers need to improve their skills in:

- Reviewing job performance once a year
- Providing on going feedback on job performance
- Providing clear direction for ongoing professional development
- Taking appropriate action with people who underperform

At the Department Level

Human Resources may need to coach directors and managers on how to develop action plans. All the Vice Presidents need to take ownership of the follow up action planning process. All the plans should cascade up to the appropriate VP. The process should comprise of:

- Identifying the detailed reasons that underlie an issue
- Proposing one or more actions to resolve the issue
- Identifying the resources needed to successfully implement the actions
- Assigning responsibility
- Preparing a schedule and milestones

Using this process choose three or four issues from the list below:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Completing work within the time allotted-amount of workload
- Meeting regularly to share important information-work unit communication
- Participating in decision making
- Reduce gossip and office politics
- Regularly celebrating successes

The foregoing recommendations reflect the overriding issues that apply across all of Algonquin College. However, there are some differences in the emphasis or focus by each College Area, as identified in section 4 of this report.

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1. INTRODUCTION

Information in this report is provided by several organizational cuts as well as by demographics. The reader should primarily focus on the information addressing organizational data and analyses. This is the area where the most meaningful follow up action can be made from an organizational and having the greatest impact on corporate performance. The Demographic section provides interesting information but there is limited direct action that can be taken to improve employee engagement. If the organizational issues are dealt with appropriately, improvements will automatically be seen in the demographic data.

As a general rule, Algonquin College should strive for a score of (4.00) or higher which would place it firmly in the Engaged Category (See the Employee Engagement Categories chart on page 11 for a full description.) However, scores higher than (3.50) which are in the middle of the Passively Engaged category are considered positive. Scores lower than (3.50) present opportunities for improvement. However, scores below (3.00) indicate serious issues that should be addressed on a priority basis.

Data is shown for job categories as low as eight respondents. Entec elected to show information for as low eight respondents (instead of 10) because confidentiality is still protected and this way no job categories were excluded from the analysis.

2. TOP LINE SUMMARIES

Response Rate

Surveys sent	2912
Surveys completed	1341
Response rate	46%

SCORES BY AREA BY SURVEY SECTION BY COLLEGE AREA

SCORES BY AREA BY SURVEY SECTION	Dept. School Program	My Manager	Corporate Policies Practices	Mission and Values	Total Org Score	Mood	Mental & Physical Energy	Ability to Function	Total Wellness Score	Overall Scores
Area 1 Human Resources	3.80	4.10	3.90	3.93	3.95	3.67	3.82	4.14	3.81	3.92
Area 2 Administration	3.49	3.55	3.40	3.62	3.52	3.82	3.68	4.07	3.81	3.57
Area 3 Student Services	3.61	3.79	3.42	3.74	3.66	3.82	3.79	4.19	3.87	3.70
Area 5 Academic	3.69	3.73	3.41	3.82	3.67	3.93	3.86	4.14	3.94	3.73
Area 7 Advancement	3.93	3.92	3.61	4.05	3.89	4.01	3.75	4.36	3.97	3.90
OVERALL SCORES	3.66	3.73	3.42	3.79	3.66	3.90	3.82	4.14	3.91	3.71

Scores by Area and by Survey Section above show that overall engagement scores range from a high of (3.92) at Human Resources to a low of (3.57) at Administration. Wellness scores are positive and Corporate Policies and Practices has the lowest score at (3.42).

SCORES BY EMPLOYEE GROUP

SCORES BY EMPLOYEE GROUP	Director Dean	Manager Chair Supervisor	Coordinator	Full Time Faculty	Full Time Support Staff	Full Time Admin	Part Time Faculty	Part Time Support Staff	Part Time Admin
Number of Respondents	16	64	143	257	310	47	377	100	22
Total Overall Score	3.71	3.75	3.68	3.63	3.59	3.69	3.84	3.81	3.86

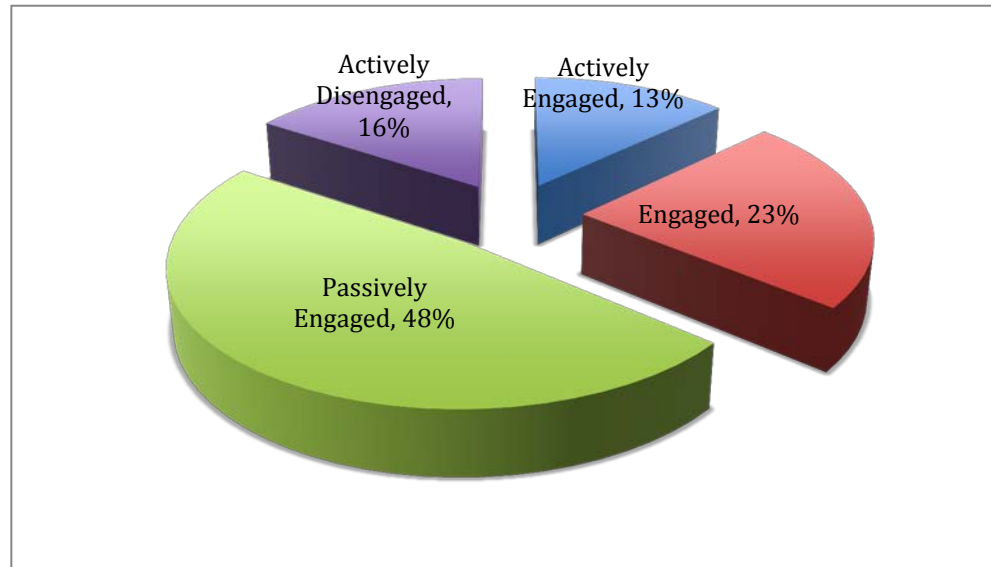
The Scores by Employee Group shows a typical picture found in all organizations where high scores at the manager levels are followed by lower scores for full time staff, and followed again by higher scores among part timers. The only difference at Algonquin is the fact that the part time scores are higher than director and manager scores. Typically, senior manager's scores are higher.

SCORES BY DEMOGRAPHIC DATA CUTS

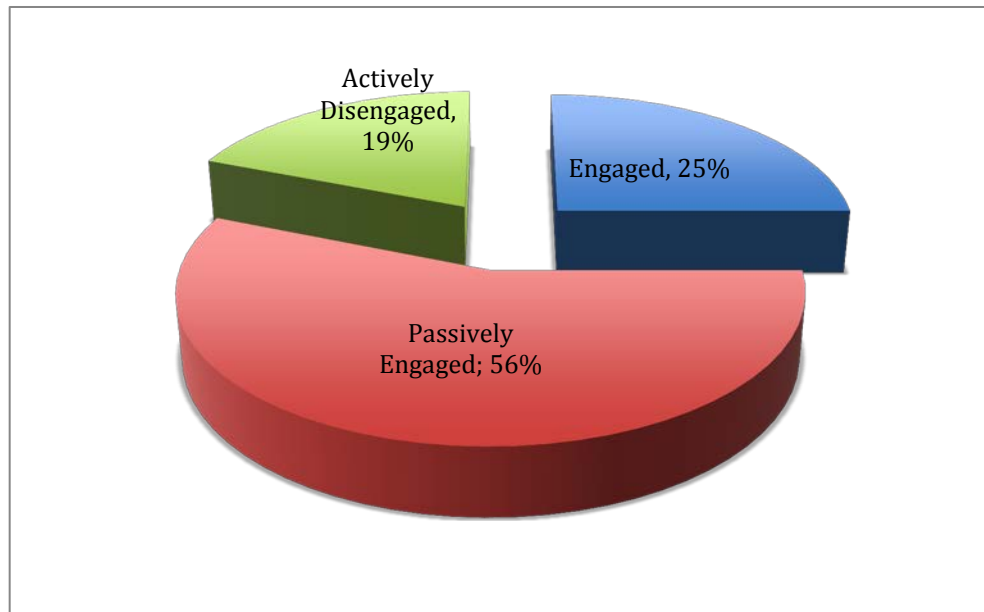
SCORES BY DEMOGRAPHICS	Male	Female	Less than 1 year	1-5 years	6 - 10 years	11-15 years	More than 15 years	Total
Number of Respondents	588	753	150	421	313	186	271	1,341
Total Overall Score	3.70	3.72	4.04	3.79	3.65	3.55	3.59	3.71

The reader should not spend too much pondering the demographic data above. It is interesting to note that there is little difference in the engagement scores among male and female employees. In addition, engagement scores for new hires are very high, followed by a decline as the years pass, with a small uptick for staff with 15+ years of service. This pattern is fairly typical of most organizations.

ALGONQUIN COLLEGE EMPLOYEE ENGAGEMENT CHART



EMPLOYEE ENGAGEMENT CHART FOR CANADA



The first employee engagement pie chart above shows the level of employee engagement by different engagement categories for Algonquin College. It shows a combined total of Actively Engaged and Engaged employees at 36%. This compares to a 25% level of engagement for all Canadian employees as measured by Towers Watson in 2011.

Towers Watson, only measures for engagement rather than for engaged and actively engaged. Entec Corporation, decided to measure for actively engaged employees in 2000, in order to balance out the lower categories and to provide a more precise picture of employee engagement in an organization.

These two charts also show high levels of Actively Disengaged employees: 16% for Algonquin and 19% for Canada.

(See the Employee Engagemet Chart on page 11 for the definition of the four employee engagement categories.)

TEN HIGHEST AND TEN LOWEST ENGAGEMENT SCORES

TEN HIGHEST ENGAGEMENT SCORES

Section	Question	Score
Mission and Values	I know what my students/clients want and I am focused on their needs in my work.	4.45
Mission and Values	I am proud to work at Algonquin College.	4.39
My Dept/School/Program	I rarely experience conflicts with associates from other departments with whom I work.	4.21
My Manager	Treats me with respect.	4.20
My Dept/School/Program	I feel that I am a success at work.	4.14
My Dept/School/Program	My co-workers and I work well together.	4.14
My Dept/School/Program	I rarely experience conflicts with the co-workers I work with.	4.13
My Manager	Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.13
My Dept/School/Program	I find my work challenging, stimulating and motivating.	4.11
My Manager	Shows compassion.	4.10

The ten highest engagement scores show that employees are proud to work at Algonquin College. They are focused on the needs of students/clients. Employees feel stimulated by their work and feel a sense of accomplishment. They work well together in a work environment that is free of conflict. Managers are respectful, compassionate and do not micro-manage.

TEN LOWEST ENGAGEMENT SCORES

Section	Question	Score
Corporate Policies and Practices	Our incentive and reward system motivates me to do my best work.	2.57
Corporate Policies and Practices	Candidates that are best suited for the job receive promotions when job openings become available.	2.81
My Dept/School/Program	We regularly celebrate our successes.	2.93
Corporate Policies and Practices	Our internal work processes and procedures are simple and effective.	3.04
My Manager	Takes appropriate action with people who under perform.	3.06
My Dept/School/Program	Everyone pulls his or her own weight equally.	3.15
My Dept/School/Program	There is little to no office politics or gossip in my department/school/program.	3.16
My Dept/School/Program	I participate in decisions that impact most aspects of the work of my department/school/program.	3.17
My Dept/School/Program	Workload is distributed equitably throughout our department/school/program.	3.27
Mission and Values	I am not concerned about my job security.	3.27

The ten lowest engagement scores show dissatisfaction with incentives and rewards, unfair job promotions, ineffective work processes, workload and everyone pulling his or her weight equally, high levels of gossip, little participation in decision making, rarely celebrating successes, and concerns over job security.

THE 10 & 10 RECOMMENDATIONS

At the corporate level, Algonquin needs to address the following:

- The perception that job promotions are not done fairly
- Ineffective internal work processes
- Incentives and rewards
- Concerns about job security

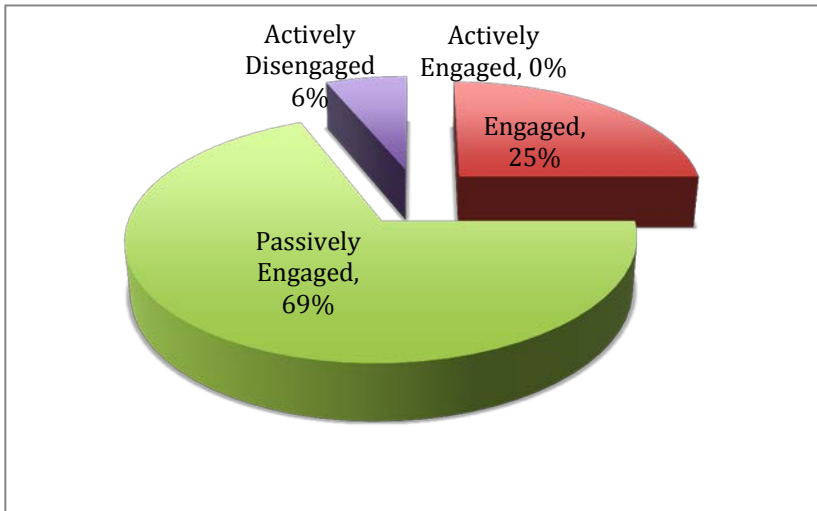
At the department level, every frontline manager and his or her staff needs to address the following:

- Equal distribution of workload and ensuring everyone pulls his or her weight equally
- Participation in decisions
- Taking appropriate action with people who underperform
- Reducing gossip
- Celebrating successes

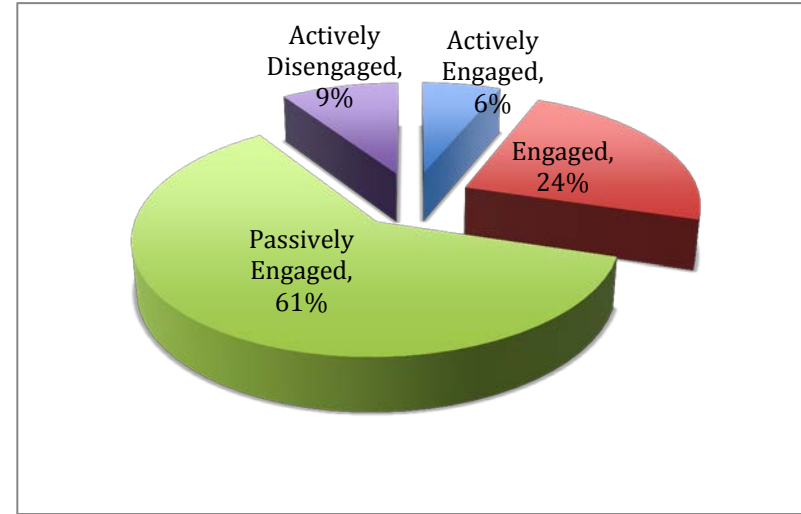
EMPLOYEE ENGAGEMENT CATEGORIES		
Category*	Indices	Description
ACTIVELY ENGAGED	4.5-5.0	Employees are emotionally committed to their work and to their organization all of the time. They are highly self motivated and really want to make a difference. They always exceed performance expectations. Their rate of absenteeism is well below industry averages.
ENGAGED	4.0-4.49	Employees are emotionally committed to their work and to their organization most of the time. They always meet and sometime exceed performance expectations. Their rate of absenteeism is somewhat below industry averages.
PASSIVELY ENGAGED	3.0-3.9	Employees come to work regularly, and do what is asked of them. They are not interested in being “emotionally” committed either positively or negatively. This is a job: nothing more and nothing less. Employees who score above (3.5) in this category show better work habits than the employees with scores below (3.5). Creating the right work environment can move many of these employees into the “Engaged” category.
ACTIVELY DISENGAGED	1.0-2.9	Employees are disinterested in their work and they don’t much care for their organization. They are emotionally invested in actively being negative towards their fellow employees and their organization. They spread malicious rumors, gossip and constantly complain. Their performance is below requirements. They take full advantage of their allotted absent days whether needed or not.

3. SCORES BY QUESTIONS AND BY EMPLOYEE GROUPS

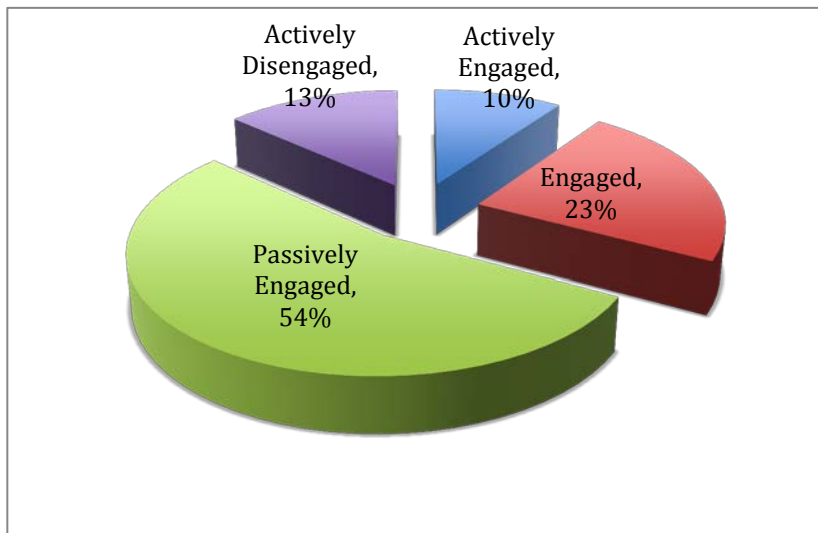
Director, Dean Engagement Chart



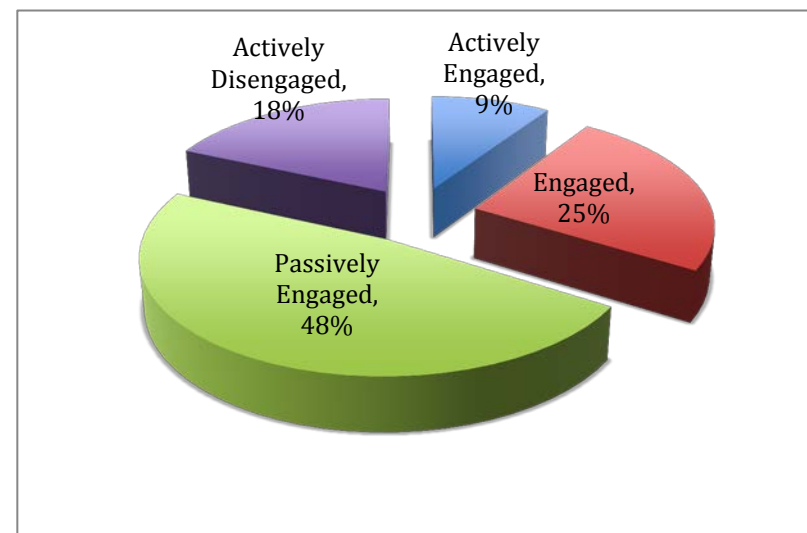
Manager, Chair, Supervisor Engagement Chart



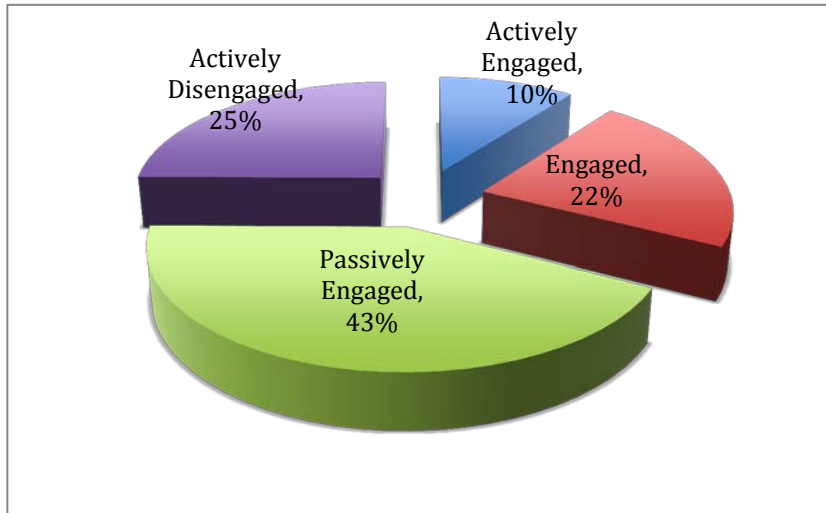
Coordinator Engagement Chart



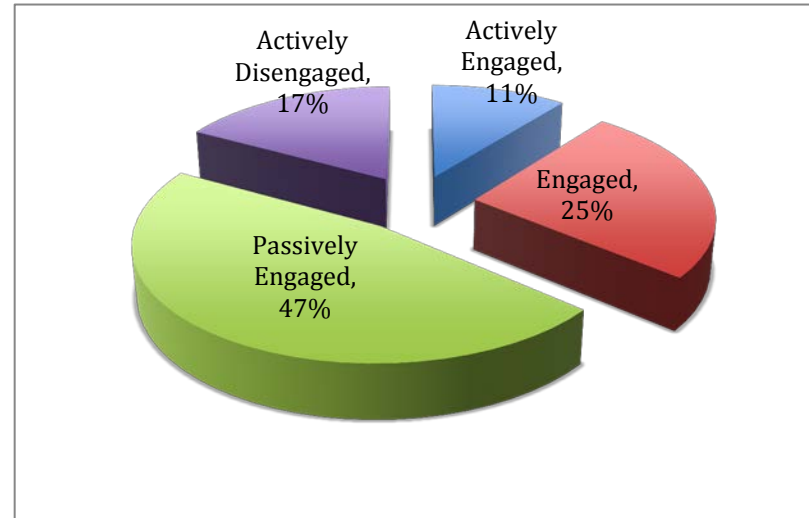
Full Time Faculty Engagement Chart



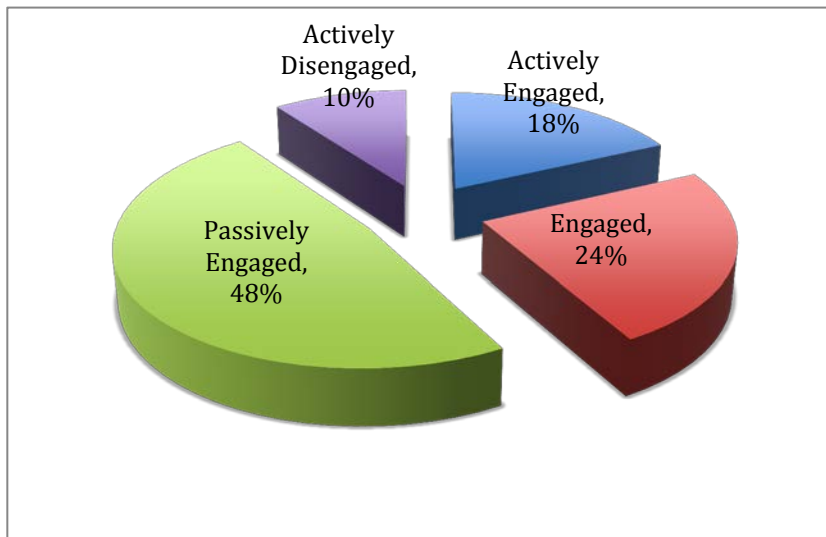
Full Time Support Engagement Chart



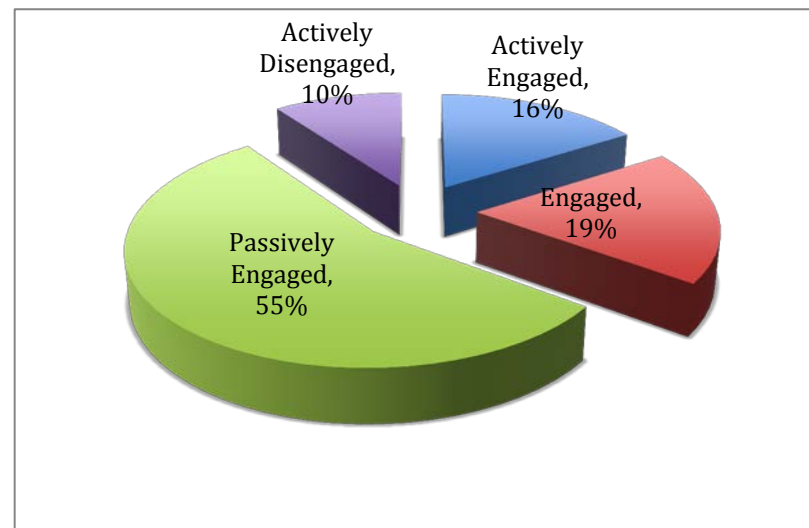
Full Time Administration Engagement Chart



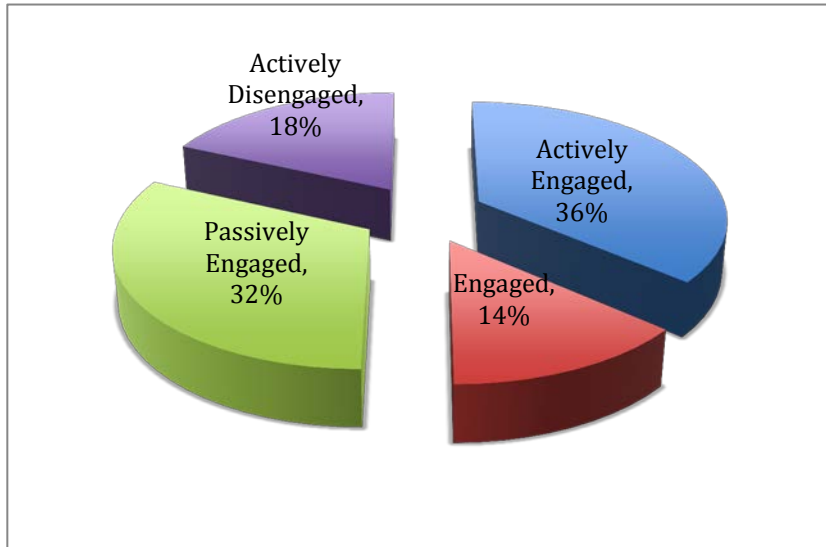
Part Time Faculty Engagement Chart



Part Time Support Engagement Chart



Part Time Administration Engagement Chart



Part time Faculty, part time Support and part time Administration have the highest percent of combined Actively Engaged and Engaged staff at 42%, 40% and 40% respectively. While these are high percentages the Actively Disengaged is also high especially for part time Administration.

This same pattern of high positive percentages and very high negative percentages are found in full time Support, full time Faculty and full time Administration with 25%, 18% and 17% of Actively Disengaged employees respectively.

The employee engagement charts show the full spectrum of employee engagement. In the case of Algonquin College, the engagement charts show five out of nine employee groups have both a high percent of Engaged employees as well as a high percent of Actively Disengaged employees. This is an unusual pattern in that it is not commonly found in other organizations to this same extent.

This is important because having five out of nine employee groups with unacceptably high levels of Actively Disengaged employees cannot be ignored. These employees are emotionally invested in spreading negative energy throughout the college.

In the tables that follow, scores above (3.50) are considered positive and those below (3.50) show areas needing improvement. Scores below (3.00) represent serious issues that should be addressed on a priority basis.

SUMMARY SCORES BY JOB GROUP	Director Dean	Manager Chair Super'v	Coor- dinator	Full Time Faculty	Full Time Support	Full Time Admin	Part Time Faculty	Part Time Support	Part Time Admin	Total
Total Score	3.71	3.75	3.68	3.63	3.59	3.69	3.84	3.81	3.86	3.71

My Department/School/Program	Director Dean	Manager Chair Super'v	Coor-dinator	Full Time Faculty	Full Time Support	Full Time Admin	Part Time Faculty	Part Time Support	Part Time Admin	Total
Number of Respondents	16	64	143	257	310	47	377	100	22	1,341
I am able to contribute, what I do best, everyday.	3.94	4.02	4.13	3.95	3.92	4.02	3.97	4.07	4.09	3.99
I have the right tools/equipment to do my job, the best I can.	3.56	3.66	3.23	3.44	3.68	3.51	3.76	3.91	3.77	3.62
The scheduling of my work is fair and reasonable.	3.06	3.34	3.71	3.74	3.75	3.49	3.87	3.95	3.91	3.76
Workload is distributed equitably throughout our department/school/program.	3.31	3.05	2.99	3.15	3.02	3.17	3.60	3.60	3.77	3.27
Everyone pulls his or her own weight equally.	3.31	3.13	2.78	2.86	2.88	2.94	3.61	3.55	3.36	3.15
I can complete my work within the time allotted without pressure most of the time.	2.50	2.73	3.21	3.37	3.35	2.79	3.60	3.88	3.77	3.40
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.00	2.88	3.19	3.58	3.50	3.23	4.04	4.08	4.09	3.64
I find my work challenging, stimulating and motivating.	4.50	4.30	4.31	4.23	3.74	3.94	4.28	3.97	4.05	4.11
I feel that I am a success at work.	4.13	4.02	4.27	4.13	3.97	3.94	4.24	4.27	3.95	4.14
I have easy access to the resources, people and information I need to do my job.	2.88	3.59	3.51	3.56	3.60	3.60	3.90	3.96	3.73	3.69
Members of my department meet regularly to share important information and to discuss issues and concerns.	4.19	3.91	3.22	3.18	3.03	3.62	3.37	3.39	3.82	3.29
I participate in decisions that impact most aspects of the work of my department/school/program.	4.25	3.98	3.43	3.13	3.06	3.49	2.94	3.07	3.55	3.17
I rarely experience conflicts with the co-workers I work with.	4.25	3.98	4.00	3.96	3.86	3.98	4.52	4.15	4.64	4.13
When faced with a difficult challenge, employees in my department pull together to find solutions.	4.25	4.03	3.57	3.60	3.45	4.09	3.93	3.98	4.27	3.74
My co-workers and I work well together.	4.38	4.28	4.00	4.02	4.00	4.23	4.28	4.25	4.50	4.14
There is little to no office politics or gossip in my department/school/program.	3.13	3.27	2.94	3.01	2.69	2.91	3.72	3.16	3.41	3.16
We regularly celebrate our successes.	3.63	3.28	2.99	2.75	2.68	3.02	3.06	3.09	3.45	2.93
There is at least one person at work whom I trust with my personal concerns.	3.56	4.11	3.99	4.00	3.87	4.34	3.94	4.07	3.95	3.97
I rarely experience conflicts with associates from other departments with whom I work.	3.38	4.13	4.13	4.29	4.14	3.94	4.29	4.41	4.14	4.21
Colleagues in my department/ school/program share information openly.	4.13	3.89	3.57	3.43	3.21	3.60	3.83	3.51	3.73	3.55
My physical work environment is appropriate for the kind of work I do.	3.81	4.23	3.63	3.59	3.79	3.83	3.97	4.02	3.50	3.83
Total Score	3.67	3.70	3.56	3.57	3.49	3.60	3.84	3.83	3.88	3.66

There are many high scores indicating a very positive workplace environment. However, there are also a number of practices that should be improved in order to raise employee engagement.

The following issues are common to most job categories and need to be addressed:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Completing work within the time allotted
- Meeting regularly to share important information
- Participating in decisions
- Gossip and office politics
- Regularly celebrating successes

My Manager	Director Dean	Manager Chair Super'v	Coor-dinator	Full Time Faculty	Full Time Support	Full Time Admin	Part Time Faculty	Part Time Support	Part Time Admin	Total
Number of Respondents	16	64	143	257	310	47	377	100	22	1,341
Provides me with clear performance expectations.	3.81	3.78	3.59	3.34	3.48	3.72	3.83	3.80	3.73	3.62
Reviews my job performance at least once a year.	4.00	4.34	3.31	3.15	3.69	4.34	3.18	3.04	3.41	3.41
Is fair when reviewing my performance.	4.06	4.06	3.89	3.77	3.90	3.83	3.68	3.60	3.68	3.80
Provides me with ongoing feedback on my job performance.	3.44	3.70	3.31	3.00	3.38	3.55	3.41	3.47	3.73	3.35
Recognizes or praises me whenever I do a good job.	3.50	4.00	3.57	3.28	3.43	3.77	3.66	3.76	4.00	3.56
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.31	4.11	4.19	4.04	3.92	4.00	4.33	4.18	3.95	4.13
Does not expect me to work outside of my regular working hours.	2.00	2.81	3.38	3.54	3.91	3.02	3.42	4.12	4.00	3.55
Does not expect me to answer emails or text messages sent to me on weekends.	2.81	3.44	3.89	3.89	4.34	3.53	3.60	4.45	3.91	3.90
Ensures that I have the right skills and knowledge to perform my job.	3.69	3.86	3.78	3.67	3.78	3.81	3.98	4.16	3.95	3.85
Provides clear direction for my on-going professional development.	3.25	3.53	3.08	3.02	3.25	3.36	3.45	3.42	3.41	3.28
Takes appropriate action with people who under perform.	3.19	3.31	2.68	2.70	2.75	3.19	3.50	3.42	3.41	3.06
Resolves conflicts fairly and appropriately.	3.50	3.64	3.48	3.29	3.19	3.66	3.90	3.71	3.77	3.53
Keeps promises and stands by commitments made.	3.75	3.83	3.63	3.53	3.46	3.94	4.02	3.76	3.91	3.72
Is someone I can trust and talk with openly without the fear of reprisal.	4.00	3.83	3.76	3.53	3.59	3.77	4.00	3.90	3.91	3.77
Treats me with respect.	4.38	4.14	4.17	4.11	4.04	4.06	4.40	4.20	4.27	4.20
Values my opinion.	4.19	4.09	4.11	3.82	3.78	4.02	4.21	4.12	4.09	4.01
Leads by example and action.	4.00	3.86	3.61	3.51	3.52	3.83	4.15	3.93	4.00	3.78
Recommends new ideas from our team up to senior management.	4.19	4.08	3.64	3.46	3.48	3.96	3.91	3.94	4.00	3.72
Gives credit to the whole team when receiving positive feedback on our performance.	4.00	4.09	3.80	3.71	3.68	4.06	3.92	4.07	4.09	3.84
Keeps me regularly informed on important issues.	3.81	4.00	3.68	3.49	3.40	3.77	3.97	3.89	3.95	3.70
Treats everyone equally-does not play favorites.	4.13	3.89	3.62	3.46	3.45	3.72	3.93	3.83	3.82	3.68
Acts decisively and gets things done.	4.19	3.94	3.51	3.40	3.44	3.98	4.08	3.93	4.00	3.72
Listens with an open mind.	4.31	3.86	3.90	3.74	3.64	3.96	4.20	4.05	4.14	3.91
Displays high standards of honesty and integrity.	4.56	4.20	4.08	3.93	3.79	4.17	4.33	4.14	4.14	4.08
Shows compassion.	4.13	4.00	4.21	4.00	3.93	4.00	4.26	4.20	4.27	4.10
Total Score	3.81	3.86	3.67	3.54	3.61	3.80	3.89	3.88	3.90	3.73

Overall, the leadership scores are favourable; however, they are marginal for full time Faculty and full time Support and they should be lifted for these two employee groups.

In addition, the following issues are common to most job categories and need to be raised:

- Reviewing job performance once a year
- Providing on going feedback on job performance
- Providing clear direction for ongoing professional development
- Taking appropriate action with people who underperform

Particularly low scores are noted:

- Expectations to work outside regular working hours – Director/Dean, Manager/Chair/Supervisor, and full time Administration
- Expectations to answer emails and text messages on weekends - Director/Dean and Manager/Chair/Supervisor

These last two are not uncommon among managers so it is not a concern here. However, one needs to understand the reason for this with full time administration.

Corporate Policies and Practices	Director Dean	Manager Chair Super'v	Coordinator	Full Time Faculty	Full Time Support	Full Time Admin	Part Time Faculty	Part Time Support	Part Time Admin	Total
Number of Respondents	16	64	143	257	310	47	377	100	22	1,341
I am fairly compensated for the work that I do.	3.00	3.50	3.57	4.03	3.50	3.66	2.99	3.07	3.05	3.43
Our benefits package is appropriate for my needs.	4.00	4.17	3.87	4.17	4.07	4.11	2.60	2.15	2.45	3.49
Our incentive and reward system motivates me to do my best work.	2.38	2.47	2.62	2.84	2.59	2.21	2.53	2.23	2.32	2.57
Our internal work processes and procedures are simple and effective.	2.06	2.83	2.87	3.00	2.94	2.74	3.27	3.18	3.05	3.04
Candidates that are best suited for the job receive promotions when job openings become available.	3.13	3.00	2.85	2.86	2.55	2.98	2.89	2.85	2.95	2.81
Human Resources is appropriately accessible to employees.	2.94	3.16	3.40	3.60	3.43	3.83	3.47	3.55	3.50	3.48
Human Resources staff provides me with accurate and timely information.	3.00	3.23	3.47	3.51	3.48	3.66	3.46	3.52	3.68	3.48
Human Resources staff keeps personal and sensitive information confidential.	3.88	4.31	3.99	4.07	4.00	4.38	3.87	3.94	3.95	4.00
Human Resources applies college policies and practices fairly and equitably.	3.69	3.86	3.56	3.77	3.49	4.11	3.67	3.60	3.55	3.66
I am provided with ample opportunities for professional development.	3.25	3.95	3.20	3.29	3.34	3.66	3.56	3.51	3.68	3.44
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.50	3.88	3.53	3.59	3.49	3.74	3.56	3.70	4.00	3.59
I can cope with the pace of change at Algonquin College.	4.00	4.11	3.74	3.72	4.07	3.91	4.14	4.22	4.59	4.01
I know how changes at Algonquin College will affect me personally.	3.81	3.70	3.43	3.32	3.37	3.60	3.48	3.74	3.86	3.47
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.13	3.58	3.45	3.51	3.49	3.55	3.39	3.45	3.82	3.47
Total Score	3.27	3.55	3.40	3.52	3.41	3.58	3.35	3.34	3.46	3.42

This section of the survey had the lowest scores in the survey. In fact total scores were below (3.50) for six of nine job groups.

The following issues are common to most job categories and need to be raised:

- Compensation
- Incentive and reward system
- Internal work
- Job promotions
- Opportunities for professional development

Low scores that are unique to individual employee groups that are not listed above include:

- Benefits – all part time positions
- Accessibility of Human Resources - Director/Dean, Manager/Chair/Supervisor, Coordinator, and full time Support
- Human Resources providing accurate and timely information - Director/Dean and Manager/Chair/Supervisor
- Knowing how changes at Algonquin affect me personally – Coordinator, full time Faculty and full time Support
- Health and wellness initiatives - Director/Dean, Coordinator, full time Support, and all part time positions

Mission and Values	Director Dean	Manager Chair Super'v	Coor- dinator	Full Time Faculty	Full Time Support	Full Time Admin	Part Time Faculty	Part Time Support	Part Time Admin	Total
Number of Respondents	16	64	143	257	310	47	377	100	22	1,341
Algonquin College's mission excites me and motivates me to do my best work.	4.25	3.94	3.73	3.50	3.60	3.79	3.78	3.85	4.09	3.71
I am very clear on how important my contribution is to the mission of Algonquin College.	4.19	3.97	3.72	3.48	3.59	3.81	3.62	3.82	3.91	3.65
Our senior managers frequently talk about our mission.	4.13	3.84	3.34	3.26	3.10	3.60	3.24	3.18	3.91	3.29
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.88	3.55	3.22	3.35	3.22	3.49	3.92	3.69	3.68	3.52
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	4.25	4.03	3.80	3.88	3.76	3.81	4.16	4.07	4.45	3.96
My department/ school/program is free from harassment.	4.25	3.84	3.77	3.76	3.49	3.66	4.23	3.98	4.18	3.86
I am proud to work at Algonquin College.	4.75	4.70	4.43	4.32	4.34	4.51	4.37	4.45	4.32	4.39
I am not concerned about my job security.	3.44	3.52	3.86	3.77	3.40	3.38	2.68	2.75	2.86	3.27
I know what my students/clients want and I am focused on their needs in my work.	4.25	4.47	4.48	4.44	4.46	4.40	4.40	4.52	4.55	4.45
Creativity and innovation are valued at Algonquin College.	3.88	3.95	3.80	3.77	3.60	3.79	3.94	3.97	3.86	3.81
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	4.19	3.75	3.38	3.42	3.28	3.62	3.93	3.72	4.14	3.60
Everyone in my department/faculty is committed to doing quality work.	3.81	3.83	3.40	3.58	3.37	3.98	3.97	3.87	4.09	3.69
Algonquin College is reasonable in allowing me to balance my work with my personal life.	2.56	3.30	3.67	3.72	3.87	3.43	3.86	4.28	4.27	3.80
I have not been subjected to verbal abuse or any kind of bullying this past year.	4.06	3.84	4.08	3.98	3.72	3.62	4.49	3.98	4.59	4.07
Total Score	3.99	3.90	3.76	3.73	3.63	3.78	3.90	3.87	4.06	3.79

This section of the survey had the highest scores. All employee groups had total scores well above (3.50). Only two issues emerged that are common to most employee groups and that need to be raised:

- Senior managers talking frequently about the mission of the college

- Concern about job security

Low scores that are unique to individual employee groups that were not listed above include:

- Conducting himself or herself with care, learning, integrity and respect - Coordinator, full time Faculty and full time Support
- Everyone works in a spirit of collaboration and not confrontation and competition - Coordinator, full time Faculty and full time Support
- Everyone is committed to doing quality work - Coordinator, and full time Support
- Being able to balance my work with my personal life - Director/Dean, Manager/Chair/Supervisor, Coordinator, and full time Administration

4. SCORES BY QUESTIONS AND BY COLLEGE AREA

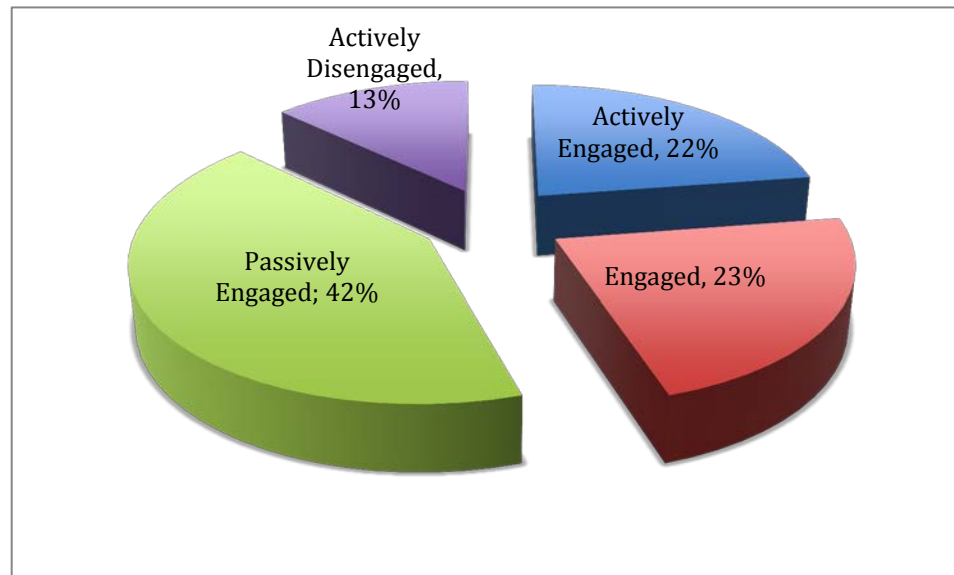
4.1 AREA 1: HUMAN RESOURCES

	Dept. School Program	My Manager	Corporate Policies & Practices	Mission and Values	Total Org Score	Mood	Mental & Physical Energy	Ability to Function	Total Wellness Score	Overall Engagmnt Score
SCORES BY SURVEY SECTION - HR										
Human Resources Overall Scores	3.80	4.10	3.90	3.93	3.95	3.67	3.82	4.14	3.81	3.92

SCORE BY EMPLOYEE GROUP - HR	Full Time Administration	Total
Number of Respondents	14	31
Total Score	3.91	3.92

Note to reader: the number of respondents in the chart above do not add up to the total because employee groups with less than eight respondents are not shown.

Human Resources Employee Engagement Chart



The Human Resources Employee Engagement Charts shows a combined total percent of Actively Engaged and Engaged employees of 45% which is one of the highest percents at Algonquin College. However, there are 13% Actively Disengaged employees. Human Resources should strive to reduce the percent of Actively Disengaged employees closer to 5%.

My Department/School/Program	Area 1 Human Resources
Number of Respondents	31
I am able to contribute, what I do best, everyday.	4.23
I have the right tools/equipment to do my job, the best I can.	3.68
The scheduling of my work is fair and reasonable.	3.94
Workload is distributed equitably throughout our department/school/program.	3.35
Everyone pulls his or her own weight equally.	3.32
I can complete my work within the time allotted without pressure most of the time.	3.39
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.58
I find my work challenging, stimulating and motivating.	4.03
I feel that I am a success at work.	4.13
I have easy access to the resources, people and information I need to do my job.	4.00
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.16
I participate in decisions that impact most aspects of the work of my department/school/program.	3.48
I rarely experience conflicts with the co-workers I work with.	4.26
When faced with a difficult challenge, employees in my department pull together to find solutions.	4.16
My co-workers and I work well together.	4.45
There is little to no office politics or gossip in my department/school/program.	3.06
We regularly celebrate our successes.	3.13
There is at least one person at work whom I trust with my personal concerns.	4.48
I rarely experience conflicts with associates from other departments with whom I work.	4.23
Colleagues in my department/ school/program share information openly.	3.68
My physical work environment is appropriate for the kind of work I do.	4.06
Total Score	3.80

The following issues are common to all Human Resources staff, and need to be addressed:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted without the pressure of time
- Sharing information regularly

- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 1 Human Resources
Number of Respondents	31
Provides me with clear performance expectations.	4.06
Reviews my job performance at least once a year.	4.13
Is fair when reviewing my performance.	4.10
Provides me with ongoing feedback on my job performance.	3.68
Recognizes or praises me whenever I do a good job.	4.03
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.26
Does not expect me to work outside of my regular working hours.	3.77
Does not expect me to answer emails or text messages sent to me on weekends.	4.03
Ensures that I have the right skills and knowledge to perform my job.	4.06
Provides clear direction for my on-going professional development.	3.68
Takes appropriate action with people who under perform.	3.71
Resolves conflicts fairly and appropriately.	4.06
Keeps promises and stands by commitments made.	4.23
Is someone I can trust and talk with openly without the fear of reprisal.	4.42
Treats me with respect.	4.55
Values my opinion.	4.39
Leads by example and action.	4.16
Recommends new ideas from our team up to senior management.	4.13
Gives credit to the whole team when receiving positive feedback on our performance.	4.23
Keeps me regularly informed on important issues.	3.87
Treats everyone equally-does not play favorites.	4.03
Acts decisively and gets things done.	4.06
Listens with an open mind.	4.16
Displays high standards of honesty and integrity.	4.26
Shows compassion.	4.45
Total Score	4.10

Leadership scores are very high at Human Resources and are the highest at Algonquin.

Corporate Policies and Practices	Area 1 Human Resources
Number of Respondents	31
I am fairly compensated for the work that I do.	4.10
Our benefits package is appropriate for my needs.	4.29
Our incentive and reward system motivates me to do my best work.	2.90
Our internal work processes and procedures are simple and effective.	2.97
Candidates that are best suited for the job receive promotions when job openings become available.	3.29
Human Resources is appropriately accessible to employees.	4.58
Human Resources staff provides me with accurate and timely information.	4.35
Human Resources staff keeps personal and sensitive information confidential.	4.68
Human Resources applies college policies and practices fairly and equitably.	4.32
I am provided with ample opportunities for professional development.	3.90
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.90
I can cope with the pace of change at Algonquin College.	3.90
I know how changes at Algonquin College will affect me personally.	3.68
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.74
Total Score	3.90

The scores for this section of the survey are high for most questions. However, the questions that scored low were very low.

The following have very low scores and need to be addressed:

- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions

Mission and Values	Area 1 Human Resources
Number of Respondents	31
Algonquin College's mission excites me and motivates me to do my best work.	3.81
I am very clear on how important my contribution is to the mission of Algonquin College.	3.84
Our senior managers frequently talk about our mission.	3.45
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.84
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.81
My department/ school/program is free from harassment.	3.94
I am proud to work at Algonquin College.	4.90
I am not concerned about my job security.	3.58
I know what my students/clients want and I am focused on their needs in my work.	4.42
Creativity and innovation are valued at Algonquin College.	3.81
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.84
Everyone in my department/faculty is committed to doing quality work.	3.97
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.94
I have not been subjected to verbal abuse or any kind of bullying this past year.	3.87
Total Score	3.93

There is only one score less than (3.50):

- Senior management frequently talks about our mission

KEY OBSERVATIONS AND RECOMMENDATIONS

Human Resources had the highest overall score at Algonquin College. HR has an overall engagement score of (3.92) and an organizational score of (3.95). In addition leadership scores were very high at (4.10).

The high leadership score directly affects the positive Departmental score (3.80), as well as influencing the scores for Corporate Policies and Practices (3.90), and Mission and Values (3.93).

There are few issues that need to be addressed in order to move Human Resources from a very good Area to a great Area by reducing the percent of Actively Disengaged employees from 13% closer to 5%. The following lists issues by manager level of responsibility that need to be improved.

Human Resource Senior Management Team Responsibility

The following issues are under the purview of the Vice President and his Directors and they need to be addressed:

- Senior management frequently talks about our mission
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions

Human Resource Frontline Manager Responsibility

Frontline managers need to resolve the following issues especially as they relate to workload:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted without the pressure of time
- Regularly celebrating successes

In addition, these last two issues are closely related. Office politics and gossip are typically high when there is a lack of open and regular communication. By improving communication politics and gossip will be reduced.

- Sharing information openly and regularly
- Office politics and gossip

4.2 AREA 2: ADMINISTRATION

SCORES BY SURVEY SECTIONS-ADMIN	Dept. School Program	My Manager	Corporate Policies Practices	Mission and Values	Total Org Score	Mood	Mental & Physical Energy	Ability to Function	Total Wellness Score	Overall Score
Area 2 Finance & Admin	3.67	3.80	3.58	3.77	3.71	3.82	3.73	4.20	3.85	3.74
Area 2 College Ancillary Services	3.49	3.60	3.49	3.74	3.58	3.82	3.72	3.97	3.81	3.62
Area 2 Physical Resources	3.42	3.43	3.36	3.58	3.45	3.96	3.83	4.26	3.96	3.55
Area 2 IIRTS	3.35	3.33	3.16	3.37	3.31	3.72	3.48	3.92	3.66	3.38
Administration Overall Scores	3.49	3.55	3.40	3.62	3.52	3.82	3.68	4.07	3.81	3.57

The overall scores in Administration range from a high of (3.74) in Finance and Administration, to a low of (3.38) in Information, Institutional Research and Technology Services (IIRTS). Total Organizational scores are below (3.50) for both Research and Technology, and Physical Resources. A big drag on the Organizational scores are Departmental Practices and Corporate Policies and Practices. In addition, leadership capability is adding to the low scores at Physical Resources and Information, Institutional Research and Technology Services (IIRTS).

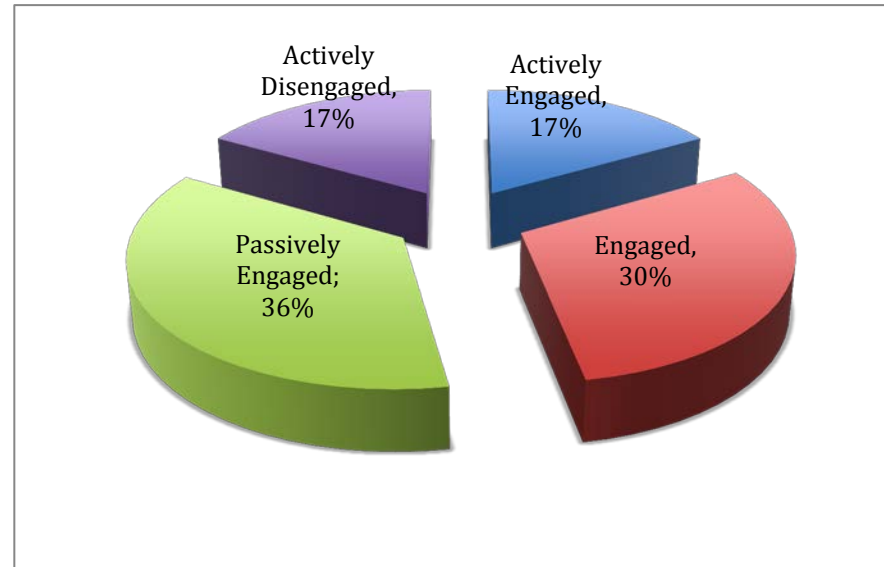
SCORES BY EMPLOYEE GROUPS-ADMIN	Manager Chair Super	Full Time Support	Full Time Admin	Part Time Support	Total
Area 2 Finance & Admin	4.06	3.62	3.05	3.63	3.74
Area 2 College Ancillary Services	4.00	3.62	3.54	3.46	3.62
Area 2 Physical Resources	3.85	3.28	3.38	4.26	3.55
Area 2 IIRTS	3.64	3.28	3.22	3.51	3.38
Number of Respondents	22	93	14	18	163
Engagement Scores	3.89	3.45	3.53	3.71	3.57

The chart above shows that full time Support staff has the lowest overall score of (3.45). Full time administration is a little better at (3.53). Clearly there are some serious issues that need to be addressed with these two employee groups

Note to reader: the number of respondents in the chart above do not add up to the total because employee groups with less than eight respondents are not shown. Full time Support and full time Administration staff have low scores.

4.2.1 FINANCE AND ADMINISTRATION

Finance and Administration Employee Engagement Chart



The Employee Engagement Chart for Finance and Administration shows both very high (17%) as well as very low (17%) engagement. Every effort should be made to move the 17% Actively Disengaged employees into the Passively Engaged category. Actively Disengaged employees can have a very negative affect on coworkers because they are emotionally invested in being negative towards their organization and their coworkers. They strongly pull in the opposite direction of the Actively Engaged employees. This has the affect of neutralizing the positive impact that the Actively Engaged employees work towards.

My Department/School/Program	Area 2 Finance & Admin
Number of Respondents	36
I am able to contribute, what I do best, everyday.	4.14
I have the right tools/equipment to do my job, the best I can.	3.78
The scheduling of my work is fair and reasonable.	3.92
Workload is distributed equitably throughout our department/school/program.	3.39
Everyone pulls his or her own weight equally.	3.25
I can complete my work within the time allotted without pressure most of the time.	3.61
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.50
I find my work challenging, stimulating and motivating.	3.83
I feel that I am a success at work.	3.94
I have easy access to the resources, people and information I need to do my job.	3.69
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.19
I participate in decisions that impact most aspects of the work of my department/school/program.	3.33
I rarely experience conflicts with the co-workers I work with.	4.14
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.53
My co-workers and I work well together.	3.89
There is little to no office politics or gossip in my department/school/program.	3.19
We regularly celebrate our successes.	2.78
There is at least one person at work whom I trust with my personal concerns.	4.28
I rarely experience conflicts with associates from other departments with whom I work.	4.53
Colleagues in my department/ school/program share information openly.	3.28
My physical work environment is appropriate for the kind of work I do.	3.92
Total Score	3.67

The following issues need to be addressed in order to raise employee engagement:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 2 Finance & Admin
Number of Respondents	36
Provides me with clear performance expectations.	3.69
Reviews my job performance at least once a year.	4.14
Is fair when reviewing my performance.	4.14
Provides me with ongoing feedback on my job performance.	3.75
Recognizes or praises me whenever I do a good job.	3.64
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.11
Does not expect me to work outside of my regular working hours.	3.89
Does not expect me to answer emails or text messages sent to me on weekends.	4.28
Ensures that I have the right skills and knowledge to perform my job.	4.14
Provides clear direction for my on-going professional development.	3.67
Takes appropriate action with people who under perform.	3.22
Resolves conflicts fairly and appropriately.	3.44
Keeps promises and stands by commitments made.	3.72
Is someone I can trust and talk with openly without the fear of reprisal.	3.67
Treats me with respect.	4.03
Values my opinion.	3.86
Leads by example and action.	3.67
Recommends new ideas from our team up to senior management.	3.58
Gives credit to the whole team when receiving positive feedback on our performance.	3.83
Keeps me regularly informed on important issues.	3.67
Treats everyone equally-does not play favorites.	3.64
Acts decisively and gets things done.	3.64
Listens with an open mind.	3.58
Displays high standards of honesty and integrity.	3.97
Shows compassion.	3.97
Total Score	3.80

Leadership scores are reasonably high with the exception of:

- Taking action with people who underperform
- Resolving conflicts fairly and appropriately

Corporate Policies and Practices	Area 2 Finance & Admin
Number of Respondents	36
I am fairly compensated for the work that I do.	3.67
Our benefits package is appropriate for my needs.	3.75
Our incentive and reward system motivates me to do my best work.	2.64
Our internal work processes and procedures are simple and effective.	3.11
Candidates that are best suited for the job receive promotions when job openings become available.	2.81
Human Resources is appropriately accessible to employees.	3.56
Human Resources staff provides me with accurate and timely information.	3.61
Human Resources staff keeps personal and sensitive information confidential.	4.17
Human Resources applies college policies and practices fairly and equitably.	3.78
I am provided with ample opportunities for professional development.	4.06
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.69
I can cope with the pace of change at Algonquin College.	4.17
I know how changes at Algonquin College will affect me personally.	3.42
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.64
Total Score	3.58

The following have very low scores and need to be addressed:

- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Knowing how changes at Algonquin affect one personally

Mission and Values	Area 2 Finance & Admin
Number of Respondents	36
Algonquin College's mission excites me and motivates me to do my best work.	3.72
I am very clear on how important my contribution is to the mission of Algonquin College.	3.61
Our senior managers frequently talk about our mission.	3.47
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.19
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.75
My department/ school/program is free from harassment.	3.67
I am proud to work at Algonquin College.	4.44
I am not concerned about my job security.	3.14
I know what my students/clients want and I am focused on their needs in my work.	4.58
Creativity and innovation are valued at Algonquin College.	3.86
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.36
Everyone in my department/faculty is committed to doing quality work.	3.69
Algonquin College is reasonable in allowing me to balance my work with my personal life.	4.14
I have not been subjected to verbal abuse or any kind of bullying this past year.	4.08
Total Score	3.77

The following have very low scores and need to be addressed:

- Employees conducting themselves with caring, learning, integrity and respect
- Concerns over job security
- Working in a spirit of collaboration rather than confrontation and competition

KEY OBSERVATIONS AND RECOMMENDATIONS

Finance and Administration has an overall engagement score of (3.74) and an organizational score of (3.71). These are positive scores. The leadership scored of (3.80) indicates positive leadership capabilities. Since there is a direct relationship between leadership capability and departmental practices, the Departmental score (3.67) is in line with this relationship. In addition, leadership has some influence on the scores of Mission and Values (3.77), but it is not as strongly linked to the scores of Corporate Policies and Practices (3.58).

In addition there are some serious issues that need to be addressed with full time Support and Administration employee groups.

There are few issues that need to be addressed in order to lift employee engagement at Finance and Administration. Reducing the percent of Actively Disengaged employees from 17% closer to 5% can do this. The following lists issues by manager level of responsibility.

Finance and Administration Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Managers taking action with people who underperform
- Managers resolving conflicts fairly and appropriately

Corporate Issues

- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Knowing how changes at Algonquin affect one personally
- Employees conducting themselves with caring, learning, integrity and respect
- Concerns over job security
- Working in a spirit of collaboration rather than confrontation and competition

Finance and Administration Frontline Manager Responsibility

Frontline managers need to resolve the following issues:

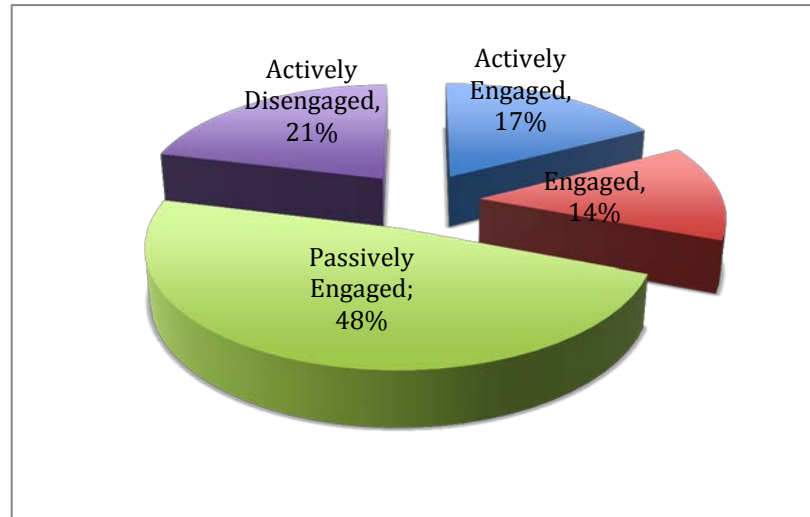
- Equal distribution of workload
- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted without the pressure of time
- Regularly celebrating successes

In addition, these last two issues are closely related. Office politics and gossip are typically high when there is a lack of open and regular communication. By improving communication politics and gossip will be reduced.

- Sharing information openly and regularly
- Office politics and gossip

4.2.2 COLLEGE ANCILLARY SERVICES

College Ancillary Services Employee Engagement Chart



This employee engagement chart shows a very high percent of Actively Disengaged employees. Every effort should be made to move the 21% Actively Disengaged employees into the Passively Engaged category. Actively Disengaged employees have a very negative affect on coworkers because they are emotionally invested in being negative towards their organization and their coworkers. They strongly pull in the opposite direction of the Actively Engaged employees. This has the affect of neutralizing the positive impact that the Actively Engaged employees work towards.

My Department/School/Program	Area 2 College Ancillary Services
Number of Respondents	52
I am able to contribute, what I do best, everyday.	3.94
I have the right tools/equipment to do my job, the best I can.	3.58
The scheduling of my work is fair and reasonable.	4.02
Workload is distributed equitably throughout our department/school/program.	3.17
Everyone pulls his or her own weight equally.	2.71
I can complete my work within the time allotted without pressure most of the time.	3.40
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.50
I find my work challenging, stimulating and motivating.	3.60
I feel that I am a success at work.	3.83
I have easy access to the resources, people and information I need to do my job.	3.58
Members of my department meet regularly to share important information and to discuss issues and concerns.	2.88
I participate in decisions that impact most aspects of the work of my department/school/program.	3.21
I rarely experience conflicts with the co-workers I work with.	3.96
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.50
My co-workers and I work well together.	4.00
There is little to no office politics or gossip in my department/school/program.	2.75
We regularly celebrate our successes.	2.65
There is at least one person at work whom I trust with my personal concerns.	4.04
I rarely experience conflicts with associates from other departments with whom I work.	4.06
Colleagues in my department/ school/program share information openly.	3.13
My physical work environment is appropriate for the kind of work I do.	3.79
Total Score	3.49

The following issues need to be addressed in order to raise employee engagement:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted and without pressure
- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 2 College Ancillary Services
Number of Respondents	52
Provides me with clear performance expectations.	3.62
Reviews my job performance at least once a year.	3.83
Is fair when reviewing my performance.	3.77
Provides me with ongoing feedback on my job performance.	3.42
Recognizes or praises me whenever I do a good job.	3.48
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	3.87
Does not expect me to work outside of my regular working hours.	3.81
Does not expect me to answer emails or text messages sent to me on weekends.	3.96
Ensures that I have the right skills and knowledge to perform my job.	3.81
Provides clear direction for my ongoing professional development.	3.35
Takes appropriate action with people who under perform.	2.77
Resolves conflicts fairly and appropriately.	3.27
Keeps promises and stands by commitments made.	3.42
Is someone I can trust and talk with openly without the fear of reprisal.	3.63
Treats me with respect.	4.02
Values my opinion.	3.77
Leads by example and action.	3.35
Recommends new ideas from our team up to senior management.	3.56
Gives credit to the whole team when receiving positive feedback on our performance.	3.62
Keeps me regularly informed on important issues.	3.50
Treats everyone equally-does not play favorites.	3.35
Acts decisively and gets things done.	3.35
Listens with an open mind.	3.69
Displays high standards of honesty and integrity.	3.87
Shows compassion.	3.94
Total Score	3.60

Leadership behaviours that are below (3.50) and that need to be improved in order to raise employee engagement are:

- Provides me with ongoing feedback on job performance
- Provides clear direction for my professional development
- Taking action with people who underperform
- Resolving conflicts fairly and appropriately
- Keeps promises and commitments

- Leads by example and action
- Treats everyone equally
- Acts decisively and gets things done

Corporate Policies and Practices	Area 2 College Ancillary Services
Number of Respondents	52
I am fairly compensated for the work that I do.	3.42
Our benefits package is appropriate for my needs.	3.73
Our incentive and reward system motivates me to do my best work.	2.44
Our internal work processes and procedures are simple and effective.	3.00
Candidates that are best suited for the job receive promotions when job openings become available.	2.73
Human Resources is appropriately accessible to employees.	3.69
Human Resources staff provides me with accurate and timely information.	3.69
Human Resources staff keeps personal and sensitive information confidential.	4.06
Human Resources applies college policies and practices fairly and equitably.	3.69
I am provided with ample opportunities for professional development.	3.54
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.63
I can cope with the pace of change at Algonquin College.	4.19
I know how changes at Algonquin College will affect me personally.	3.44
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.62
Total Score	3.49

The following have very low scores and need to be addressed:

- Fair compensation
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Knowing how changes at Algonquin affect me personally

Mission and Values	Area 2 College Ancillary Services
Number of Respondents	52
Algonquin College's mission excites me and motivates me to do my best work.	3.73
I am very clear on how important my contribution is to the mission of Algonquin College.	3.73
Our senior managers frequently talk about our mission.	3.02
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.50
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.98
My department/ school/program is free from harassment.	3.85
I am proud to work at Algonquin College.	4.38
I am not concerned about my job security.	3.17
I know what my students/clients want and I am focused on their needs in my work.	4.37
Creativity and innovation are valued at Algonquin College.	3.81
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.62
Everyone in my department/faculty is committed to doing quality work.	3.48
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.85
I have not been subjected to verbal abuse or any kind of bullying this past year.	3.88
Total Score	3.74

The following have very low scores and need to be addressed:

- Senior managers frequently talk about the mission
- Concerns over job security

KEY OBSERVATIONS AND RECOMMENDATIONS

College Ancillary Services has an overall engagement score of (3.62) and an organizational score of (3.54). These are average scores. Leadership scored (3.60) indicates that leadership capabilities should be strengthened. Since there is a direct relationship between leadership capability and departmental practices, the Departmental score (3.49), is in line with this relationship. In addition, leadership has some influence on the scores of Corporate Policies and Practices (3.49), and Mission and Values (3.74), but it is not as strongly linked as it is with departmental practices.

There are many issues that need to be addressed in order to lift employee engagement at College Ancillary Services. Reducing the percent of Actively Disengaged employees from 21% closer to 5% can do this. The following lists issues by manager level of responsibility.

College Ancillary Services Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Provides me with ongoing feedback on job performance
- Provides clear direction for my professional development
- Taking action with people who underperform
- Resolving conflicts fairly and appropriately
- Keeps promises and commitments
- Leads by example and action
- Treats everyone equally
- Acts decisively and gets things done

Corporate Issues

- Fair compensation
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Knowing how changes at Algonquin affect me personally
- Senior managers frequently talk about the mission
- Concerns over job security

College Ancillary Services Frontline Manager Responsibility

Frontline managers need to resolve the following issues:

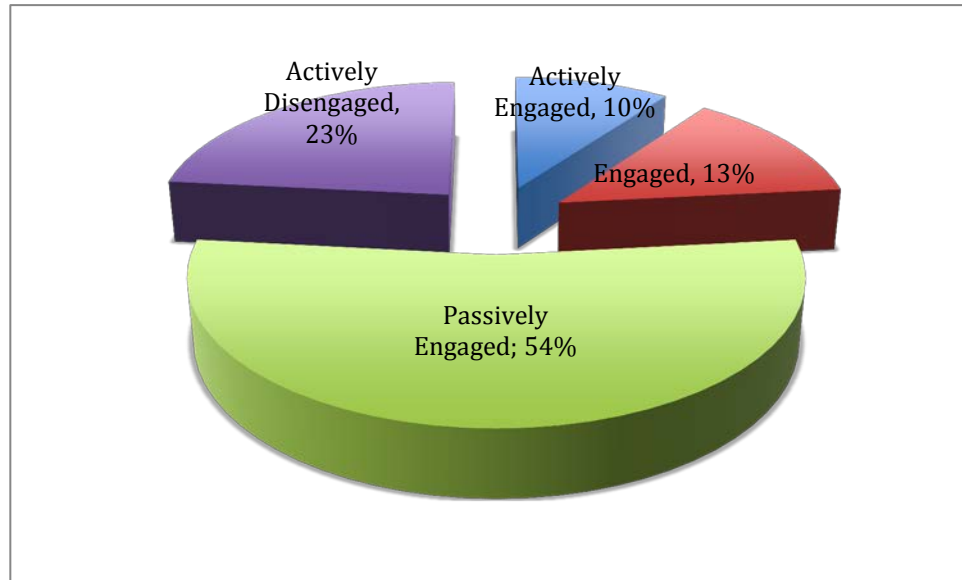
- Equal distribution of workload
- Everyone pulling his or her weight equally
- Participation in decision making
- Being able to complete work within the time allotted without the pressure of time
- Regularly celebrating successes

In addition, these last two issues are closely related. Office politics and gossip are typically high when there is a lack of open and regular communication. By improving communication politics and gossip will be reduced.

- Sharing information openly and regularly
- Office politics and gossip

4.2.3 PHYSICAL RESOURCES

Physical Resources Engagement Chart



This employee engagement chart shows a very high percent of Actively Disengaged employees. Every effort should be made to move the 23% Actively Disengaged employees into the Passively Engaged category. Actively Disengaged employees can have a very negative affect on coworkers because they are emotionally invested in being negative towards their organization and their coworkers. They strongly pull in the opposite direction of the Actively Engaged employees. This has the affect of neutralizing the positive impact that the Actively Engaged employees work towards.

My Department/School/Program	Area 2 Physical Resources
Number of Respondents	30
I am able to contribute, what I do best, everyday.	3.93
I have the right tools/equipment to do my job, the best I can.	3.67
The scheduling of my work is fair and reasonable.	3.43
Workload is distributed equitably throughout our department/school/program.	3.03
Everyone pulls his or her own weight equally.	2.57
I can complete my work within the time allotted without pressure most of the time.	3.17
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.37
I find my work challenging, stimulating and motivating.	4.00
I feel that I am a success at work.	4.20
I have easy access to the resources, people and information I need to do my job.	3.60
Members of my department meet regularly to share important information and to discuss issues and concerns.	2.83
I participate in decisions that impact most aspects of the work of my department/school/program.	3.10
I rarely experience conflicts with the co-workers I work with.	4.00
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.63
My co-workers and I work well together.	4.07
There is little to no office politics or gossip in my department/school/program.	2.70
We regularly celebrate our successes.	2.77
There is at least one person at work whom I trust with my personal concerns.	3.33
I rarely experience conflicts with associates from other departments with whom I work.	3.73
Colleagues in my department/ school/program share information openly.	3.37
My physical work environment is appropriate for the kind of work I do.	3.33
Total Score	3.42

The following issues need to be addressed in order to raise employee engagement:

- Fair and reasonable scheduling of work
- Equal distribution of workload
- Everyone pulling his or her weight equally
- Completing work within the allotted time without pressure
- Being able to manage interruptions, emails and telephone calls
- Sharing information regularly and openly
- Participating in decision making

- Office politics and gossip
- Regularly celebrating successes
- Having a person to trust with personal concerns
- Having an appropriate physical work environment

My Manager	Area 2 Physical Resources
Number of Respondents	30
Provides me with clear performance expectations.	3.43
Reviews my job performance at least once a year.	3.90
Is fair when reviewing my performance.	3.53
Provides me with ongoing feedback on my job performance.	3.23
Recognizes or praises me whenever I do a good job.	3.20
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	3.70
Does not expect me to work outside of my regular working hours.	3.03
Does not expect me to answer emails or text messages sent to me on weekends.	3.73
Ensures that I have the right skills and knowledge to perform my job.	3.63
Provides clear direction for my on-going professional development.	3.07
Takes appropriate action with people who under perform.	3.03
Resolves conflicts fairly and appropriately.	3.37
Keeps promises and stands by commitments made.	3.40
Is someone I can trust and talk with openly without the fear of reprisal.	3.30
Treats me with respect.	3.73
Values my opinion.	3.67
Leads by example and action.	3.53
Recommends new ideas from our team up to senior management.	3.33
Gives credit to the whole team when receiving positive feedback on our performance.	3.37
Keeps me regularly informed on important issues.	3.33
Treats everyone equally-does not play favorites.	3.03
Acts decisively and gets things done.	3.47
Listens with an open mind.	3.47
Displays high standards of honesty and integrity.	3.63
Shows compassion.	3.73
Total Score	3.43

Leadership capability at Physical Resources is very weak. Leadership behaviours that are below (3.50) and that need to be improved in order to raise employee engagement are:

- Providing clear performance expectations
- Providing ongoing feedback on job performance
- Recognition and praise for a job well done
- Expectation to work outside regular working hours
- Provides clear direction for professional development
- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately
- Keeps promises and commitments
- Being trustworthy
- Recommending new ideas to upper management
- Giving credit to the whole team when receiving positive feedback on performance
- Keeping everyone regularly informed on important issues
- Treating everyone equally

Corporate Policies and Practices	Area 2 Physical Resources
Number of Respondents	30
I am fairly compensated for the work that I do.	2.63
Our benefits package is appropriate for my needs.	3.63
Our incentive and reward system motivates me to do my best work.	2.10
Our internal work processes and procedures are simple and effective.	3.07
Candidates that are best suited for the job receive promotions when job openings become available.	2.43
Human Resources is appropriately accessible to employees.	3.63
Human Resources staff provides me with accurate and timely information.	3.73
Human Resources staff keeps personal and sensitive information confidential.	4.33
Human Resources applies college policies and practices fairly and equitably.	3.63
I am provided with ample opportunities for professional development.	3.27
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.47
I can cope with the pace of change at Algonquin College.	3.97
I know how changes at Algonquin College will affect me personally.	3.43
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.73
Total Score	3.36

This section of the survey had the lowest overall score. The following have very low scores and need to be addressed:

- Fair compensation
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Being provided with ample opportunities for professional development
- Knowing how changes at Algonquin affect me personally

Mission and Values	Area 2 Physical Resources
Number of Respondents	30
Algonquin College's mission excites me and motivates me to do my best work.	3.40
I am very clear on how important my contribution is to the mission of Algonquin College.	3.67
Our senior managers frequently talk about our mission.	3.20
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.30
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.47
My department/ school/program is free from harassment.	3.47
I am proud to work at Algonquin College.	4.57
I am not concerned about my job security.	3.07
I know what my students/clients want and I am focused on their needs in my work.	4.53
Creativity and innovation are valued at Algonquin College.	3.67
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.33
Everyone in my department/faculty is committed to doing quality work.	3.47
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.70
I have not been subjected to verbal abuse or any kind of bullying this past year.	3.33
Total Score	3.58

The following have very low scores and need to be addressed:

- Senior managers frequently talk about the mission
- Employees conducting themselves with caring, learning, integrity and respect
- Concerns over job security
- Working in a spirit of collaboration rather than confrontation and competition
- Being subjected to verbal abuse of bullying

KEY OBSERVATIONS AND RECOMMENDATIONS

Physical Resources has an overall engagement score of (3.55) and an organizational score of (3.45). These are low engagement scores. The leadership score of (3.43) indicates very weak leadership capabilities. This low level of leadership capability is reflected in the low Departmental score (3.42), as well as the low scores for Corporate Policies and Practices (3.36), and Mission and Values (3.58).

There are many issues that need to be addressed in order to lift employee engagement at Physical Resources. Reducing the percent of Actively Disengaged employees from 23% closer to 5% can do this. The following lists issues by manager level of responsibility.

Physical Resources Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Providing clear performance expectations
- Providing ongoing feedback on job performance
- Recognition and praise for a job well done
- Expectation to work outside regular working hours
- Provides clear direction for professional development
- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately
- Keeps promises and commitments
- Being trustworthy
- Recommending new ideas to upper management
- Giving credit to the whole team when receiving positive feedback on performance
- Keeping everyone regularly informed on important issues
- Treating everyone equally

Corporate Issues

- Fair compensation
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Being provided with ample opportunities for professional development
- Knowing how changes at Algonquin affect me personally
- Senior managers frequently talk about the mission
- Employees conducting themselves with caring, learning, integrity and respect
- Concerns over job security
- Working in a spirit of collaboration rather than confrontation and competition
- Being subjected to verbal abuse or bullying

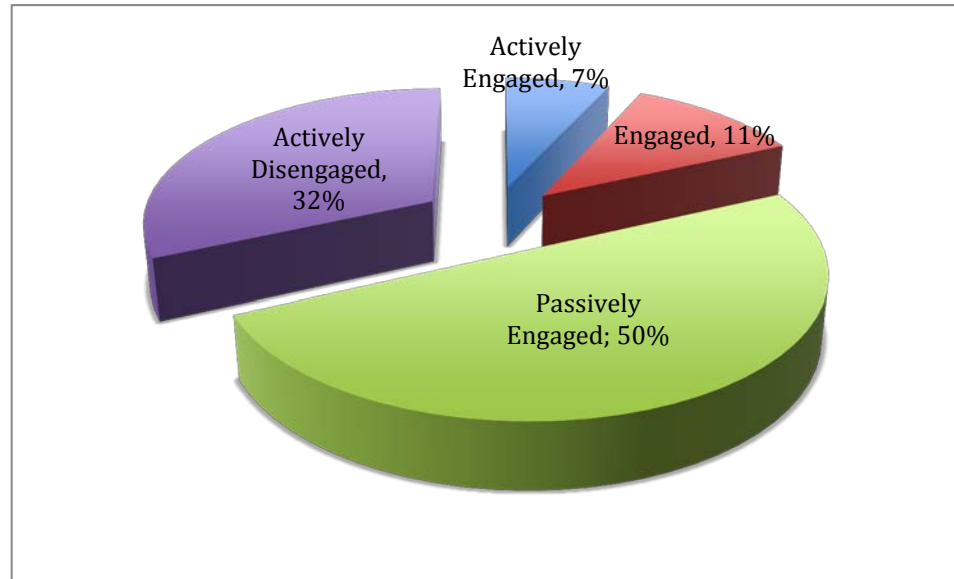
Physical Resources Frontline Manager Responsibility

Frontline managers need to resolve the following issues:

- Fair and reasonable scheduling of work
- Equal distribution of workload
- Everyone pulling his or her weight equally
- Completing work within the allotted time without pressure
- Being able to manage interruptions, emails and telephone calls
- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes
- Having a person to trust with personal concerns
- Having an appropriate physical environment

4.2.4 INFORMATION, INSTITUTIONAL RESEARCH AND TECHNOLOGY SERVICES (IIRTS)

IIRTS Employee Engagement Chart



This employee engagement chart shows a very high percent of Actively Disengaged employees. Every effort should be made to move the 32% Actively Disengaged employees into the Passively Engaged category. Actively Disengaged employees can have a very negative affect on coworkers because they are emotionally invested in being negative towards their organization and their coworkers. They strongly pull in the opposite direction of the Actively Engaged employees. This has the affect of neutralizing the positive impact that the Actively Engaged employees work towards.

My Department/School/Program	Area 2 IIRTS
Number of Respondents	44
I am able to contribute, what I do best, everyday.	3.70
I have the right tools/equipment to do my job, the best I can.	3.50
The scheduling of my work is fair and reasonable.	3.45
Workload is distributed equitably throughout our department/school/program.	2.64
Everyone pulls his or her own weight equally.	2.23
I can complete my work within the time allotted without pressure most of the time.	2.98
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.41
I find my work challenging, stimulating and motivating.	3.86
I feel that I am a success at work.	3.84
I have easy access to the resources, people and information I need to do my job.	3.20
Members of my department meet regularly to share important information and to discuss issues and concerns.	2.95
I participate in decisions that impact most aspects of the work of my department/school/program.	3.02
I rarely experience conflicts with the co-workers I work with.	3.91
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.80
My co-workers and I work well together.	4.25
There is little to no office politics or gossip in my department/school/program.	2.07
We regularly celebrate our successes.	2.73
There is at least one person at work whom I trust with my personal concerns.	3.95
I rarely experience conflicts with associates from other departments with whom I work.	3.86
Colleagues in my department/ school/program share information openly.	3.20
My physical work environment is appropriate for the kind of work I do.	3.82
Total Score	3.35

The following issues need to be addressed in order to raise employee engagement:

- Fair and reasonable scheduling of work
- Equal distribution of workload
- Everyone pulling his or her weight equally
- Completing work within the allotted time without pressure
- Being able to manage interruptions, emails and telephone calls
- Having easy access to resources, people and information

- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 2 IIRTS
Number of Respondents	44
Provides me with clear performance expectations.	2.95
Reviews my job performance at least once a year.	3.07
Is fair when reviewing my performance.	3.70
Provides me with ongoing feedback on my job performance.	3.11
Recognizes or praises me whenever I do a good job.	3.64
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	3.75
Does not expect me to work outside of my regular working hours.	3.36
Does not expect me to answer emails or text messages sent to me on weekends.	3.68
Ensures that I have the right skills and knowledge to perform my job.	3.50
Provides clear direction for my on-going professional development.	2.82
Takes appropriate action with people who under perform.	2.32
Resolves conflicts fairly and appropriately.	2.80
Keeps promises and stands by commitments made.	3.05
Is someone I can trust and talk with openly without the fear of reprisal.	3.34
Treats me with respect.	3.93
Values my opinion.	3.64
Leads by example and action.	3.07
Recommends new ideas from our team up to senior management.	3.30
Gives credit to the whole team when receiving positive feedback on our performance.	3.66
Keeps me regularly informed on important issues.	3.27
Treats everyone equally-does not play favorites.	3.25
Acts decisively and gets things done.	3.09
Listens with an open mind.	3.39
Displays high standards of honesty and integrity.	3.52
Shows compassion.	3.93
Total Score	3.33

Leadership capability at Information, Institutional Research and Technology Services (IIRTS) is very weak. Leadership behaviours that are below (3.50) and that need to be improved in order to raise employee engagement are:

- Providing clear performance expectations
- Reviewing job performance once a year
- Providing ongoing feedback on job performance
- Expectation to work outside regular working hours
- Providing clear direction for professional development
- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately
- Keeps promises and commitments
- Being trustworthy
- Leading by example and action
- Recommending new ideas to upper management
- Keeping everyone regularly informed on important issues
- Treating everyone equally
- Acting decisively and getting things done
- Listening with an open mind

There is a very important positive leadership behaviour that received a high score:

- Treats me with respect

Corporate Policies and Practices	Area 2 IIRTS
Number of Respondents	44
I am fairly compensated for the work that I do.	2.95
Our benefits package is appropriate for my needs.	3.82
Our incentive and reward system motivates me to do my best work.	2.25
Our internal work processes and procedures are simple and effective.	2.25
Candidates that are best suited for the job receive promotions when job openings become available.	2.41
Human Resources is appropriately accessible to employees.	3.07
Human Resources staff provides me with accurate and timely information.	2.93
Human Resources staff keeps personal and sensitive information confidential.	4.05
Human Resources applies college policies and practices fairly and equitably.	3.16
I am provided with ample opportunities for professional development.	3.39
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.32
I can cope with the pace of change at Algonquin College.	4.20
I know how changes at Algonquin College will affect me personally.	3.25
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.20
Total Score	3.16

This section of the survey had the lowest overall score. All the questions scored low with the exception of:

- The benefits package is appropriate for my needs
- HR keeps personal and sensitive information confidential
- Being able to cope with the pace of change at Algonquin

Mission and Values	Area 2 IIRTS
Number of Respondents	44
Algonquin College's mission excites me and motivates me to do my best work.	3.57
I am very clear on how important my contribution is to the mission of Algonquin College.	3.61
Our senior managers frequently talk about our mission.	3.11
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	2.77
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.45
My department/ school/program is free from harassment.	2.86
I am proud to work at Algonquin College.	4.05
I am not concerned about my job security.	3.36
I know what my students/clients want and I am focused on their needs in my work.	4.14
Creativity and innovation are valued at Algonquin College.	3.23
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	2.91
Everyone in my department/faculty is committed to doing quality work.	3.07
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.64
I have not been subjected to verbal abuse or any kind of bullying this past year.	3.43
Total Score	3.37

This section of the survey had very low scores with the exception of:

- The college's mission excites me and motivates me to do my best work
- Being clear on how one contributes to the mission
- Proud to work at the college
- Knowing what students want and being focused on their needs
- The college is reasonable in accommodating work/life balance

KEY OBSERVATIONS AND RECOMMENDATIONS

Information, Institutional Research and Technology Services (IIRTS) has an overall engagement score of (3.38) and an organizational score of (3.31). These are seriously low engagement scores. The leadership score of (3.33) indicates very weak leadership capabilities. This low level of leadership capability is reflected in the very low Departmental score (3.35), as well as the very low scores for Corporate Policies and Practices (3.16), and Mission and Values (3.37).

There are many issues that need to be addressed in order to lift employee engagement at Information, Institutional Research and Technology Services (IIRTS). Reducing the percent of Actively Disengaged employees from 32% closer to 5% can do this. The following lists issues by manager level of responsibility.

Information, Institutional Research and Technology Services (IIRTS) Senior Management Team Responsibility

There is no point in listing all of the leadership behaviours that need to be improved. Clearly, there is a need to immerse all managers at Information, Institutional Research and Technology Services (IIRTS) in a comprehensive leadership training program that will specifically focus on the key behaviours that promote employee engagement.

However, there is a spark of light upon which to build, in that the following behaviours had acceptable scores:

- Is fair when reviewing my job performance
- Recognizes or praises me for a job well done
- Does not micro-manage
- Does not expect me to answer email and text messages on weekends
- Ensures staff have the right skills and knowledge
- Treats staff with respect
- Values staff opinion
- Gives credit to the whole team when receiving positive feedback
- Displays high standards of honesty and integrity
- Shows compassion

Corporate Issues

Similarly, there are too many corporate issues to list. The leadership training has to take priority. However, two issues need to be highlighted:

- The department is not free from harassment
- Being subjected to verbal abuse or bullying

The proposed leadership training would go a long way in addressing these last two behaviours.

Information, Institutional Research and Technology Services (IIRTS) Frontline Manager Responsibility

Without the proper leadership training it is doubtful that frontline managers will be able to resolve the following issues:

- Fair and reasonable scheduling of work
- Equal distribution of workload
- Everyone pulling his or her weight equally
- Completing work within the allotted time without pressure
- Being able to manage interruptions, emails and telephone calls
- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes
- Having a person to trust with personal concerns
- Having an appropriate physical environment

4.3 STUDENT SERVICES

SCORES BY SURVEY SECTIONS	Dept. School Program	My Manager	Corporate Policies Practices	Mission and Values	Total Org Score	Mood	Mental & Physical Energy	Ability to Function	Total Wellness Score	Overall Score
Area 3 Registrar's Office	3.53	3.79	3.40	3.55	3.60	3.82	3.79	4.20	3.87	3.65
Area 3 Student Support	3.67	3.78	3.42	3.86	3.70	3.81	3.78	4.18	3.86	3.73
Student Services Overall Scores	3.61	3.79	3.42	3.74	3.66	3.82	3.79	4.19	3.87	3.70

There is very little difference in the scores between the Registrar's Office and Student Support except for the score for departmental practices and Mission and Values. The lower scores for these two sections dropped the score for the Registrar's Office to (3.65).

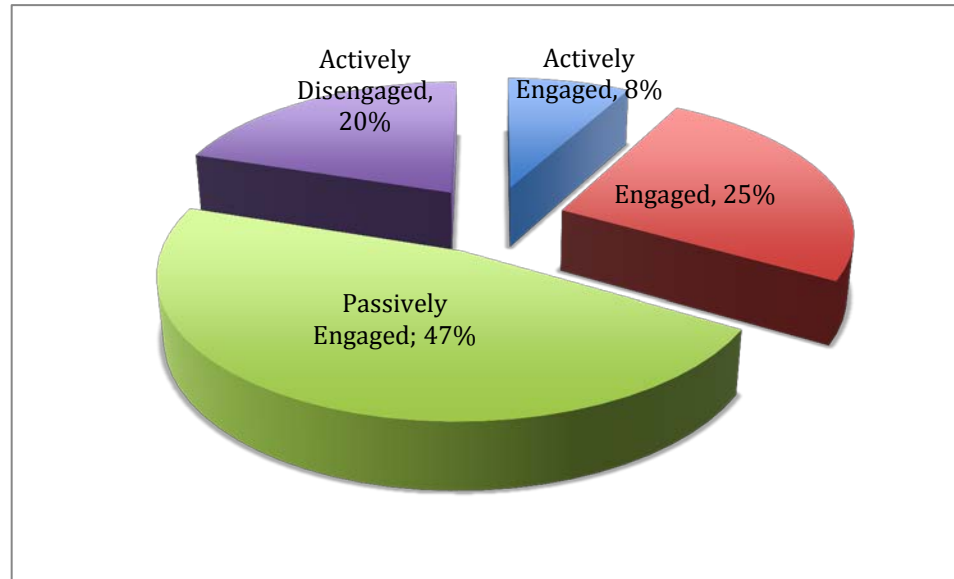
SCORES BY EMPLOYEE GROUP	Manager Chair Supervisor	Full Time Faculty	Full Time Support	Part Time Support	Total
Area 3 Registrar's Office	3.44	-	3.64	3.70	3.65
Area 3 Student Support	3.91	3.66	3.58	3.94	3.73
Number of Respondents	16	11	98	47	189
Engagement Scores	3.68	3.66	3.61	3.82	3.70

The scores by Employee Group show a very positive score (3.91) for the Manager/Chair/Supervisor group in Student Support and a very low score for this same group in the Registrar's Office.

Note to reader: the number of respondents in the chart above do not add up to the total because employee groups with less than eight respondents are not shown. Managers in the Registrar's Office show low scores.

4.3.1 REGISTRAR'S OFFICE

Registrar's Office Employee Engagement Chart



This employee engagement chart shows a very high percent of Actively Disengaged employees. Every effort should be made to move the 20% Actively Disengaged employees into the Passively Engaged category. Actively Disengaged employees can have a very negative affect on coworkers because they are emotionally invested in being negative towards their organization and their coworkers. They strongly pull in the opposite direction of the Actively Engaged employees. This has the affect of neutralizing the positive impact that the Actively Engaged employees work towards.

My Department/School/Program	Area 3 Registrar's Office
Number of Respondents	75
I am able to contribute, what I do best, everyday.	3.87
I have the right tools/equipment to do my job, the best I can.	3.64
The scheduling of my work is fair and reasonable.	3.67
Workload is distributed equitably throughout our department/school/program.	3.09
Everyone pulls his or her own weight equally.	2.91
I can complete my work within the time allotted without pressure most of the time.	3.35
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.45
I find my work challenging, stimulating and motivating.	3.76
I feel that I am a success at work.	4.01
I have easy access to the resources, people and information I need to do my job.	3.65
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.37
I participate in decisions that impact most aspects of the work of my department/school/program.	3.08
I rarely experience conflicts with the co-workers I work with.	4.00
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.52
My co-workers and I work well together.	4.17
There is little to no office politics or gossip in my department/school/program.	2.55
We regularly celebrate our successes.	2.88
There is at least one person at work whom I trust with my personal concerns.	3.89
I rarely experience conflicts with associates from other departments with whom I work.	4.28
Colleagues in my department/ school/program share information openly.	3.29
My physical work environment is appropriate for the kind of work I do.	3.60
Total Score	3.53

The following issues need to be addressed in order to raise employee engagement:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Completing work within the allotted time without pressure
- Being able to manage interruptions, emails and telephone calls
- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 3 Registrar's Office
Number of Respondents	75
Provides me with clear performance expectations.	3.63
Reviews my job performance at least once a year.	3.89
Is fair when reviewing my performance.	4.01
Provides me with ongoing feedback on my job performance.	3.55
Recognizes or praises me whenever I do a good job.	3.56
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	3.95
Does not expect me to work outside of my regular working hours.	4.25
Does not expect me to answer emails or text messages sent to me on weekends.	4.64
Ensures that I have the right skills and knowledge to perform my job.	3.92
Provides clear direction for my on-going professional development.	3.53
Takes appropriate action with people who under perform.	2.92
Resolves conflicts fairly and appropriately.	3.37
Keeps promises and stands by commitments made.	3.61
Is someone I can trust and talk with openly without the fear of reprisal.	3.71
Treats me with respect.	4.19
Values my opinion.	3.99
Leads by example and action.	3.64
Recommends new ideas from our team up to senior management.	3.73
Gives credit to the whole team when receiving positive feedback on our performance.	3.92
Keeps me regularly informed on important issues.	3.73
Treats everyone equally-does not play favorites.	3.68
Acts decisively and gets things done.	3.55
Listens with an open mind.	3.80
Displays high standards of honesty and integrity.	3.92
Shows compassion.	4.05
Total Score	3.79

Leadership is fairly strong in the Registrar's office. Only two behaviours need to be improved:

- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately

Corporate Policies and Practices	Area 3 Registrar's Office
Number of Respondents	75
I am fairly compensated for the work that I do.	3.52
Our benefits package is appropriate for my needs.	3.65
Our incentive and reward system motivates me to do my best work.	2.65
Our internal work processes and procedures are simple and effective.	3.08
Candidates that are best suited for the job receive promotions when job openings become available.	2.65
Human Resources is appropriately accessible to employees.	3.35
Human Resources staff provides me with accurate and timely information.	3.41
Human Resources staff keeps personal and sensitive information confidential.	3.87
Human Resources applies college policies and practices fairly and equitably.	3.40
I am provided with ample opportunities for professional development.	3.52
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.57
I can cope with the pace of change at Algonquin College.	4.08
I know how changes at Algonquin College will affect me personally.	3.55
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.36
Total Score	3.40

This section of the survey had the lowest overall score. The following have very low scores and need to be addressed:

- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources is appropriately accessible
- Human Resources provides accurate and timely information
- Human Resources applies college policies and practices fairly and equitably
- Health and wellness initiatives offered by the college are appropriate

Mission and Values	Area 3 Registrar's Office
Number of Respondents	75
Algonquin College's mission excites me and motivates me to do my best work.	3.73
I am very clear on how important my contribution is to the mission of Algonquin College.	3.75
Our senior managers frequently talk about our mission.	2.95
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.03
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.61
My department/ school/program is free from harassment.	3.23
I am proud to work at Algonquin College.	4.27
I am not concerned about my job security.	3.49
I know what my students/clients want and I am focused on their needs in my work.	4.45
Creativity and innovation are valued at Algonquin College.	3.37
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.09
Everyone in my department/faculty is committed to doing quality work.	3.27
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.85
I have not been subjected to verbal abuse or any kind of bullying this past year.	3.63
Total Score	3.55

The following have very low scores and need to be addressed:

- Senior management frequently talking about the mission
- Employees conducting themselves with caring, learning, integrity and respect
- Department is free from harassment
- Creativity and innovation are valued at the college
- Knowing what students want and being focused on their needs
- Working in a spirit of collaboration rather than confrontation and competition
- Everyone is committed to doing quality work

KEY OBSERVATIONS AND RECOMMENDATIONS

Registrar's Office has an overall engagement score of (3.65) and an organizational score of (3.60). These are average scores. The leadership score of (3.79) indicates positive leadership capabilities. However, there is an anomaly here. The good leadership score is not reflected in the Departmental score of (3.53). This score should have been higher. Similarly, the scores for Corporate Policies and Practices (3.40), and Mission and Values (3.55) should be higher as well considering the positive leadership score.

There are a number of issues that need to be addressed in order to lift employee engagement at the Registrar's Office. Reducing the percent of Actively Disengaged employees from 20% closer to 5% can do this. The following, lists issues by manager level of responsibility.

Registrar's Office Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately

Corporate Issues

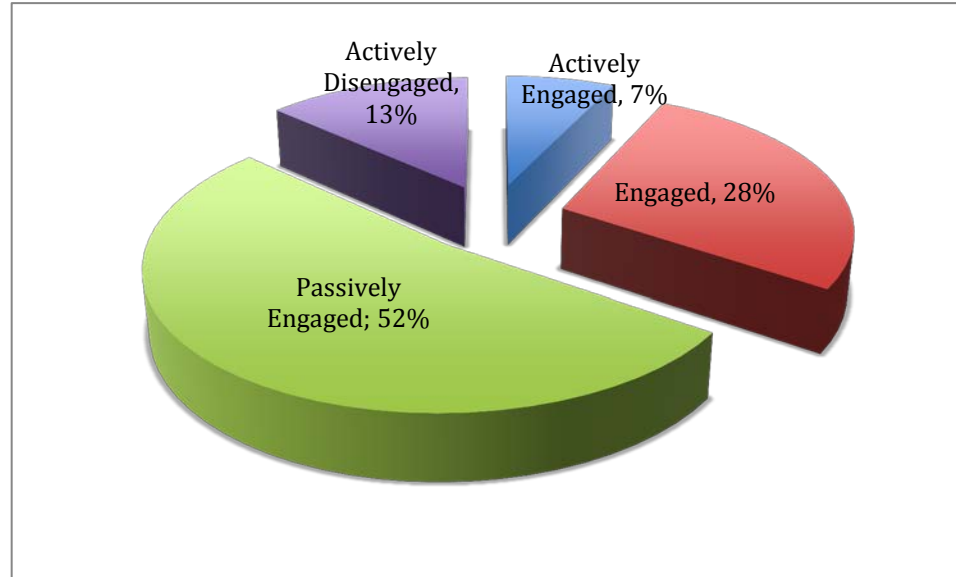
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources is appropriately accessible
- Human Resources provides accurate and timely information
- Human Resources applies college policies and practices fairly and equitably
- Health and wellness initiatives offered by the college are appropriate

Registrar's Office Frontline Manager Responsibility

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Completing work within the allotted time without pressure
- Being able to manage interruptions, emails and telephone calls
- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

4.3.2 STUDENT SUPPORT

Student Support Engagement Chart



The Student Support Employee Engagement Chart shows a combined total of 35% of Actively Engaged and Engaged employees. Student Support should strive to reduce the percent of Actively Disengaged employees from 13% to 5%. Having said that, the number of Actively Disengaged employees is among the lowest at Algonquin College.

My Department/School/Program	Area 3 Student Support
Number of Respondents	113
I am able to contribute, what I do best, everyday.	4.04
I have the right tools/equipment to do my job, the best I can.	3.70
The scheduling of my work is fair and reasonable.	3.68
Workload is distributed equitably throughout our department/school/program.	3.28
Everyone pulls his or her own weight equally.	3.19
I can complete my work within the time allotted without pressure most of the time.	3.44
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.59
I find my work challenging, stimulating and motivating.	4.08
I feel that I am a success at work.	4.16
I have easy access to the resources, people and information I need to do my job.	3.71
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.53
I participate in decisions that impact most aspects of the work of my department/school/program.	3.31
I rarely experience conflicts with the co-workers I work with.	3.85
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.82
My co-workers and I work well together.	4.18
There is little to no office politics or gossip in my department/school/program.	3.03
We regularly celebrate our successes.	3.10
There is at least one person at work whom I trust with my personal concerns.	4.02
I rarely experience conflicts with associates from other departments with whom I work.	4.08
Colleagues in my department/ school/program share information openly.	3.45
My physical work environment is appropriate for the kind of work I do.	3.84
Total Score	3.67

The following issues need to be addressed in order to raise employee engagement:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 3 Student Support
Number of Respondents	113
Provides me with clear performance expectations.	3.64
Reviews my job performance at least once a year.	3.52
Is fair when reviewing my performance.	3.80
Provides me with ongoing feedback on my job performance.	3.53
Recognizes or praises me whenever I do a good job.	3.73
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.05
Does not expect me to work outside of my regular working hours.	3.65
Does not expect me to answer emails or text messages sent to me on weekends.	4.15
Ensures that I have the right skills and knowledge to perform my job.	3.92
Provides clear direction for my on-going professional development.	3.29
Takes appropriate action with people who under perform.	2.91
Resolves conflicts fairly and appropriately.	3.45
Keeps promises and stands by commitments made.	3.66
Is someone I can trust and talk with openly without the fear of reprisal.	3.80
Treats me with respect.	4.19
Values my opinion.	4.04
Leads by example and action.	3.88
Recommends new ideas from our team up to senior management.	3.84
Gives credit to the whole team when receiving positive feedback on our performance.	4.15
Keeps me regularly informed on important issues.	3.72
Treats everyone equally-does not play favorites.	3.72
Acts decisively and gets things done.	3.71
Listens with an open mind.	3.93
Displays high standards of honesty and integrity.	4.16
Shows compassion.	4.16
Total Score	3.78

Leadership is fairly strong in the Student Support. Only three behaviours need to be improved:

- Provides clear direction for personal development
- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately

Corporate Policies and Practices	Area 3 Student Support
Number of Respondents	113
I am fairly compensated for the work that I do.	3.47
Our benefits package is appropriate for my needs.	3.43
Our incentive and reward system motivates me to do my best work.	2.50
Our internal work processes and procedures are simple and effective.	3.11
Candidates that are best suited for the job receive promotions when job openings become available.	2.82
Human Resources is appropriately accessible to employees.	3.34
Human Resources staff provides me with accurate and timely information.	3.42
Human Resources staff keeps personal and sensitive information confidential.	3.98
Human Resources applies college policies and practices fairly and equitably.	3.60
I am provided with ample opportunities for professional development.	3.43
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.74
I can cope with the pace of change at Algonquin College.	4.02
I know how changes at Algonquin College will affect me personally.	3.53
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.48
Total Score	3.42

This section of the survey had the lowest overall score. The following have very low scores and need to be addressed:

- Benefits package is appropriate
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources is appropriately accessible
- Human Resources provides accurate and timely information
- Being provided with ample opportunities for professional development

Mission and Values	Area 3 Student Support
Number of Respondents	113
Algonquin College's mission excites me and motivates me to do my best work.	3.88
I am very clear on how important my contribution is to the mission of Algonquin College.	3.83
Our senior managers frequently talk about our mission.	3.47
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.64
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	4.09
My department/ school/program is free from harassment.	3.92
I am proud to work at Algonquin College.	4.49
I am not concerned about my job security.	3.06
I know what my students/clients want and I am focused on their needs in my work.	4.59
Creativity and innovation are valued at Algonquin College.	3.85
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.69
Everyone in my department/faculty is committed to doing quality work.	3.84
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.88
I have not been subjected to verbal abuse or any kind of bullying this past year.	3.78
Total Score	3.86

Only one concern arose in this section: namely job security.

KEY OBSERVATIONS AND RECOMMENDATIONS

Student Support has an overall engagement score of (3.73) and an organizational score of (3.70). These are positive scores. The leadership score of (3.78) indicates positive leadership capabilities. Since there is a direct relationship between leadership capability and departmental practices, the Departmental score of (3.67) is in line with this relationship. In addition, leadership has some influence on the scores of Mission and Values (3.86), but it is not as strongly linked to Corporate Policies and Practices (3.42).

There are a number of issues that need to be addressed in order to lift employee engagement at the Student Support. Reducing the percent of Actively Disengaged employees from 13% closer to 5% can do this. The following, lists issues by manager level of responsibility.

Student Support Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Provides clear direction for personal development
- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately

Corporate Issues

- Benefits package is appropriate
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources is appropriately accessible
- Human Resources provides accurate and timely information
- Being provided with ample opportunities for professional development

Student Support Frontline Manager Responsibility

Frontline managers need to resolve the following issues:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

4.4 AREA 5: ACADEMIC

SCORES BY SURVEY SECTIONS	Dept. School Program	My Manager	Corporate Policies Practices	Mission and Values	Total Org Score	Mood	Mental & Physical Energy	Ability to Function	Total Wellness Score	Overall Score
Area 5 Academic Services	3.77	3.79	3.37	3.93	3.73	3.93	3.85	4.23	3.95	3.78
Area 5 Faculty of Arts	3.84	3.91	3.50	3.89	3.81	3.99	3.94	4.16	4.00	3.85
Area 5 Faculty of Health	3.56	3.66	3.32	3.72	3.58	3.86	3.77	4.06	3.86	3.64
Area 5 Faculty of Tech & Trades	3.65	3.66	3.43	3.76	3.63	3.88	3.82	4.07	3.89	3.68
Area 5 Satellite/Rural Campuses	3.69	3.50	3.34	3.77	3.57	4.21	4.00	4.30	4.14	3.69
Area 5 School of Business/Hospitality & Tourism	3.67	3.72	3.41	3.81	3.67	3.95	3.88	4.19	3.96	3.72
Academic Overall Scores	3.69	3.73	3.41	3.82	3.67	3.93	3.86	4.14	3.94	3.73

The overall scores for Academic positive. All faculties assigned low scores for Corporate Policies and Practices.

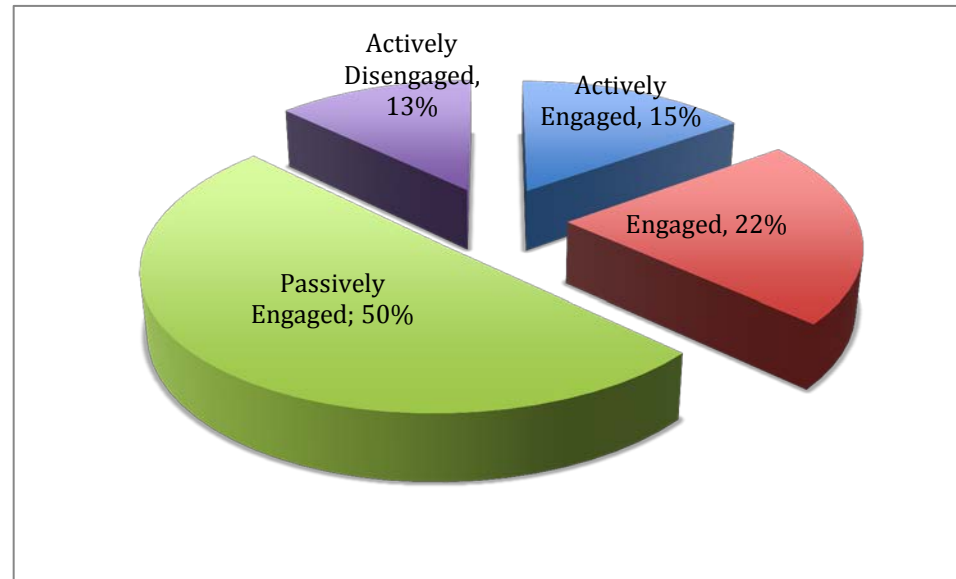
SCORES BY EMPLOYEE GROUP	Manager Chair Supervisor	Coordinator	Full Time Faculty	Full Time Support	Full Time Admin	Part Time Faculty	Part Time Support	Part Time Admin	Total
Area 5 Academic Services	3.43	4.03	3.72	3.62	3.71	3.94	3.79	3.79	3.78
Area 5 Faculty of Arts	4.26	3.83	3.78	3.92	3.76	3.87	3.57	-	3.85
Area 5 Faculty of Health	3.22	3.53	3.59	3.60	2.79	3.74	3.81	2.88	3.64
Area 5 Faculty of Tech & Trades	3.87	3.52	3.56	3.46	3.16	3.88	4.57	-	3.68
Area 5 Satellite/Rural Campuses	4.12	3.87	3.06	3.83	-	4.06	2.14	-	3.69
Area 5 School of Business/Hospitality & Tourism	3.62	3.73	3.66	3.63	-	3.78	3.92	4.53	3.72
Number of Respondents	24	134	244	94	13	367	26	13	926
Engagement Scores	3.75	3.75	3.56	3.56	3.45	3.88	3.63	3.94	3.73

All employee groups have positive scores with the exception of full time Administration.

Note to reader: the number of respondents in the chart above do not add up to the total because employee groups with less than 10 respondents are not shown.

4.4.1 ACADEMIC SERVICES

Academic Services Employee Engagement Chart



The Academic Services Employee Engagement Chart shows a combined total of 37% of Actively Engaged and Engaged employees. Academic Services should strive to reduce the percent of Actively Disengaged employees from 13% to 5%. Having said that, the number of Actively Disengaged employees is among the lowest at Algonquin College.

My Department/School/Program	Area 5 Academic Services
Number of Respondents	133
I am able to contribute, what I do best, everyday.	3.96
I have the right tools/equipment to do my job, the best I can.	3.71
The scheduling of my work is fair and reasonable.	3.83
Workload is distributed equitably throughout our department/school/program.	3.44
Everyone pulls his or her own weight equally.	3.44
I can complete my work within the time allotted without pressure most of the time.	3.37
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.85
I find my work challenging, stimulating and motivating.	4.04
I feel that I am a success at work.	4.23
I have easy access to the resources, people and information I need to do my job.	3.74
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.74
I participate in decisions that impact most aspects of the work of my department/school/program.	3.29
I rarely experience conflicts with the co-workers I work with.	4.38
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.86
My co-workers and I work well together.	4.31
There is little to no office politics or gossip in my department/school/program.	3.41
We regularly celebrate our successes.	2.99
There is at least one person at work whom I trust with my personal concerns.	3.74
I rarely experience conflicts with associates from other departments with whom I work.	4.35
Colleagues in my department/ school/program share information openly.	3.72
My physical work environment is appropriate for the kind of work I do.	3.76
Total Score	3.77

The following issues need to be addressed in order to raise employee engagement:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted and without pressure
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 5 Academic Services
Number of Respondents	133
Provides me with clear performance expectations.	3.77
Reviews my job performance at least once a year.	3.53
Is fair when reviewing my performance.	3.75
Provides me with ongoing feedback on my job performance.	3.40
Recognizes or praises me whenever I do a good job.	3.75
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.08
Does not expect me to work outside of my regular working hours.	3.36
Does not expect me to answer emails or text messages sent to me on weekends.	3.85
Ensures that I have the right skills and knowledge to perform my job.	4.00
Provides clear direction for my on-going professional development.	3.44
Takes appropriate action with people who under perform.	3.28
Resolves conflicts fairly and appropriately.	3.51
Keeps promises and stands by commitments made.	3.83
Is someone I can trust and talk with openly without the fear of reprisal.	3.74
Treats me with respect.	4.22
Values my opinion.	4.10
Leads by example and action.	3.86
Recommends new ideas from our team up to senior management.	3.83
Gives credit to the whole team when receiving positive feedback on our performance.	3.86
Keeps me regularly informed on important issues.	3.79
Treats everyone equally-does not play favorites.	3.82
Acts decisively and gets things done.	3.96
Listens with an open mind.	3.95
Displays high standards of honesty and integrity.	4.12
Shows compassion.	4.03
Total Score	3.79

Leadership is fairly strong in Academic Services. The following behaviours need to be improved:

- Providing ongoing feedback on job performance
- Expecting employees to work outside working hours
- Providing clear direction for professional development
- Taking appropriate action with people who underperform

Corporate Policies and Practices	Area 5 Academic Services
Number of Respondents	133
I am fairly compensated for the work that I do.	3.19
Our benefits package is appropriate for my needs.	3.14
Our incentive and reward system motivates me to do my best work.	2.41
Our internal work processes and procedures are simple and effective.	2.95
Candidates that are best suited for the job receive promotions when job openings become available.	2.81
Human Resources is appropriately accessible to employees.	3.35
Human Resources staff provides me with accurate and timely information.	3.27
Human Resources staff keeps personal and sensitive information confidential.	3.87
Human Resources applies college policies and practices fairly and equitably.	3.60
I am provided with ample opportunities for professional development.	3.60
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.68
I can cope with the pace of change at Algonquin College.	4.23
I know how changes at Algonquin College will affect me personally.	3.60
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.47
Total Score	3.37

This section of the survey had the lowest overall score. The following have very low scores and need to be addressed:

- Fair compensation
- Benefits package is appropriate
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources is appropriately accessible
- Human Resources provides accurate and timely information

Mission and Values	Area 5 Academic Services
Number of Respondents	133
Algonquin College's mission excites me and motivates me to do my best work.	3.85
I am very clear on how important my contribution is to the mission of Algonquin College.	3.75
Our senior managers frequently talk about our mission.	3.53
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.76
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	4.24
My department/ school/program is free from harassment.	4.27
I am proud to work at Algonquin College.	4.44
I am not concerned about my job security.	2.91
I know what my students/clients want and I am focused on their needs in my work.	4.58
Creativity and innovation are valued at Algonquin College.	3.88
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.88
Everyone in my department/faculty is committed to doing quality work.	3.91
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.77
I have not been subjected to verbal abuse or any kind of bullying this past year.	4.29
Total Score	3.93

All scores for Mission and Values are positive except for a concern over job security.

KEY OBSERVATIONS AND RECOMMENDATIONS

Academic Services has an overall engagement score of (3.78) and an organizational score of (3.73). These are positive scores. The leadership scored of (3.79) indicates positive leadership capabilities. Since there is a direct relationship between leadership capability and departmental practices, the Departmental score of (3.77) is in line with this relationship. In addition, leadership has some influence on the scores of Mission and Values (3.93), but it is not as strongly linked to Corporate Policies and Practices (3.37).

There are a number of issues that need to be addressed in order to lift employee engagement at Academic Services. Reducing the percent of Actively Disengaged employees from 13% closer to 5% can do this. The following, lists issues by manager level of responsibility.

Academic Services Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Providing ongoing feedback on job performance
- Expecting employees to work outside working hours
- Providing clear direction for professional development
- Taking appropriate action with people who underperform

Corporate Issues

- Fair compensation
- Benefits package is appropriate
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources is appropriately accessible
- Human Resources provides accurate and timely information
- Concern about job security

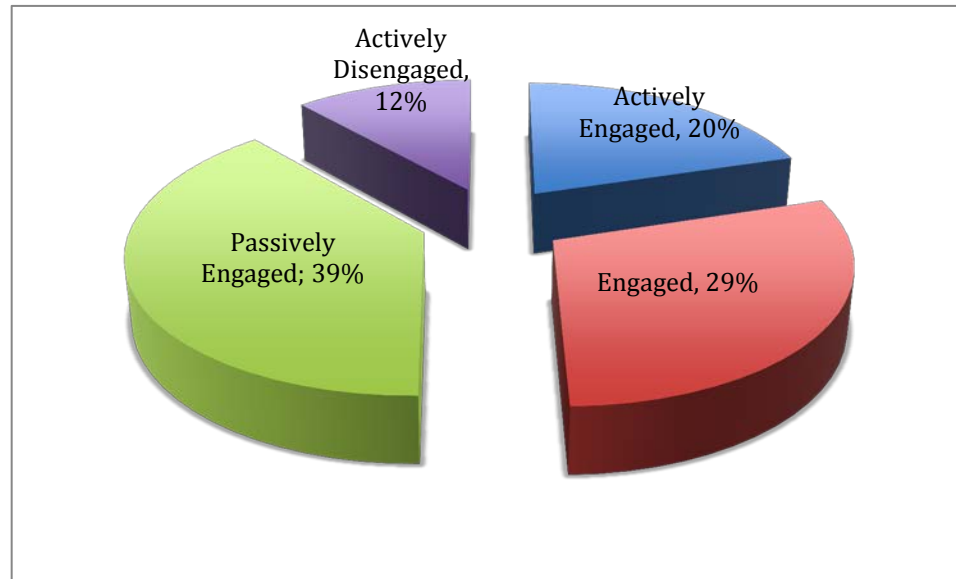
Academic Services Frontline Manager Responsibility

Frontline managers need to resolve the following issues:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted and without pressure
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

4.4.2 FACULTY OF ARTS, MEDIA AND DESIGN

Arts, Media and Design Engagement Chart



The Faculty of Arts, Media and Design Employee Engagement Chart shows a combined total of 49% of Actively Engaged and Engaged employees. This is highest percent of Actively Engaged and Engaged employees at Algonquin College.

Faculty of Arts, Media and Design should strive to reduce the percent of Actively Disengaged employees from 12% to 5%. Having said that, the number of Actively Disengaged employees is among the lowest at Algonquin College.

My Department/School/Program	Area 5 Faculty of Arts
Number of Respondents	173
I am able to contribute, what I do best, everyday.	4.19
I have the right tools/equipment to do my job, the best I can.	3.60
The scheduling of my work is fair and reasonable.	4.03
Workload is distributed equitably throughout our department/school/program.	3.62
Everyone pulls his or her own weight equally.	3.49
I can complete my work within the time allotted without pressure most of the time.	3.62
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.68
I find my work challenging, stimulating and motivating.	4.31
I feel that I am a success at work.	4.27
I have easy access to the resources, people and information I need to do my job.	3.68
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.46
I participate in decisions that impact most aspects of the work of my department/school/program.	3.34
I rarely experience conflicts with the co-workers I work with.	4.29
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.96
My co-workers and I work well together.	4.22
There is little to no office politics or gossip in my department/school/program.	3.53
We regularly celebrate our successes.	3.10
There is at least one person at work whom I trust with my personal concerns.	4.01
I rarely experience conflicts with associates from other departments with whom I work.	4.34
Colleagues in my department/ school/program share information openly.	3.78
My physical work environment is appropriate for the kind of work I do.	4.05
Total Score	3.84

The scores are positive in this section with the exception of the following two:

- Participating in decision making
- Regularly celebrating successes

My Manager	Area 5 Faculty of Arts
Number of Respondents	173
Provides me with clear performance expectations.	3.76
Reviews my job performance at least once a year.	3.50
Is fair when reviewing my performance.	3.87
Provides me with ongoing feedback on my job performance.	3.53
Recognizes or praises me whenever I do a good job.	3.69
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.39
Does not expect me to work outside of my regular working hours.	3.66
Does not expect me to answer emails or text messages sent to me on weekends.	3.99
Ensures that I have the right skills and knowledge to perform my job.	3.94
Provides clear direction for my on-going professional development.	3.41
Takes appropriate action with people who under perform.	3.39
Resolves conflicts fairly and appropriately.	3.82
Keeps promises and stands by commitments made.	3.99
Is someone I can trust and talk with openly without the fear of reprisal.	3.95
Treats me with respect.	4.36
Values my opinion.	4.19
Leads by example and action.	4.09
Recommends new ideas from our team up to senior management.	3.83
Gives credit to the whole team when receiving positive feedback on our performance.	3.91
Keeps me regularly informed on important issues.	3.84
Treats everyone equally-does not play favorites.	3.87
Acts decisively and gets things done.	3.97
Listens with an open mind.	4.18
Displays high standards of honesty and integrity.	4.34
Shows compassion.	4.29
Total Score	3.91

There is strong leadership in this faculty and all scores are positive except:

- Providing clear direction for personal development
- Taking appropriate action with people who underperform

Corporate Policies and Practices	Area 5 Faculty of Arts
Number of Respondents	173
I am fairly compensated for the work that I do.	3.54
Our benefits package is appropriate for my needs.	3.55
Our incentive and reward system motivates me to do my best work.	2.69
Our internal work processes and procedures are simple and effective.	3.12
Candidates that are best suited for the job receive promotions when job openings become available.	3.01
Human Resources is appropriately accessible to employees.	3.64
Human Resources staff provides me with accurate and timely information.	3.66
Human Resources staff keeps personal and sensitive information confidential.	4.08
Human Resources applies college policies and practices fairly and equitably.	3.86
I am provided with ample opportunities for professional development.	3.48
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.53
I can cope with the pace of change at Algonquin College.	4.00
I know how changes at Algonquin College will affect me personally.	3.38
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.50
Total Score	3.50

This section of the survey had the lowest overall score. The following have very low scores and need to be addressed:

- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Knowing how changes at the college will affect me personally

Mission and Values	Area 5 Faculty of Arts
Number of Respondents	173
Algonquin College's mission excites me and motivates me to do my best work.	3.65
I am very clear on how important my contribution is to the mission of Algonquin College.	3.56
Our senior managers frequently talk about our mission.	3.26
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.76
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	4.20
My department/ school/program is free from harassment.	4.06
I am proud to work at Algonquin College.	4.43
I am not concerned about my job security.	3.08
I know what my students/clients want and I am focused on their needs in my work.	4.55
Creativity and innovation are valued at Algonquin College.	3.90
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.91
Everyone in my department/faculty is committed to doing quality work.	4.01
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.85
I have not been subjected to verbal abuse or any kind of bullying this past year.	4.29
Total Score	3.89

All scores for Mission and Values are positive except for:

- Senior managers talking about the mission
- A concern about job security

KEY OBSERVATIONS AND RECOMMENDATIONS

The Faculty of Arts, Media and Design has an overall engagement score of (3.85) and an organizational score of (3.81). These are positive scores. The leadership scored of (3.91) indicates strong leadership capabilities. Since there is a direct relationship between leadership capability and departmental practices, the Departmental score of (3.84) is in line with this relationship. In addition, leadership has influence on the scores of Mission and Values (3.89), but it is not strongly linked to Corporate Policies and Practices (3.50).

There are a number of issues that need to be addressed in order to lift employee engagement at the Faculty of Arts, Media and Design. Reducing the percent of Actively Disengaged employees from 13% closer to 5% can do this. The following, lists issues by manager level of responsibility.

Faculty of Arts, Media and Design Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Providing clear direction for personal development
- Taking appropriate action with people who underperform

Corporate Issues

- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Knowing how changes at the college will affect me personally
- Senior managers talking about the mission
- A concern about job security

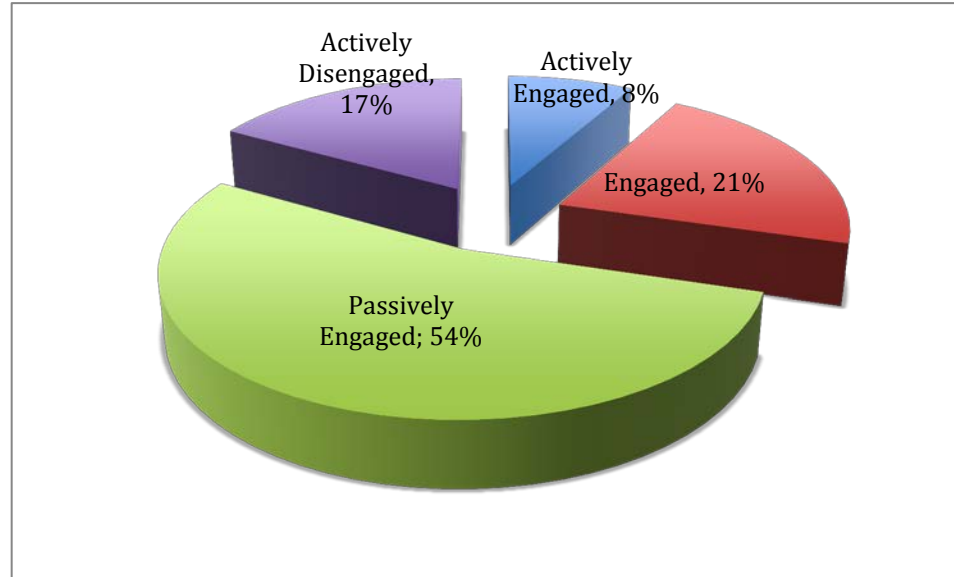
Faculty of Arts, Media and Design Frontline Manager Responsibility

Frontline managers need to resolve the following issues:

- Participating in decision making
- Regularly celebrating successes

4.4.3 FACULTY OF HEALTH, PUBLIC SAFETY AND COMMUNITY STUDIES

Health, Public Safety and Community Studies Engagement Chart



This employee engagement chart shows a very high percent of Actively Disengaged employees. Every effort should be made to move the 17% Actively Disengaged employees into the Passively Engaged category. Actively Disengaged employees can have a very negative affect on coworkers because they are emotionally invested in being negative towards their organization and their coworkers. They strongly pull in the opposite direction of the Actively Engaged employees. This has the affect of neutralizing the positive impact that the Actively Engaged employees work towards.

My Department/School/Program	Area 5 Faculty of Health
Number of Respondents	196
I am able to contribute, what I do best, everyday.	3.84
I have the right tools/equipment to do my job, the best I can.	3.51
The scheduling of my work is fair and reasonable.	3.60
Workload is distributed equitably throughout our department/school/program.	3.12
Everyone pulls his or her own weight equally.	3.16
I can complete my work within the time allotted without pressure most of the time.	3.18
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.56
I find my work challenging, stimulating and motivating.	4.18
I feel that I am a success at work.	4.07
I have easy access to the resources, people and information I need to do my job.	3.70
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.22
I participate in decisions that impact most aspects of the work of my department/school/program.	2.89
I rarely experience conflicts with the co-workers I work with.	4.02
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.60
My co-workers and I work well together.	3.97
There is little to no office politics or gossip in my department/school/program.	3.16
We regularly celebrate our successes.	2.88
There is at least one person at work whom I trust with my personal concerns.	3.93
I rarely experience conflicts with associates from other departments with whom I work.	4.26
Colleagues in my department/ school/program share information openly.	3.44
My physical work environment is appropriate for the kind of work I do.	3.53
Total Score	3.56

The following issues need to be addressed in order to raise employee engagement:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted and without pressure
- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 5 Faculty of Health
Number of Respondents	196
Provides me with clear performance expectations.	3.51
Reviews my job performance at least once a year.	3.16
Is fair when reviewing my performance.	3.73
Provides me with ongoing feedback on my job performance.	3.17
Recognizes or praises me whenever I do a good job.	3.46
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.14
Does not expect me to work outside of my regular working hours.	3.45
Does not expect me to answer emails or text messages sent to me on weekends.	3.75
Ensures that I have the right skills and knowledge to perform my job.	3.79
Provides clear direction for my on-going professional development.	3.15
Takes appropriate action with people who under perform.	3.02
Resolves conflicts fairly and appropriately.	3.47
Keeps promises and stands by commitments made.	3.74
Is someone I can trust and talk with openly without the fear of reprisal.	3.71
Treats me with respect.	4.16
Values my opinion.	3.96
Leads by example and action.	3.74
Recommends new ideas from our team up to senior management.	3.70
Gives credit to the whole team when receiving positive feedback on our performance.	3.79
Keeps me regularly informed on important issues.	3.68
Treats everyone equally-does not play favorites.	3.62
Acts decisively and gets things done.	3.73
Listens with an open mind.	3.87
Displays high standards of honesty and integrity.	4.04
Shows compassion.	4.02
Total Score	3.66

The following issues need to be addressed in order to raise employee engagement:

- Reviewing job performance at least once a year
- Providing ongoing feedback on job performance
- Expecting employees to work outside working hours
- Providing clear direction for professional development
- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately

Corporate Policies and Practices	Area 5 Faculty of Health
Number of Respondents	196
I am fairly compensated for the work that I do.	3.39
Our benefits package is appropriate for my needs.	3.27
Our incentive and reward system motivates me to do my best work.	2.52
Our internal work processes and procedures are simple and effective.	2.99
Candidates that are best suited for the job receive promotions when job openings become available.	2.75
Human Resources is appropriately accessible to employees.	3.47
Human Resources staff provides me with accurate and timely information.	3.45
Human Resources staff keeps personal and sensitive information confidential.	3.89
Human Resources applies college policies and practices fairly and equitably.	3.61
I am provided with ample opportunities for professional development.	3.20
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.49
I can cope with the pace of change at Algonquin College.	3.75
I know how changes at Algonquin College will affect me personally.	3.42
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.30
Total Score	3.32

This section of the survey had the lowest overall score. The following have very low scores and need to be addressed:

- Fair compensation
- Benefits package is appropriate
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources provides accurate and timely information
- Being provided with ample opportunities for professional development
- Knowing how changes at the college will affect me personally
- Health and wellness initiatives offered by the college are appropriate

Mission and Values	Area 5 Faculty of Health
Number of Respondents	196
Algonquin College's mission excites me and motivates me to do my best work.	3.70
I am very clear on how important my contribution is to the mission of Algonquin College.	3.53
Our senior managers frequently talk about our mission.	3.13
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.46
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.91
My department/ school/program is free from harassment.	3.70
I am proud to work at Algonquin College.	4.36
I am not concerned about my job security.	3.38
I know what my students/clients want and I am focused on their needs in my work.	4.28
Creativity and innovation are valued at Algonquin College.	3.90
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.44
Everyone in my department/faculty is committed to doing quality work.	3.57
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.61
I have not been subjected to verbal abuse or any kind of bullying this past year.	4.11
Total Score	3.72

All scores for Mission and Values are positive except for:

- Senior managers talking about the mission
- A concern about job security

KEY OBSERVATIONS AND RECOMMENDATIONS

Faculty of Health, Public Safety and Community Studies has an overall engagement score of (3.64) and an organizational score of (3.58). These are lightly above average scores. The leadership scored of (3.66) indicates leadership capabilities that need to be strengthened. Since there is a direct relationship between leadership capability and departmental practices, the Departmental score of (3.56) is in line with this relationship. In addition, leadership has influence on the scores of Mission and Values (3.72), but it is not strongly linked to Corporate Policies and Practices (3.32).

There are a number of issues that need to be addressed in order to lift employee engagement at Faculty of Health, Public Safety and Community Studies. Reducing the percent of Actively Disengaged employees from 17% closer to 5% can do this. The following, lists issues by manager level of responsibility.

Faculty of Health, Public Safety and Community Studies Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Reviewing job performance at least once a year
- Providing ongoing feedback on job performance
- Expecting employees to work outside working hours
- Providing clear direction for professional development
- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately

Corporate Issues

- Fair compensation
- Benefits package is appropriate
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources provides accurate and timely information
- Being provided with ample opportunities for professional development
- Knowing how changes at the college will affect me personally
- Health and wellness initiatives offered by the college are appropriate
- Senior managers talking about the mission
- A concern about job security

Faculty of Health, Public Safety and Community Studies Frontline Manager Responsibility

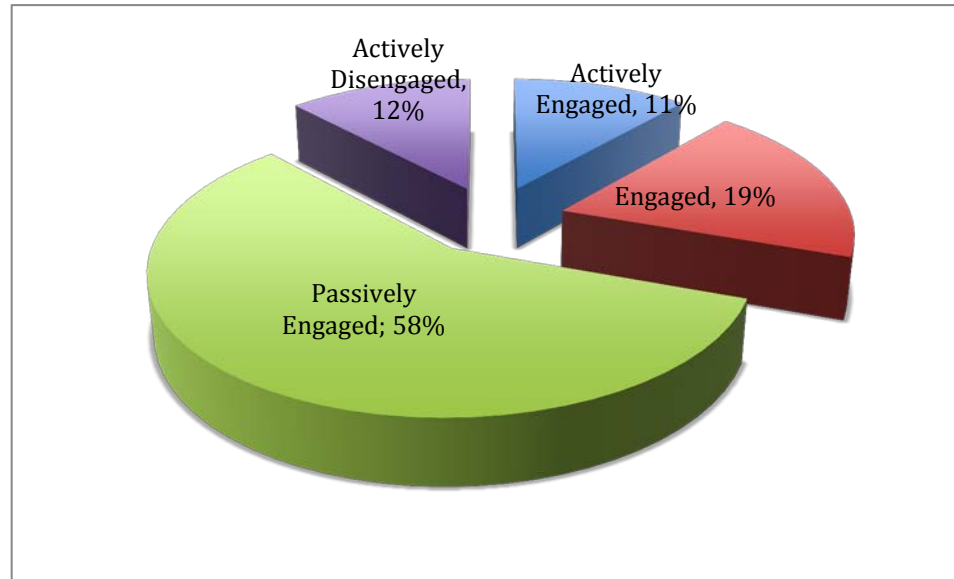
Frontline managers need to resolve the following issues:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted and without pressure

- Sharing information regularly and openly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

4.4.4 FACULTY OF TECHNOLOGY AND TRADES

Faculty of Technology and Trades Engagement Chart



The Faculty of Technology and Trades Employee Engagement Chart shows a combined total of 30% of Actively Engaged and Engaged employees. It has a large percent of Passively Engaged employees at 58%.

The Faculty of Technology and Trades should strive to reduce the percent of Actively Disengaged employees from 12% to 5%. Having said that, the number of Actively Disengaged employees is among the lowest at Algonquin College. With some improvements in workplace practices and strengthening of leadership capability would move the high percent of Passively Engaged employees into the Engaged space.

My Department/School/Program	Area 5 Faculty of Tech & Trades
Number of Respondents	184
I am able to contribute, what I do best, everyday.	3.88
I have the right tools/equipment to do my job, the best I can.	3.50
The scheduling of my work is fair and reasonable.	3.65
Workload is distributed equitably throughout our department/school/program.	3.18
Everyone pulls his or her own weight equally.	3.13
I can complete my work within the time allotted without pressure most of the time.	3.45
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.77
I find my work challenging, stimulating and motivating.	4.13
I feel that I am a success at work.	4.15
I have easy access to the resources, people and information I need to do my job.	3.60
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.13
I participate in decisions that impact most aspects of the work of my department/school/program.	3.08
I rarely experience conflicts with the co-workers I work with.	4.18
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.61
My co-workers and I work well together.	4.05
There is little to no office politics or gossip in my department/school/program.	3.40
We regularly celebrate our successes.	2.84
There is at least one person at work whom I trust with my personal concerns.	4.02
I rarely experience conflicts with associates from other departments with whom I work.	4.13
Colleagues in my department/ school/program share information openly.	3.63
My physical work environment is appropriate for the kind of work I do.	4.05
Total Score	3.65

The following issues need to be addressed in order to raise employee engagement:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted and without pressure
- Sharing information regularly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 5 Faculty of Tech & Trades
Number of Respondents	184
Provides me with clear performance expectations.	3.53
Reviews my job performance at least once a year.	3.16
Is fair when reviewing my performance.	3.74
Provides me with ongoing feedback on my job performance.	3.15
Recognizes or praises me whenever I do a good job.	3.43
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.21
Does not expect me to work outside of my regular working hours.	3.40
Does not expect me to answer emails or text messages sent to me on weekends.	3.69
Ensures that I have the right skills and knowledge to perform my job.	3.72
Provides clear direction for my on-going professional development.	3.11
Takes appropriate action with people who under perform.	2.95
Resolves conflicts fairly and appropriately.	3.54
Keeps promises and stands by commitments made.	3.65
Is someone I can trust and talk with openly without the fear of reprisal.	3.77
Treats me with respect.	4.20
Values my opinion.	3.96
Leads by example and action.	3.71
Recommends new ideas from our team up to senior management.	3.58
Gives credit to the whole team when receiving positive feedback on our performance.	3.82
Keeps me regularly informed on important issues.	3.70
Treats everyone equally-does not play favorites.	3.78
Acts decisively and gets things done.	3.53
Listens with an open mind.	3.95
Displays high standards of honesty and integrity.	4.11
Shows compassion.	4.11
Total Score	3.66

The following issues need to be addressed in order to raise employee engagement:

- Reviewing job performance at least once a year
- Providing ongoing feedback on job performance
- Recognizing and praising for a job well done
- Providing clear direction for professional development
- Taking appropriate action with people who underperform

Corporate Policies and Practices	Area 5 Faculty of Tech & Trades
Number of Respondents	184
I am fairly compensated for the work that I do.	3.47
Our benefits package is appropriate for my needs.	3.48
Our incentive and reward system motivates me to do my best work.	2.73
Our internal work processes and procedures are simple and effective.	3.10
Candidates that are best suited for the job receive promotions when job openings become available.	2.82
Human Resources is appropriately accessible to employees.	3.53
Human Resources staff provides me with accurate and timely information.	3.52
Human Resources staff keeps personal and sensitive information confidential.	3.96
Human Resources applies college policies and practices fairly and equitably.	3.70
I am provided with ample opportunities for professional development.	3.30
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.55
I can cope with the pace of change at Algonquin College.	3.90
I know how changes at Algonquin College will affect me personally.	3.38
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.53
Total Score	3.43

This section of the survey had the lowest overall score. The following have very low scores and need to be addressed:

- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Being provided with ample opportunities for professional development
- Knowing how changes at the college will affect me personally

Mission and Values	Area 5 Faculty of Tech & Trades
Number of Respondents	184
Algonquin College's mission excites me and motivates me to do my best work.	3.53
I am very clear on how important my contribution is to the mission of Algonquin College.	3.55
Our senior managers frequently talk about our mission.	3.29
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.57
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.95
My department/ school/program is free from harassment.	4.10
I am proud to work at Algonquin College.	4.24
I am not concerned about my job security.	3.42
I know what my students/clients want and I am focused on their needs in my work.	4.29
Creativity and innovation are valued at Algonquin College.	3.71
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.57
Everyone in my department/faculty is committed to doing quality work.	3.54
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.73
I have not been subjected to verbal abuse or any kind of bullying this past year.	4.20
Total Score	3.76

All scores for Mission and Values are positive except for:

- Senior managers talking about the mission
- A concern about job security

KEY OBSERVATIONS AND RECOMMENDATIONS

Faculty of Technology and Trades has an overall engagement score of (3.68) and an organizational score of (3.63). These are above average scores. The leadership scored of (3.66) indicates leadership capabilities that need to be strengthened. Since there is a direct relationship between leadership capability and departmental practices, the Departmental score of (3.56) is in line with this relationship. In addition, leadership has influence on the scores of Mission and Values (3.76), but it is not strongly linked to Corporate Policies and Practices (3.34).

There are a number of issues that need to be addressed in order to lift employee engagement at Faculty of Technology and Trades. Reducing the percent of Actively Disengaged employees from 12% closer to 5%, and by moving employees from the Passively Engaged into the Engaged category will accomplish this. The following, lists issues by manager level of responsibility.

Faculty of Technology and Trades Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Reviewing job performance at least once a year
- Providing ongoing feedback on job performance
- Recognizing and praising for a job well done
- Providing clear direction for professional development
- Taking appropriate action with people who underperform

Corporate Issues

- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Being provided with ample opportunities for professional development
- Knowing how changes at the college will affect me personally
- Senior managers talking about the mission
- A concern about job security

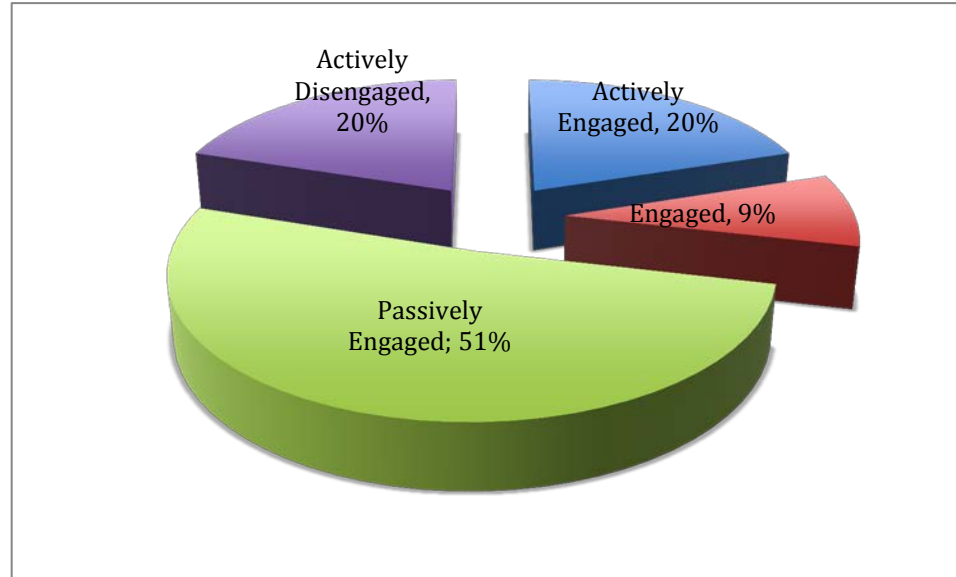
Faculty of Technology and Trades Frontline Manager Responsibility

Frontline managers need to resolve the following issues:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted and without pressure
- Sharing information regularly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

4.4.5 SATELLITE AND RURAL CAMPUSES

Satellite and Rural Campuses Employee Engagement Chart



The Satellite and Rural Campuses Employee Engagement chart shows a very high percent of Actively Disengaged employees. Every effort should be made to move the 20% Actively Disengaged employees into the Passively Engaged category. Actively Disengaged employees can have a very negative affect on coworkers because they are emotionally invested in being negative towards their organization and their coworkers. They strongly pull in the opposite direction of the Actively Engaged employees. This has the affect of neutralizing the positive impact that the Actively Engaged employees work towards.

My Department/School/Program	Area 5 Satellite Rural Campuses
Number of Respondents	35
I am able to contribute, what I do best, everyday.	3.86
I have the right tools/equipment to do my job, the best I can.	3.60
The scheduling of my work is fair and reasonable.	4.06
Workload is distributed equitably throughout our department/school/program.	3.09
Everyone pulls his or her own weight equally.	2.97
I can complete my work within the time allotted without pressure most of the time.	3.46
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.69
I find my work challenging, stimulating and motivating.	4.40
I feel that I am a success at work.	4.31
I have easy access to the resources, people and information I need to do my job.	3.54
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.43
I participate in decisions that impact most aspects of the work of my department/school/program.	3.37
I rarely experience conflicts with the co-workers I work with.	4.03
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.77
My co-workers and I work well together.	4.17
There is little to no office politics or gossip in my department/school/program.	3.06
We regularly celebrate our successes.	3.06
There is at least one person at work whom I trust with my personal concerns.	4.11
I rarely experience conflicts with associates from other departments with whom I work.	4.34
Colleagues in my department/ school/program share information openly.	3.63
My physical work environment is appropriate for the kind of work I do.	3.54
Total Score	3.69

The following issues need to be addressed in order to raise employee engagement:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Sharing information regularly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 5 Satellite Rural Campuses
Number of Respondents	35
Provides me with clear performance expectations.	3.46
Reviews my job performance at least once a year.	3.00
Is fair when reviewing my performance.	3.71
Provides me with ongoing feedback on my job performance.	2.97
Recognizes or praises me whenever I do a good job.	3.14
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	3.91
Does not expect me to work outside of my regular working hours.	3.54
Does not expect me to answer emails or text messages sent to me on weekends.	4.03
Ensures that I have the right skills and knowledge to perform my job.	3.37
Provides clear direction for my on-going professional development.	2.91
Takes appropriate action with people who under perform.	2.71
Resolves conflicts fairly and appropriately.	3.26
Keeps promises and stands by commitments made.	3.51
Is someone I can trust and talk with openly without the fear of reprisal.	3.63
Treats me with respect.	4.00
Values my opinion.	3.63
Leads by example and action.	3.54
Recommends new ideas from our team up to senior management.	3.49
Gives credit to the whole team when receiving positive feedback on our performance.	3.51
Keeps me regularly informed on important issues.	3.51
Treats everyone equally-does not play favorites.	3.29
Acts decisively and gets things done.	3.77
Listens with an open mind.	3.74
Displays high standards of honesty and integrity.	3.80
Shows compassion.	4.03
Total Score	3.50

The following issues need to be addressed in order to raise employee engagement:

- Reviewing job performance at least once a year
- Providing ongoing feedback on job performance
- Recognizing and praising for a job well done
- Providing clear direction for professional development
- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately

Corporate Policies and Practices	Area 5 Satellite Rural Campuses
Number of Respondents	35
I am fairly compensated for the work that I do.	3.83
Our benefits package is appropriate for my needs.	3.57
Our incentive and reward system motivates me to do my best work.	2.80
Our internal work processes and procedures are simple and effective.	2.89
Candidates that are best suited for the job receive promotions when job openings become available.	2.94
Human Resources is appropriately accessible to employees.	3.11
Human Resources staff provides me with accurate and timely information.	3.43
Human Resources staff keeps personal and sensitive information confidential.	3.83
Human Resources applies college policies and practices fairly and equitably.	3.37
I am provided with ample opportunities for professional development.	2.83
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.34
I can cope with the pace of change at Algonquin College.	4.14
I know how changes at Algonquin College will affect me personally.	3.34
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.34
Total Score	3.34

This section of the survey had the lowest overall score. All questions had low scores with the exception of:

- Fair compensation
- Appropriate benefits
- Human Resources keeping personal and sensitive information confidential
- Being able to cope with the pace of change at the college

Mission and Values	Area 5 Satellite Rural Campuses
Number of Respondents	35
Algonquin College's mission excites me and motivates me to do my best work.	3.80
I am very clear on how important my contribution is to the mission of Algonquin College.	3.57
Our senior managers frequently talk about our mission.	3.40
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.31
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.89
My department/ school/program is free from harassment.	3.71
I am proud to work at Algonquin College.	4.31
I am not concerned about my job security.	3.49
I know what my students/clients want and I am focused on their needs in my work.	4.63
Creativity and innovation are valued at Algonquin College.	3.89
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.46
Everyone in my department/faculty is committed to doing quality work.	3.54
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.97
I have not been subjected to verbal abuse or any kind of bullying this past year.	3.83
Total Score	3.77

All scores for Mission and Values are positive except for:

- Senior managers talking about the mission
- Everyone conducts themselves with caring, learning, integrity and respect

KEY OBSERVATIONS AND RECOMMENDATIONS

Satellite and Rural Campuses have an overall engagement score of (3.69) and an organizational score of (3.57). These are average scores. The leadership scored of (3.50) indicates leadership capabilities that need to be strengthened. Since there is a direct relationship between leadership capability and departmental practices, there is an anomaly in this case because the Departmental score is (3.69) and this is not in line with this relationship. In addition, leadership has influence on the scores of Mission and Values (3.77), but it is not strongly linked to Corporate Policies and Practices (3.34). Again, in this situation, this is not the case.

There are a number of issues that need to be addressed in order to lift employee engagement at Satellite and Rural Campuses. Reducing the percent of Actively Disengaged employees from 20% closer to 5% can do this. Of particular note is that the scores for

most of the questions in Corporate Policies and Practices were low clearly indicating serious problems. The following, lists issues by manager level of responsibility that need to be improved.

Satellite and Rural Campuses Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Reviewing job performance at least once a year
- Providing ongoing feedback on job performance
- Recognizing and praising for a job well done
- Providing clear direction for professional development
- Taking appropriate action with people who underperform
- Resolving conflicts fairly and appropriately

Corporate Issues

All the questions had low scores and need to be addressed with the exception of:

- Fair compensation
- Appropriate benefits
- Human Resources keeping personal and sensitive information confidential
- Being able to cope with the pace of change at the college

In addition two issues should be noted:

- Senior managers talking about the mission
- Everyone conducts themselves with caring, learning, integrity and respect

Satellite and Rural Campuses Frontline Manager Responsibility

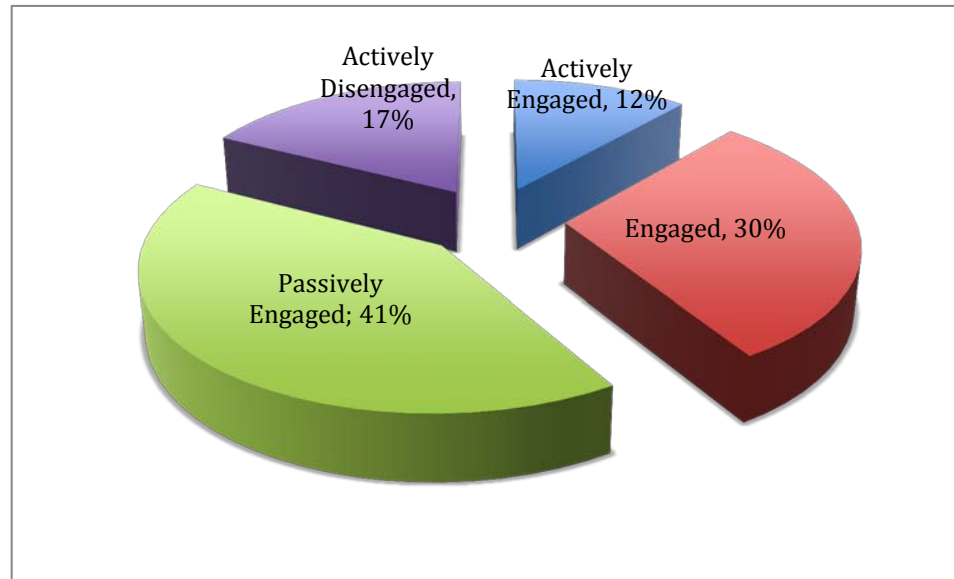
Frontline managers need to resolve the following issues:

- Equal distribution of workload

- Everyone pulling his or her weight equally
- Being able to complete work within the time allotted and without pressure
- Sharing information regularly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

4.4.6 SCHOOLS OF BUSINESS, HOSPITALITY AND TOURISM

School of Business, Hospitality and Tourism Employee Engagement Chart



The School of Business, Hospitality and Tourism Employee Engagement chart shows a high percent of Actively Engaged and Engaged employees at 42% but at the same time there is a high percent of Actively Disengaged employees at 17%. Every effort should be made to move the 17% Actively Disengaged employees into the Passively Engaged category. Actively Disengaged employees can have a very negative affect on coworkers because they are emotionally invested in being negative towards their organization and their coworkers. They strongly pull in the opposite direction of the Actively Engaged employees. This has the affect of neutralizing the positive impact that the Actively Engaged employees work towards.

My Department/School/Program	Area 5 School of Business
Number of Respondents	201
I am able to contribute, what I do best, everyday.	4.07
I have the right tools/equipment to do my job, the best I can.	3.68
The scheduling of my work is fair and reasonable.	3.76
Workload is distributed equitably throughout our department/school/program.	3.31
Everyone pulls his or her own weight equally.	3.05
I can complete my work within the time allotted without pressure most of the time.	3.41
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.65
I find my work challenging, stimulating and motivating.	4.25
I feel that I am a success at work.	4.21
I have easy access to the resources, people and information I need to do my job.	3.78
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.08
I participate in decisions that impact most aspects of the work of my department/school/program.	3.08
I rarely experience conflicts with the co-workers I work with.	4.18
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.74
My co-workers and I work well together.	4.12
There is little to no office politics or gossip in my department/school/program.	3.14
We regularly celebrate our successes.	2.87
There is at least one person at work whom I trust with my personal concerns.	4.01
I rarely experience conflicts with associates from other departments with whom I work.	4.18
Colleagues in my department/ school/program share information openly.	3.64
My physical work environment is appropriate for the kind of work I do.	3.83
Total Score	3.67

The following issues need to be addressed in order to raise employee engagement:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Sharing information regularly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

My Manager	Area 5 School of Business
Number of Respondents	201
Provides me with clear performance expectations.	3.69
Reviews my job performance at least once a year.	3.15
Is fair when reviewing my performance.	3.75
Provides me with ongoing feedback on my job performance.	3.23
Recognizes or praises me whenever I do a good job.	3.47
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.17
Does not expect me to work outside of my regular working hours.	3.44
Does not expect me to answer emails or text messages sent to me on weekends.	3.72
Ensures that I have the right skills and knowledge to perform my job.	3.88
Provides clear direction for my on-going professional development.	3.25
Takes appropriate action with people who under perform.	3.03
Resolves conflicts fairly and appropriately.	3.67
Keeps promises and stands by commitments made.	3.74
Is someone I can trust and talk with openly without the fear of reprisal.	3.82
Treats me with respect.	4.26
Values my opinion.	4.07
Leads by example and action.	3.84
Recommends new ideas from our team up to senior management.	3.74
Gives credit to the whole team when receiving positive feedback on our performance.	3.76
Keeps me regularly informed on important issues.	3.69
Treats everyone equally-does not play favorites.	3.64
Acts decisively and gets things done.	3.77
Listens with an open mind.	3.98
Displays high standards of honesty and integrity.	4.11
Shows compassion.	4.14
Total Score	3.72

The following issues need to be addressed in order to raise employee engagement:

- Reviewing job performance at least once a year
- Providing ongoing feedback on job performance
- Providing clear direction for professional development
- Taking appropriate action with people who underperform

Corporate Policies and Practices	Area 5 School of Business
Number of Respondents	201
I am fairly compensated for the work that I do.	3.41
Our benefits package is appropriate for my needs.	3.47
Our incentive and reward system motivates me to do my best work.	2.60
Our internal work processes and procedures are simple and effective.	3.12
Candidates that are best suited for the job receive promotions when job openings become available.	2.81
Human Resources is appropriately accessible to employees.	3.39
Human Resources staff provides me with accurate and timely information.	3.36
Human Resources staff keeps personal and sensitive information confidential.	3.98
Human Resources applies college policies and practices fairly and equitably.	3.65
I am provided with ample opportunities for professional development.	3.50
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.64
I can cope with the pace of change at Algonquin College.	4.00
I know how changes at Algonquin College will affect me personally.	3.46
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.41
Total Score	3.41

This section of the survey had the lowest overall score. The following have very low scores and need to be addressed:

- Fair compensation
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources is appropriately accessible
- Human Resources provides accurate and timely information
- Health and wellness initiatives offered by the college are appropriate

Mission and Values	Area 5 School of Business
Number of Respondents	201
Algonquin College's mission excites me and motivates me to do my best work.	3.71
I am very clear on how important my contribution is to the mission of Algonquin College.	3.61
Our senior managers frequently talk about our mission.	3.27
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.49
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.88
My department/ school/program is free from harassment.	3.87
I am proud to work at Algonquin College.	4.43
I am not concerned about my job security.	3.40
I know what my students/clients want and I am focused on their needs in my work.	4.50
Creativity and innovation are valued at Algonquin College.	3.90
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.58
Everyone in my department/faculty is committed to doing quality work.	3.68
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.84
I have not been subjected to verbal abuse or any kind of bullying this past year.	4.22
Total Score	3.81

All scores for Mission and Values are positive except for:

- Senior managers talking about the mission
- A concern about job security

KEY OBSERVATIONS AND RECOMMENDATIONS

The School of Business, Hospitality and Tourism has an overall engagement score of (3.72) and an organizational score of (3.67). These are average scores. The leadership score of (3.72) indicates positive leadership capabilities. Since there is a direct relationship between leadership capability and departmental practices, the Departmental score of (3.67) is in line with this relationship. In addition, leadership has influence on the scores of Mission and Values (3.81), but it is not strongly linked to Corporate Policies and Practices (3.41).

There are a number of issues that need to be addressed in order to lift employee engagement at The School of Business, Hospitality and Tourism. Reducing the percent of Actively Disengaged employees from 20% closer to 5% can do this. The following, lists issues by manager level of responsibility.

The School of Business, Hospitality and Tourism Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

- Reviewing job performance at least once a year
- Providing ongoing feedback on job performance
- Providing clear direction for professional development
- Taking appropriate action with people who underperform

Corporate Issues

The following issues need to be addressed:

- Fair compensation
- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources is appropriately accessible
- Human Resources provides accurate and timely information
- Health and wellness initiatives offered by the college are appropriate

The School of Business, Hospitality and Tourism Frontline Manager Responsibility

Frontline managers need to resolve the following issues:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Sharing information regularly
- Participating in decision making
- Office politics and gossip
- Regularly celebrating successes

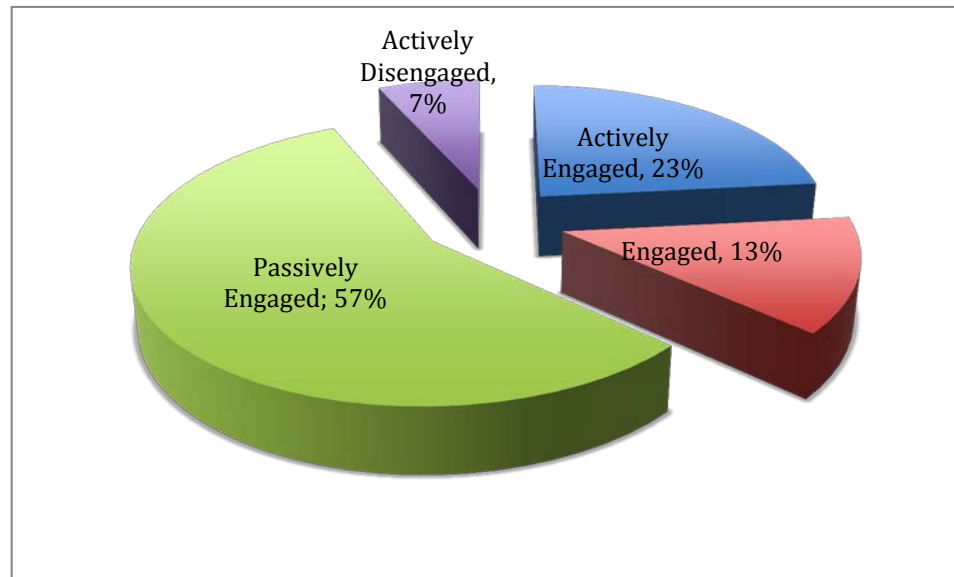
4.5 AREA 7: ADVANCEMENT

SCORES BY SURVEY SECTIONS	Dept. School Program	My Manager	Corporate Policies Practices	Mission and Values	Total Org Score	Mood	Mental & Physical Energy	Ability to Function	Total Wellness Score	Overall Score
Advancement Overall Scores	3.93	3.92	3.61	4.05	3.89	4.01	3.75	4.36	3.97	3.90

SCORE BY EMPLOYEE GROUP	Full Time Support	Total
Number of Respondents	18	30
Engagement Scores	3.74	3.90

Note to reader: the number of respondents in the chart above do not add up to the total because employee groups with less than 10 respondents are not shown.

Advancement Employee Engagement Chart



Advancement has a high (3.90) overall score. The Advancement Employee Engagement Chart shows a combined total of 36% of Actively Engaged and Engaged employees. Advancement has the lowest percent of Actively Disengaged staff of 7%, at Algonquin .

My Department/School/Program	Area 7 Advancement
Number of Respondents	30
I am able to contribute, what I do best, everyday.	4.27
I have the right tools/equipment to do my job, the best I can.	3.87
The scheduling of my work is fair and reasonable.	3.93
Workload is distributed equitably throughout our department/school/program.	3.50
Everyone pulls his or her own weight equally.	3.57
I can complete my work within the time allotted without pressure most of the time.	3.77
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.97
I find my work challenging, stimulating and motivating.	4.23
I feel that I am a success at work.	4.07
I have easy access to the resources, people and information I need to do my job.	3.97
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.70
I participate in decisions that impact most aspects of the work of my department/school/program.	3.60
I rarely experience conflicts with the co-workers I work with.	4.33
When faced with a difficult challenge, employees in my department pull together to find solutions.	4.10
My co-workers and I work well together.	4.47
There is little to no office politics or gossip in my department/school/program.	3.47
We regularly celebrate our successes.	3.20
There is at least one person at work whom I trust with my personal concerns.	3.97
I rarely experience conflicts with associates from other departments with whom I work.	4.40
Colleagues in my department/ school/program share information openly.	3.83
My physical work environment is appropriate for the kind of work I do.	4.27
Total Score	3.93

Departmental practices are positive and only one issue needs to be addressed:

- Regularly celebrating successes

My Manager	Area 7 Advancement
Number of Respondents	30
Provides me with clear performance expectations.	3.67
Reviews my job performance at least once a year.	3.83
Is fair when reviewing my performance.	3.97
Provides me with ongoing feedback on my job performance.	3.83
Recognizes or praises me whenever I do a good job.	3.60
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.23
Does not expect me to work outside of my regular working hours.	3.87
Does not expect me to answer emails or text messages sent to me on weekends.	4.20
Ensures that I have the right skills and knowledge to perform my job.	4.13
Provides clear direction for my on-going professional development.	3.60
Takes appropriate action with people who under perform.	3.23
Resolves conflicts fairly and appropriately.	3.73
Keeps promises and stands by commitments made.	3.73
Is someone I can trust and talk with openly without the fear of reprisal.	3.93
Treats me with respect.	4.27
Values my opinion.	4.13
Leads by example and action.	3.97
Recommends new ideas from our team up to senior management.	4.03
Gives credit to the whole team when receiving positive feedback on our performance.	4.10
Keeps me regularly informed on important issues.	4.07
Treats everyone equally-does not play favorites.	3.70
Acts decisively and gets things done.	3.97
Listens with an open mind.	4.00
Displays high standards of honesty and integrity.	4.10
Shows compassion.	4.17
Total Score	3.92

Management capability is strong in Advancement. Only on behaviour should be improved:

- Taking appropriate action with people who underperform.

Corporate Policies and Practices	Area 7 Advancement
Number of Respondents	30
I am fairly compensated for the work that I do.	3.63
Our benefits package is appropriate for my needs.	3.93
Our incentive and reward system motivates me to do my best work.	2.53
Our internal work processes and procedures are simple and effective.	3.17
Candidates that are best suited for the job receive promotions when job openings become available.	2.83
Human Resources is appropriately accessible to employees.	3.40
Human Resources staff provides me with accurate and timely information.	3.40
Human Resources staff keeps personal and sensitive information confidential.	4.20
Human Resources applies college policies and practices fairly and equitably.	3.70
I am provided with ample opportunities for professional development.	3.57
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.73
I can cope with the pace of change at Algonquin College.	4.43
I know how changes at Algonquin College will affect me personally.	4.07
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.90
Total Score	3.61

This section of the survey had the lowest overall score. The following have very low scores and need to be addressed:

- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources is appropriately accessible
- Human Resources provides accurate and timely information

Mission and Values	Area 7 Advancement
Number of Respondents	30
Algonquin College's mission excites me and motivates me to do my best work.	3.83
I am very clear on how important my contribution is to the mission of Algonquin College.	4.17
Our senior managers frequently talk about our mission.	3.60
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.87
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	4.23
My department/ school/program is free from harassment.	4.03
I am proud to work at Algonquin College.	4.53
I am not concerned about my job security.	3.23
I know what my students/clients want and I am focused on their needs in my work.	4.50
Creativity and innovation are valued at Algonquin College.	4.17
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	4.03
Everyone in my department/faculty is committed to doing quality work.	4.20
Algonquin College is reasonable in allowing me to balance my work with my personal life.	4.03
I have not been subjected to verbal abuse or any kind of bullying this past year.	4.30
Total Score	4.05

This section has high scores except for one:

- Concern for job security

KEY OBSERVATIONS AND RECOMMENDATIONS

Advancement has an overall engagement score of (3.90) and an organizational score of (3.89). These are high scores. The leadership score of (3.92) indicates strong leadership capabilities. Since there is a direct relationship between leadership capability and departmental practices, the Departmental score of (3.93) is in line with this relationship. In addition, leadership has influence on the scores of Mission and Values (4.05), but it is not strongly linked to Corporate Policies and Practices (3.61).

There are a number of issues that need to be addressed in order to lift employee engagement at Advancement. Advancement has 57% Passively Engaged employees. Therefore they have room to move Passively Engaged employees into the Engaged category. The following, lists issues by manager level of responsibility.

Advancement Senior Management Team Responsibility

The following issues are under the purview of the Vice President and Directors:

Leadership

Leadership capability is strong in Advancement. One behaviour should be improved:

- Taking appropriate action with people who underperform

Corporate Issues

The following issues need to be addressed:

- Incentive and reward system
- Simple and effective internal work processes and procedures
- Fair job promotions
- Human Resources is appropriately accessible
- Human Resources provides accurate and timely information
- Concern for job security

Advancement Frontline Manager Responsibility

Frontline managers need to resolve the following issues:

- Regularly celebrating successes

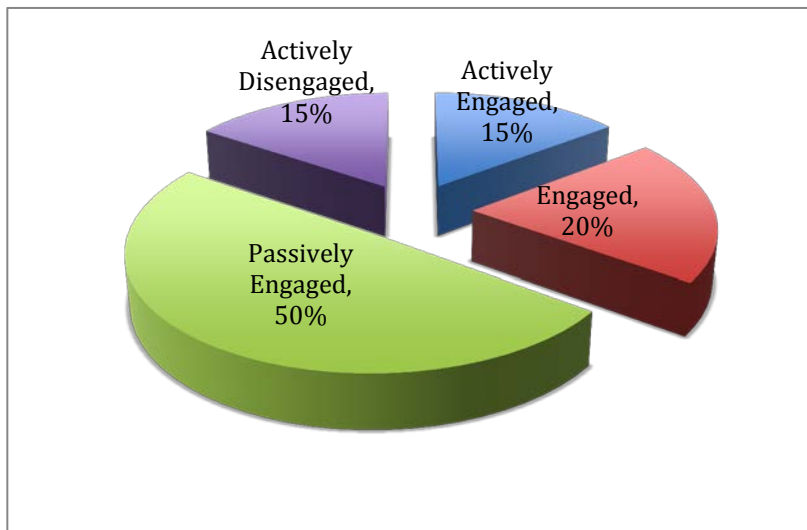
5. SCORES BY DEMOGRAPHICS

The information by the Demographic data cuts is provided to gather general impressions and insight. These are nice to know., but are difficult to act on. Therefore Algonquin College should not dwell too much on this section. Algonquin needs to focus on the organizational issues noted in Section 3 and 4 above, and if the organizational issues are dealt with appropriately, improvements will automatically be seen in the demographic data.

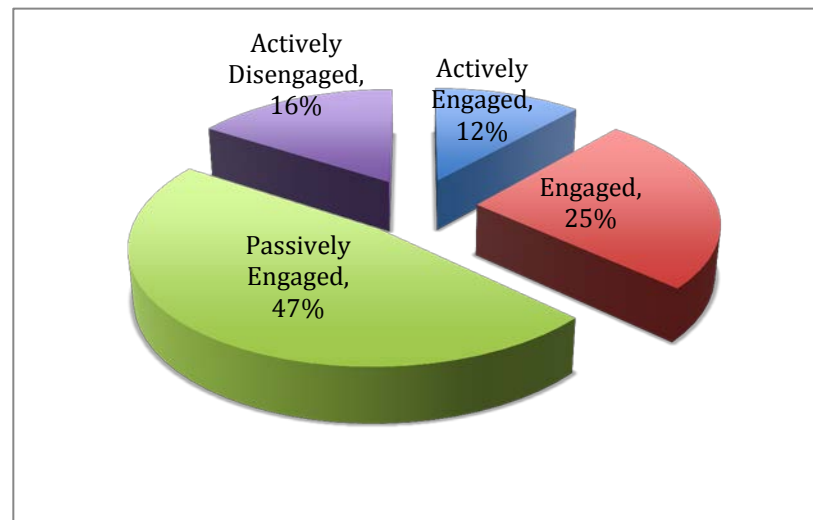
Because the focus must remain on the organizational issues, no recommendations are provided in this section of the Survey Report.

SCORES BY DEMOGRAPHICS	Male	Female	Less than 1 year	1-5 years	6 - 10 years	11-15 years	More than 15 years	Total
Number of Respondents	588	753	150	421	313	186	271	1,341
Total Overall Score	3.70	3.72	4.04	3.79	3.65	3.55	3.59	3.71

Male Engagement Chart

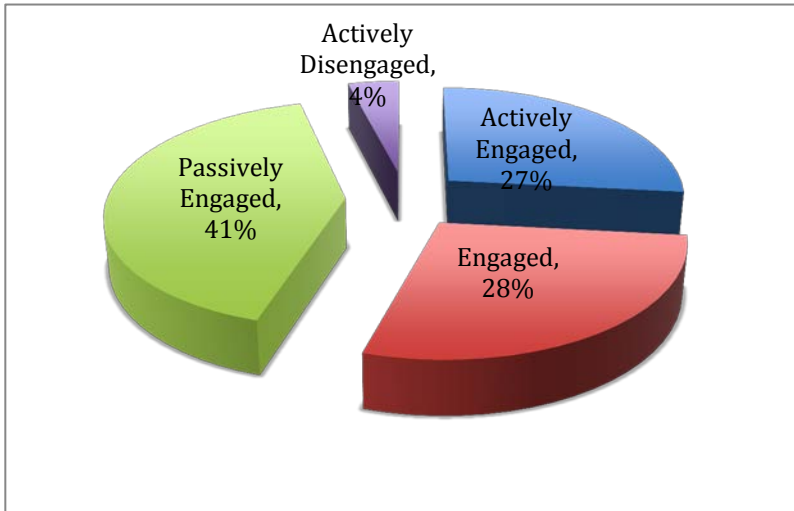


Female Engagement Chart

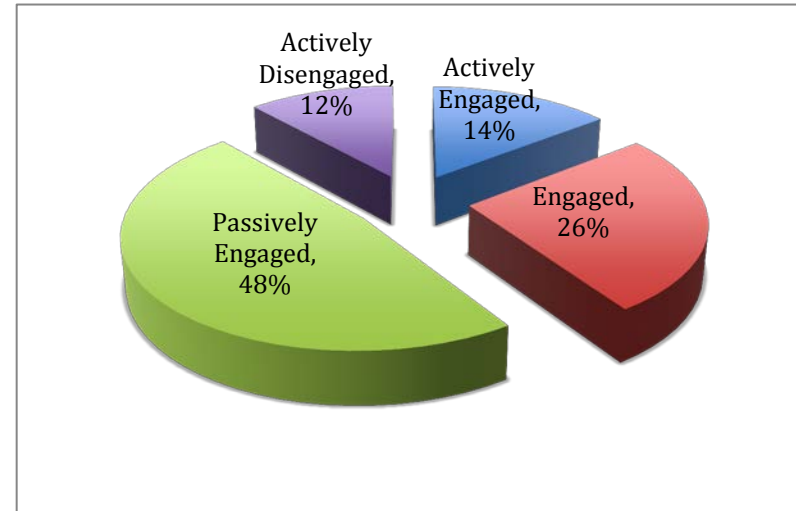


There appears to be little difference between male and female levels of engagement.

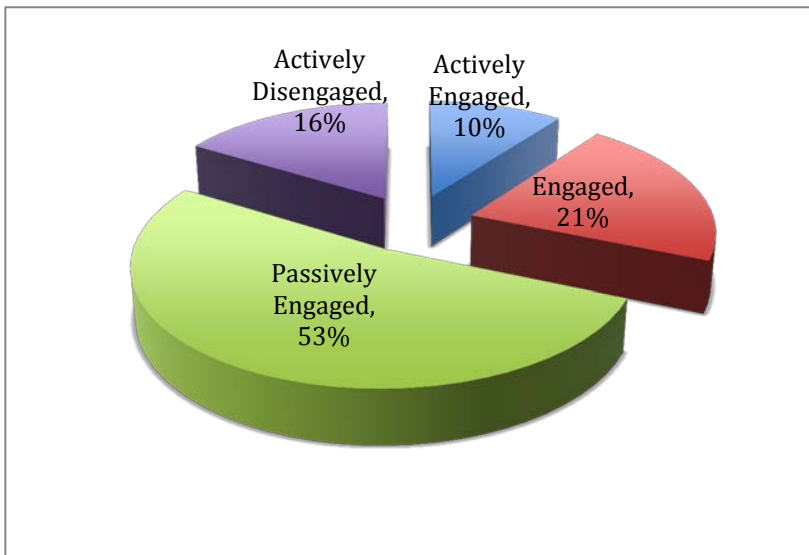
Less Than 1 Year Engagement Chart



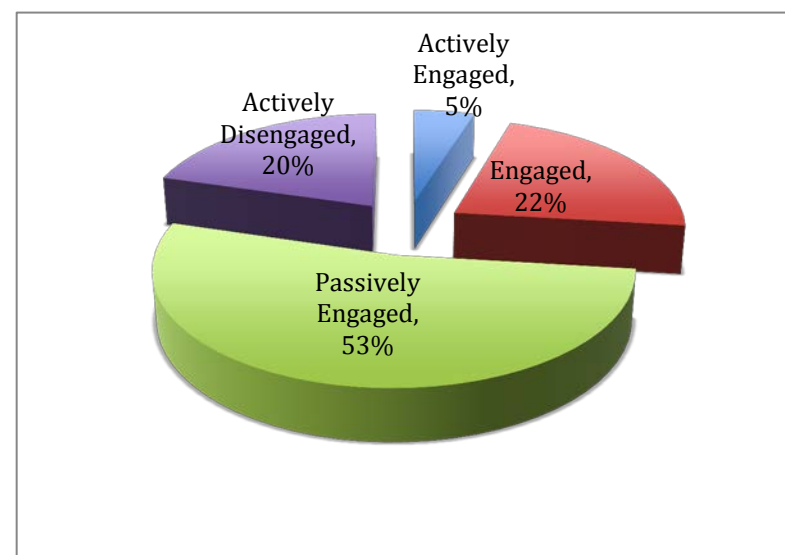
1 – 5 Years Engagement Chart



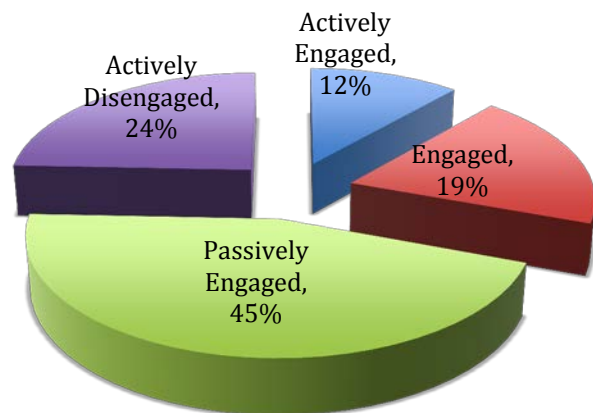
6 – 10 Years Engagement Chart



11 – 15 Years Engagement Chart



More Than 15 Years Engagement Chart



My Department/School/Program	Male	Female	Less than 1 year	1-5 years	6 - 10 years	11-15 years	More than 15 years	Total
Number of Respondents	588	753	150	421	313	186	271	1,341
I am able to contribute, what I do best, everyday.	3.94	4.03	4.10	4.05	3.85	3.91	4.03	3.99
I have the right tools/equipment to do my job, the best I can.	3.57	3.65	3.93	3.72	3.48	3.37	3.62	3.62
The scheduling of my work is fair and reasonable.	3.79	3.74	4.14	3.86	3.64	3.56	3.68	3.76
Workload is distributed equitably throughout our department/school/program.	3.31	3.25	3.96	3.43	3.07	3.06	3.04	3.27
Everyone pulls his or her own weight equally.	3.12	3.17	3.84	3.38	2.87	2.92	2.90	3.15
I can complete my work within the time allotted without pressure most of the time.	3.46	3.34	3.77	3.51	3.35	3.15	3.23	3.40
I can manage the number of interruptions, email messages and telephone calls I receive each day.	3.64	3.64	4.17	3.82	3.53	3.32	3.41	3.64
I find my work challenging, stimulating and motivating.	4.12	4.11	4.29	4.19	3.97	4.06	4.10	4.11
I feel that I am a success at work.	4.13	4.14	4.21	4.24	4.01	4.05	4.14	4.14
I have easy access to the resources, people and information I need to do my job.	3.61	3.75	3.94	3.78	3.63	3.44	3.65	3.69
Members of my department meet regularly to share important information and to discuss issues and concerns.	3.23	3.34	3.72	3.36	3.14	3.06	3.29	3.29
I participate in decisions that impact most aspects of the work of my department/school/program.	3.19	3.15	3.38	3.13	3.12	3.08	3.23	3.17
I rarely experience conflicts with the co-workers I work with.	4.11	4.15	4.50	4.29	4.05	3.97	3.90	4.13
When faced with a difficult challenge, employees in my department pull together to find solutions.	3.74	3.75	4.17	3.85	3.63	3.53	3.62	3.74
My co-workers and I work well together.	4.11	4.16	4.41	4.25	4.07	4.04	3.97	4.14
There is little to no office politics or gossip in my department/school/program.	3.18	3.15	3.79	3.31	3.05	2.82	2.94	3.16
We regularly celebrate our successes.	2.95	2.92	3.34	2.99	2.81	2.58	3.00	2.93
There is at least one person at work whom I trust with my personal concerns.	3.80	4.10	3.98	3.94	4.04	3.84	4.01	3.97
I rarely experience conflicts with associates from other departments with whom I work.	4.05	4.34	4.34	4.29	4.19	4.15	4.09	4.21
Colleagues in my department/ school/program share information openly.	3.62	3.50	4.04	3.63	3.51	3.27	3.41	3.55
My physical work environment is appropriate for the kind of work I do.	3.89	3.77	4.19	3.93	3.73	3.52	3.78	3.83
Total Score	3.65	3.67	4.01	3.76	3.56	3.46	3.57	3.66

My Manager	Male	Female	Less than 1 year	1-5 years	6 - 10 years	11-15 years	More than 15 years	Total
Number of Respondents	588	753	150	421	313	186	271	1,341
Provides me with clear performance expectations.	3.56	3.67	4.05	3.74	3.54	3.39	3.45	3.62
Reviews my job performance at least once a year.	3.44	3.39	3.89	3.38	3.24	3.42	3.39	3.41
Is fair when reviewing my performance.	3.78	3.81	4.06	3.77	3.65	3.99	3.72	3.80
Provides me with ongoing feedback on my job performance.	3.31	3.38	3.91	3.42	3.17	3.17	3.25	3.35
Recognizes or praises me whenever I do a good job.	3.54	3.57	4.01	3.66	3.51	3.33	3.37	3.56
Gives me the latitude I need to do my job to the best of my abilities: does not micro-manage.	4.11	4.14	4.36	4.24	4.19	3.99	3.85	4.13
Does not expect me to work outside of my regular working hours.	3.47	3.61	3.73	3.53	3.52	3.53	3.53	3.55
Does not expect me to answer emails or text messages sent to me on weekends.	3.68	4.08	4.05	3.78	3.88	4.03	3.96	3.90
Ensures that I have the right skills and knowledge to perform my job.	3.79	3.90	4.27	3.96	3.77	3.66	3.69	3.85
Provides clear direction for my on-going professional development.	3.25	3.31	3.89	3.39	3.07	3.09	3.16	3.28
Takes appropriate action with people who under perform.	3.06	3.05	3.83	3.24	2.89	2.79	2.73	3.06
Resolves conflicts fairly and appropriately.	3.51	3.55	4.10	3.70	3.48	3.31	3.18	3.53
Keeps promises and stands by commitments made.	3.70	3.73	4.17	3.84	3.67	3.50	3.49	3.72
Is someone I can trust and talk with openly without the fear of reprisal.	3.75	3.79	4.21	3.85	3.80	3.66	3.44	3.77
Treats me with respect.	4.17	4.22	4.54	4.28	4.25	4.06	3.92	4.20
Values my opinion.	3.97	4.04	4.37	4.11	4.02	3.85	3.73	4.01
Leads by example and action.	3.67	3.87	4.26	4.00	3.72	3.56	3.40	3.78
Recommends new ideas from our team up to senior management.	3.65	3.77	4.19	3.84	3.70	3.53	3.43	3.72
Gives credit to the whole team when receiving positive feedback on our performance.	3.79	3.88	4.23	3.89	3.82	3.75	3.65	3.84
Keeps me regularly informed on important issues.	3.73	3.68	4.19	3.84	3.64	3.52	3.44	3.70
Treats everyone equally-does not play favorites.	3.64	3.71	4.21	3.85	3.61	3.49	3.35	3.68
Acts decisively and gets things done.	3.61	3.81	4.23	3.92	3.65	3.41	3.43	3.72
Listens with an open mind.	3.87	3.95	4.37	4.05	3.95	3.68	3.57	3.91
Displays high standards of honesty and integrity.	4.02	4.12	4.49	4.20	4.04	3.88	3.84	4.08
Shows compassion.	4.02	4.17	4.41	4.18	4.12	4.01	3.85	4.10
Total Score	3.68	3.77	4.16	3.83	3.68	3.59	3.51	3.73

Corporate Policies and Practices	Male	Female	Less than 1 year	1-5 years	6 - 10 years	11-15 years	More than 15 years	Total
Number of Respondents	588	753	150	421	313	186	271	1,341
I am fairly compensated for the work that I do.	3.44	3.43	3.31	3.24	3.45	3.62	3.65	3.43
Our benefits package is appropriate for my needs.	3.53	3.46	2.97	3.12	3.67	3.77	3.96	3.49
Our incentive and reward system motivates me to do my best work.	2.63	2.53	2.89	2.60	2.45	2.37	2.65	2.57
Our internal work processes and procedures are simple and effective.	3.04	3.03	3.42	3.11	2.86	2.87	3.03	3.04
Candidates that are best suited for the job receive promotions when job openings become available.	2.83	2.80	3.39	2.94	2.68	2.57	2.62	2.81
Human Resources is appropriately accessible to employees.	3.49	3.47	3.93	3.47	3.43	3.34	3.40	3.48
Human Resources staff provides me with accurate and timely information.	3.47	3.48	3.90	3.46	3.41	3.32	3.45	3.48
Human Resources staff keeps personal and sensitive information confidential.	3.99	4.01	4.19	3.92	4.00	3.96	4.04	4.00
Human Resources applies college policies and practices fairly and equitably.	3.66	3.65	4.00	3.68	3.60	3.52	3.58	3.66
I am provided with ample opportunities for professional development.	3.40	3.47	3.84	3.56	3.28	3.20	3.38	3.44
Algonquin College provides the right amount of information (for my needs) on its direction and performance.	3.50	3.66	3.89	3.72	3.45	3.38	3.53	3.59
I can cope with the pace of change at Algonquin College.	3.99	4.02	4.26	4.16	4.00	3.87	3.74	4.01
I know how changes at Algonquin College will affect me personally.	3.47	3.46	3.83	3.58	3.33	3.18	3.45	3.47
The initiatives offered by Algonquin College are appropriate for my health and wellness needs.	3.48	3.45	3.66	3.56	3.43	3.26	3.39	3.47
Total Score	3.42	3.42	3.68	3.44	3.36	3.30	3.42	3.42

Mission and Values	Male	Female	Less than 1 year	1-5 years	6 - 10 years	11- 15 years	More than 15 years	Total
Number of Respondents	588	753	150	421	313	186	271	1,341
Algonquin College's mission excites me and motivates me to do my best work.	3.63	3.77	4.17	3.83	3.60	3.48	3.54	3.71
I am very clear on how important my contribution is to the mission of Algonquin College.	3.64	3.66	4.03	3.72	3.58	3.36	3.61	3.65
Our senior managers frequently talk about our mission.	3.32	3.26	3.65	3.32	3.17	3.10	3.30	3.29
Everyone in my department/school/program conducts themselves with caring, learning, integrity, and respect.	3.53	3.52	4.09	3.80	3.35	3.24	3.18	3.52
Everyone in my department/school/program treats each other equally, regardless of gender, colour or ethnic background.	3.95	3.97	4.32	4.16	3.84	3.78	3.71	3.96
My department/ school/program is free from harassment.	3.88	3.85	4.33	4.09	3.69	3.65	3.61	3.86
I am proud to work at Algonquin College.	4.33	4.44	4.56	4.43	4.33	4.37	4.32	4.39
I am not concerned about my job security.	3.38	3.18	3.08	2.95	3.34	3.35	3.73	3.27
I know what my students/clients want and I am focused on their needs in my work.	4.34	4.53	4.50	4.42	4.42	4.48	4.46	4.45
Creativity and innovation are valued at Algonquin College.	3.67	3.92	4.18	3.90	3.65	3.63	3.77	3.81
Everyone in my department/faculty works in a spirit of collaboration rather than confrontation or competition.	3.60	3.59	4.19	3.78	3.41	3.39	3.34	3.60
Everyone in my department/faculty is committed to doing quality work.	3.69	3.69	4.23	3.87	3.54	3.32	3.52	3.69
Algonquin College is reasonable in allowing me to balance my work with my personal life.	3.80	3.80	4.12	3.90	3.76	3.56	3.66	3.80
I have not been subjected to verbal abuse or any kind of bullying this past year.	4.12	4.03	4.56	4.19	4.06	3.72	3.85	4.07
Total Score	3.78	3.80	4.14	3.88	3.70	3.60	3.69	3.79

6. EMPLOYEE EMOTIONAL WELLNESS

The following chart shows the scores for Mood, Mental & Physical Energy and Functionality by employee groups. Mood measures the symptoms of depression. Mental and Physical Energy measures symptoms of burnout. Functionality measures a person's ability to function regardless of their emotional state.

EMOTIONAL WELLNESS BY EMPLOYEE GROUP	Director Dean		Manager Chair Supervisor		Coordinator		Full Time Faculty		Full Time Support		Full Time Admin		Part Time Faculty		Part Time Support		Part Time Admin		Total	
	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%	Resp	%
Responses	16	100%	64	100%	143	100%	257	100%	310	100%	47	100%	377	100%	100	100%	22	100%	1341	100%
Mood																				
4.00 - 5.00	9	56%	26	41%	81	57%	137	53%	136	44%	16	34%	242	64%	51	51%	13	59%	716	53%
3.00 - 3.99	7	44%	34	53%	49	34%	90	35%	131	42%	24	51%	109	29%	43	43%	6	27%	493	37%
2.01 - 2.99	0	0%	3	5%	12	8%	23	9%	34	11%	5	11%	23	6%	3	3%	2	9%	105	8%
1.00 - 2.00	0	0%	1	2%	1	1%	7	3%	9	3%	2	4%	3	1%	3	3%	1	5%	27	2%
Mental & Physical Energy																				
4.00 - 5.00	6	38%	18	28%	75	53%	113	43%	123	40%	20	40%	215	56%	57	56%	12	55%	644	48%
3.00 - 3.99	8	50%	32	50%	49	35%	111	43%	141	46%	16	32%	140	37%	37	37%	8	36%	542	40%
2.01 - 2.99	2	13%	13	20%	16	11%	26	10%	39	13%	11	22%	19	5%	5	5%	1	5%	132	10%
1.00 - 2.00	0	0%	1	2%	1	1%	10	4%	3	1%	3	6%	8	2%	2	2%	1	5%	29	2%
Functionality																				
4.00 - 5.00	9	56%	32	50%	101	71%	175	68%	223	72%	28	60%	291	77%	81	81%	16	73%	960	72%
3.00 - 3.99	7	44%	27	42%	33	23%	58	23%	69	22%	12	26%	62	16%	15	15%	4	18%	288	21%
2.01 - 2.99	0	0%	4	6%	8	6%	14	5%	15	5%	4	9%	16	4%	2	2%	1	5%	64	5%
1.00 - 2.00	0	0%	1	2%	1	1%	10	4%	3	1%	3	6%	8	2%	2	2%	1	5%	29	2%

KEY OBSERVATIONS

The Emotional Wellness chart shows that 90% of employees at Algonquin College have good mental health.

Mood

- 53% of employees are completely free of depression
- 37% may from time-to-time feel a bit blue
- 8% are at high risk of depression
- 2% are currently in depression
- 14% full time Support staff are at high risk and/or already in depression
- 15% full time Administration staff are at high risk and/or already in depression

The level of at high risk and/or already in depression for the whole of Algonquin College mirrors the average for Canada.

Mental and Physical Energy

- 48% of employees are completely free of burnout
- 40% may from time-to-time experience some symptoms of burnout
- 10% of employees are at high risk of burnout
- 2% are already experiencing burnout
- 28% of full time Administration staff are at high risk and/or already suffering from burnout
- 22% of Manager/Chair/Supervisor are at high risk and/or already suffering from burnout

The level of employees who are at high risk and/or already experiencing burnout is inline with the percent of employees experiencing depression.

Functionality

- 5% of employees are at high risk of being incapable of fulfilling their responsibilities at work and at home
- 2% of employees are completely incapable of fulfilling their responsibilities at work and at home
- 9% of full time Administration staff are at high risk of being incapable of fulfilling their responsibilities at work and at home
- 6% of full time Administration staff is completely incapable of fulfilling their responsibilities at work and at home

The lower percent (almost 50% lower) of employees who are incapable of functioning compared to how many are at high risk of either depression or burnout follows a fairly typical pattern.

See Appendix 1 for a detailed explanation of the Emotional Wellness categories.

7. KEY OBSERVATIONS AND RECOMMENDATIONS

KEY OBSERVATIONS

- The overall employee engagement score at Algonquin College is (3.71). Algonquin College ranks in the middle of our database of colleges. Engagement scores for all colleges in our database range from (3.64) to (3.79) and for all organizations from (3.30) to (4.10). The Canadian average for all employees is (3.50).
- The response rate at Algonquin is 46%. Response rates at other colleges and universities ranged from 46%-65%. Response rates for all organizations in our database ranged from 31%-95% with an average response rate of 72%.
- The ten highest engagement scores show employees are proud to work at Algonquin and they are focused on the needs of students. Employees feel stimulated by their work and feel a sense of accomplishment. They work well together in a work environment that is free of conflict. Managers are respectful, compassionate and do not micro-manage.
- The ten lowest engagement scores show dissatisfaction with incentives and rewards, unfair job promotions, ineffective work processes, workload and everyone pulling his or her weight equally, high levels of gossip, little participation in decision making, rarely celebrating successes, and concerns over job security.
- Scores by College Area show a wide spread ranging from a high of (3.92) in Area 1-Human Resources, to a low of (3.57) in Area 2-Administration.
- The gap in scores is somewhat smaller among employee groups, ranging from a high of (3.86) for part time Administration staff, to a low of (3.59) for full time Support staff.
- The spread in scores for leadership ranges from a high of (4.10) in Area 1-Human Resources to a low of (3.55) in Administration.
- The Emotional Wellness scores show that 90% of employees at Algonquin College are healthy. The other 8% are at high risk of depression and 2% are in a state of complete depression. The Canadian average for depression is 10%.
- In addition, 10% of employees are at high risk of burnout and 2% are experiencing total burnout.

RECOMMENDATIONS

Overarching Recommendations

- Be positive and celebrate overall positive results
- Acknowledge and celebrate your strengths
- Build on your strength
- Work towards a clear vision of the workplace experience you would like to see at Algonquin
- Move forward with improvements within the context of a well-defined and positive organizational development process

At the Corporate Level

Examine and act on three or four of the following issues with the view of raising their scores. Algonquin may need to probe deeper into understand the details that are behind these issues:

Corporate Policies and Practices

- Compensation
- Incentive and reward system
- Complex and ineffective internal work processes
- Unfair job promotions
- Lack of opportunities for professional development
- Senior managers not talking frequently about the mission of the college
- Concerns about job security

Leadership

Managers need to improve their skills in:

- Reviewing job performance once a year
- Providing on going feedback on job performance
- Providing clear direction for ongoing professional development
- Taking appropriate action with people who underperform

At the Department Level

Human Resources may need to coach directors and managers on how to develop action plans. All the Vice Presidents need to take ownership of the follow up action planning process. All the plans should cascade up to the appropriate VP. The process should comprise of:

- Identifying the detailed reasons that underlie an issue
- Proposing one or more actions to resolve the issue
- Identifying the resources needed to successfully implement the actions
- Assigning responsibility
- Preparing a schedule and milestones

Using this process choose two or three issues from the list below:

- Equal distribution of workload
- Everyone pulling his or her weight equally
- Completing work within the time allotted-amount of workload
- Meeting regularly to share important information-work unit communication
- Participating in decision making
- Reduce gossip and office politics
- Regularly celebrating successes

The foregoing recommendations reflect the overriding issues that apply across all of Algonquin College. However, there are some differences in the emphasis or focus by each College Area, as identified in section 4 of this report.

APPENDIX 1

EMOTIONAL WELLNESS CATEGORIES

MOOD: Presence of the symptoms of depression

This section gives you a sense of your mood state, and may identify the presence of symptoms of depression.

Score 4.1 or higher: You feel joy, enthusiasm, and tend to be optimistic most of the time. You have a healthy appetite. You cope well with stress and unexpected challenges. You are not experiencing significant symptoms of depression or burnout.

Score 3.1 – 4.0: You feel joy, enthusiasm, and tend to be optimistic but at times you can experience mild symptoms of depression, that cloud your sense of optimism. You can cope reasonably well with stress and unexpected challenges as long as they are few in number and spread out over a long period of time.

Score 2.1 – 3.0: Your mood shows evidence of depression; you may have difficulties with functioning up to your usual capacity. You feel little joy and enthusiasm in your life and you have lost most of your optimism. You have a low tolerance in dealing with stress and unexpected challenges. Your EAP provider may be able to help you with appropriate programs to help you to feel better or you may wish to discuss how you feel with your physician.

Score 2.0 or lower: Your mood is significantly burdened with symptoms of depression. You are experiencing a great deal of difficulty getting through the day. The quality of your daily life and your level of functioning are significantly impaired. You should talk with your family doctor or specialist to discuss a variety of options that are available to you to make you feel better.

MENTAL & PHYSICAL ENERGY: Presence of the symptoms of burnout and stress

This section gives you a sense of your motivation, interests, energy, and drive, as well as your coping capacity and resilience in the face of difficulties (stress).

Score 4.1 or greater: You sleep soundly at night and wake up refreshed in the morning. Your levels of energy are high, you are accomplishing everything you set out to do and you enjoy positive relationships with work colleagues, friends and family.

Score 3.1-4.0: You do not always sleep soundly and periodically you wake up in the morning feeling tired and lacking energy. As the day progresses you do not always have the energy you would like, and on occasion you are unable able to complete all the important tasks on your to do list. You do not have as much patience with people as you would normally show.

Score 2.1-3.0: You frequently have difficulty falling asleep and once asleep you may experience a restless night. You may wake up in the morning feeling sleepy, fatigued, and the lethargy will stay with you for a good portion of the day. You are experiencing decreased drive, motivation, sociability and energy and these are likely causing significant challenges in your daily life. You may wish to consider taking a stress management workshop and other available programs to help you to cope with some of the stressors in your life. Your EAP may be able to provide you with appropriate programs to help you cope or you may wish to discuss how you feel with your physician.

Score Less than 2.0: Your sleep is significantly impaired on a regular basis. You are always feeling tired. The quality of your daily life and your level of functioning are suffering. You have lost your drive, motivation, sociability and energy and this is likely causing you severe problems in completing your work. You probably have little to no patience with work colleagues. You have little interest in maintaining friendships. You are urged to speak with your doctor to discuss the most appropriate treatment for your situation.

FUNCTIONALITY

This score gives you a sense of your overall capability to function.

- | | |
|------------------------------|---|
| Score 4.1 or greater: | I am living a normal and healthy life and I am managing well with the challenges that life throws my way each and every day. |
| Score 3.1-4.0: | I am living a fairly normal life but I experience some difficulty in dealing with the challenges that come my way. These challenges affect my ability to carrying out my daily tasks at home and at work from time to time. |
| Score 2.1-3.0: | I am finding it difficult to deal with the challenges that come my way. These challenges adversely affect my ability in carrying out my daily tasks at home and at work much of the time. |
| Score Less than 2.0: | I am finding it difficult to carry on from one day to the next and I am struggling and sometimes completely unable to do my work at home or at work. |