

Engagement Survey Results – Comparison Across Units

Introduction

In March 2012 the Faculty Association made available to its members the overall results from the 2011 employee engagement survey of salaried faculty and staff at the University of Calgary. It had acquired these results via an access to information request that was submitted to the office of the University's Access and Privacy Coordinator in February 2012.

On 22nd October 2012 the Association received some additional engagement survey results, in response to a second access to information request, these being the results for individual units (e.g. faculties) within the U of C. The Association has examined these additional results, and this report presents the results of this examination. The report includes a summary of the results, selected highlights, and a compact presentation of the detailed unit-level results themselves.

Report Contents

The main body of this report includes the following sections:

- Review of the survey questions and caveats on the data in this report
 - Beginning on p2, this section presents some information on the survey questions and highlights some key points to bear in mind when reading this report.
- Comparison of results across units by category of question (and overall)
 - Beginning on p5, this section compares the responses from 11 different units within the U of C.
- Selected questions with “lower” scores
 - Beginning on p23, this section compares the responses from the 11 different units for 12 specific questions where academic staff had the most significant concern.
- Selected questions with “higher” scores
 - Beginning on p30, this section compares the responses from the 11 different units for 10 specific questions where academic staff had the least concern.
- Detailed unit responses to all questions.
 - Beginning on p36, this section presents the details responses in each of the 11 units to all 80 questions in the survey.

Background on the Survey Questions and on the Data in This Report

Key points about the survey itself include the following:

- There were 80 questions in the survey, organized under 16 categories as specified by the Hay Group, the designer of the survey. A question summary list is provided beginning on the next page.
- Results for each question were reported in terms of the percentage of respondents answering “Favourably”, “Neutrally”, or “Unfavourably”. There were two main types of question as follows:
 - 43 questions were of the form “How strongly do you agree or disagree with the following statement” with responses restricted to the five point scale:
 - 1=Strongly Disagree; 2=Tend to Disagree; 3=Hard to Decide; 4=Tend to Agree; 5=Strongly Agree
 - A response of 1 or 2 is counted as *unfavourable* while a 4 or 5 is counted as *favourable*.
 - 35 questions were of the form “Rate the University in terms of some dimension” with responses restricted to the five point scale:
 - 1=Very Poor; 2=Poor; 3=Average; 4=Good; 5=Very Good
 - Again, a response of 1 or 2 is counted as *unfavourable* while a 4 or 5 is counted as *favourable*.
- There were two questions, each of which had a unique response scale:
 - Question 79, “Overall, how would you rate your satisfaction working at the University at the present time”:
 - 1=Very Dissatisfied; 2=Dissatisfied; 3=Neither Satisfied nor Dissatisfied; 4=Satisfied; 5=Very Satisfied.
 - Again, a response of 1 or 2 is counted as *unfavourable* while a 4 or 5 is counted as *favourable*.
 - Question 80, “Based on your career plans, how long are you likely to continue working at the University”:
 - 1=Will retire in the next 1-2 yrs; 2=Will probably leave, but not retire, within the next year; 3=Will probably stay 1-2 more years; 4=No plans to leave the University at present
 - A response of 4 was counted as *favourable*, a 3 was deemed neutral, a 2 was counted as *unfavourable*, and a 1 was excluded from the results.

Please bear in mind the following caveats as you examine the remaining sections of this report:

- 1) The results presented in this report are based on all responses from salaried faculty and staff in each administrative unit. I.e. the data reported includes academic staff and administrative and technical staff (e.g AUPE and MaPS members) in each unit.
 - a. **Note:** this contrasts with the results made available by the Association in March 2012 which were for academic staff in isolation.
- 2) In a number of places in this report, the total of the favourable, neutral, and unfavourable responses to a question (or group of questions) sums to something other than 100%. This is because the “raw” data that the Association has acquired includes responses that in some cases sum to 99% or 101% due to rounding error.
- 3) Results are being presented only for 11 units across the U of C. These are the units where there is a significant number of academic staff and where the total number responding to the survey was greater than or equal to 20 (e.g. the response numbers in EVDS, FGS, and Law were too low).

List of Engagement Survey Questions (in numeric order)

Question #	QuestionText (Paraphrase)	Category
1	I have an understanding of the University's strategies and goals	Clear & Promising Direction
2	I believe the University's goals are the right ones for the University at this time	Clear & Promising Direction
3	I am aware of the role that the Board of Governors plays within the University	University Issues
4	I am aware of the role that the General Faculties Council plays within the University	University Issues
5	The University's governance system gives me adequate opportunity to express my views	Respect & Recognition
6	I understand the relationship between my job and the University's strategies and goals	Clear & Promising Direction
7	The University is highly regarded in the Calgary community	Image & Reputation
8	The University is among the top universities in Canada	Image & Reputation
9	All in all the University is effectively managed and well run	Confidence in Leadership
10	I feel proud to work for the University	Engagement
11	I am optimistic about the future of the University	Clear & Promising Direction
12	The University values the work I do	Respect & Recognition
13	The University operates with integrity in its interactions with faculty and staff	Respect & Recognition
14	The University is doing a good job of attracting the best and brightest faculty	Image & Reputation
15	The University is doing a good job of attracting the best and brightest staff	Image & Reputation
16	The University is doing a good job of attracting the best and brightest undergrad students	Image & Reputation
17	The University is doing a good job of attracting the best and brightest graduate and professional students	Image & Reputation
18	The University has established a good reputation for providing quality education	Image & Reputation
19	The University has established a good reputation for conducting quality research	Image & Reputation
20	I would recommend the University as a place to work	Engagement
21	Diversity of opinion is valued and respected at the University	Respect & Recognition
22	The University has the talent we need for future success	Image & Reputation
23	The University expects a high level of performance from faculty and staff	Image & Reputation
24	The University motivates me to contribute more than what is required	Engagement
25	The University supports me in achieving a reasonable balance between my work life and my personal life	Performance & Work Demands
26	Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	Confidence in Leadership
27	Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	Confidence in Leadership
28	Rate the University in terms of the overall effectiveness of communication at the University	Collaboration
29	Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	Respect & Recognition
30	Rate the University in terms of encouraging cooperation and sharing of ideas and resources	Collaboration
31	Rate the University in terms of applying policies and work rules equitably/fairly	Respect & Recognition
32	Rate the University in terms of treating you with respect as an individual	Respect & Recognition
33	Rate the University in terms of demonstrating care and concern for its faculty and staff	Respect & Recognition
34	Rate the University in terms of your opportunity for reaching personal career objectives	Development Opportunities
35	Rate the University in terms of your opportunity for learning and professional development	Development Opportunities
36	Rate the University in terms of your pay considering the pay of people doing similar work	Pay & Benefits
37	Rate the University in terms of providing employee benefits that meet your needs	Pay & Benefits
38	Rate the University in terms of maintaining high standards of academic excellence	Learning & Research Focus
39	Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	Learning & Research Focus
40	Rate the University in terms of responding effectively to changes in the learning environment	Learning & Research Focus

Question #	QuestionText (Paraphrase)	Category
41	Rate the University in terms of establishing strong partnerships with the community	Learning & Research Focus
42	Rate the University in terms of being focused on learners and their needs	Learning & Research Focus
43	Rate the University in terms of being focused on, and supporting, research	Learning & Research Focus
44	Rate the University in terms of dealing fairly with student academic issues	Learning & Research Focus
45	Rate the University in terms of providing the funding to support your department's needs	Resources
46	Rate the leadership of your unit in terms of the trust and confidence you have in them	Faculty/Institute/Administrative Unit
47	Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	Resources
48	Rate "the person to whom you report" in terms of helping you resolve work-related problems	Supervision
49	Rate "the person to whom you report" in terms of solving people problems	Supervision
50	Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	Supervision
51	Rate "the person to whom you report" in terms of taking action on your problems or complaints	Supervision
52	Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	Supervision
53	Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	Supervision
54	All in all my faculty/institute/administrative unit is effectively managed and well run	Faculty/Institute/Administrative Unit
55	I feel proud to work for my faculty/institute/ administrative unit	Faculty/Institute/Administrative Unit
56	I would recommend my faculty/institute/administrative unit as a place to work	Faculty/Institute/Administrative Unit
57	Conditions in my job allow me to be as productive as I can be	Enablement
58	I have opportunities to have my ideas adopted and put into use	Authority & Empowerment
59	The work I do makes good use of my skills and abilities	Enablement
60	I have the opportunity to do challenging and interesting work	Enablement
61	There is good cooperation between my colleagues/co-workers	Collaboration
62	I have a clear understanding of how my performance is evaluated	Performance & Work Demands
63	I receive clear feedback on how well I do my work	Performance & Work Demands
64	I have the authority to carry out my work/responsibilities effectively	Authority & Empowerment
65	I feel motivated to go beyond my formal job responsibilities	Engagement
66	I receive high quality support from other University units on which I depend to do my work effectively	Collaboration
67	I am paid fairly for the work I do	Pay & Benefits
68	I have the information I need to do my work well	Authority & Empowerment
69	I have the resources I need to do my work effectively	Resources
70	There are no significant barriers at work to doing my work well	Enablement
71	I am able to accomplish all that is required of me most days	Performance & Work Demands
72	Rate overall working conditions	Resources
73	Rate quality of your workspace	Resources
74	Rate quality of classrooms	Resources
75	Rate quality of labs	Resources
76	Rate quality of technology and computer equipment	Resources
77	Rate availability of equipment, supplies, materials, etc. that you need to do your job	Resources
78	Rate dealing with timetabling and scheduling issues	Resources
79	Overall, how would you rate your satisfaction working at the University at the present time	Engagement
80	Based on your career plans, how long are you likely to continue working at the University	Engagement

Comparing Units Based on Average Response to Questions by Category

This section of the report presents comparative results across units based on averaging the aggregated response data (%favourable, %neutral, and %unfavourable) across questions. In all cases, results are presented in the form of horizontal bar charts each with three data series:

- Green bar = % of responses “favourable”
- Yellow bar = % of responses “neutral”
- Red bar = % of responses “unfavourable”

For each bar chart, the order of appearance of units in the chart is from the least satisfied to the most satisfied (in terms of the % responding favourably minus the % responding unfavourably).

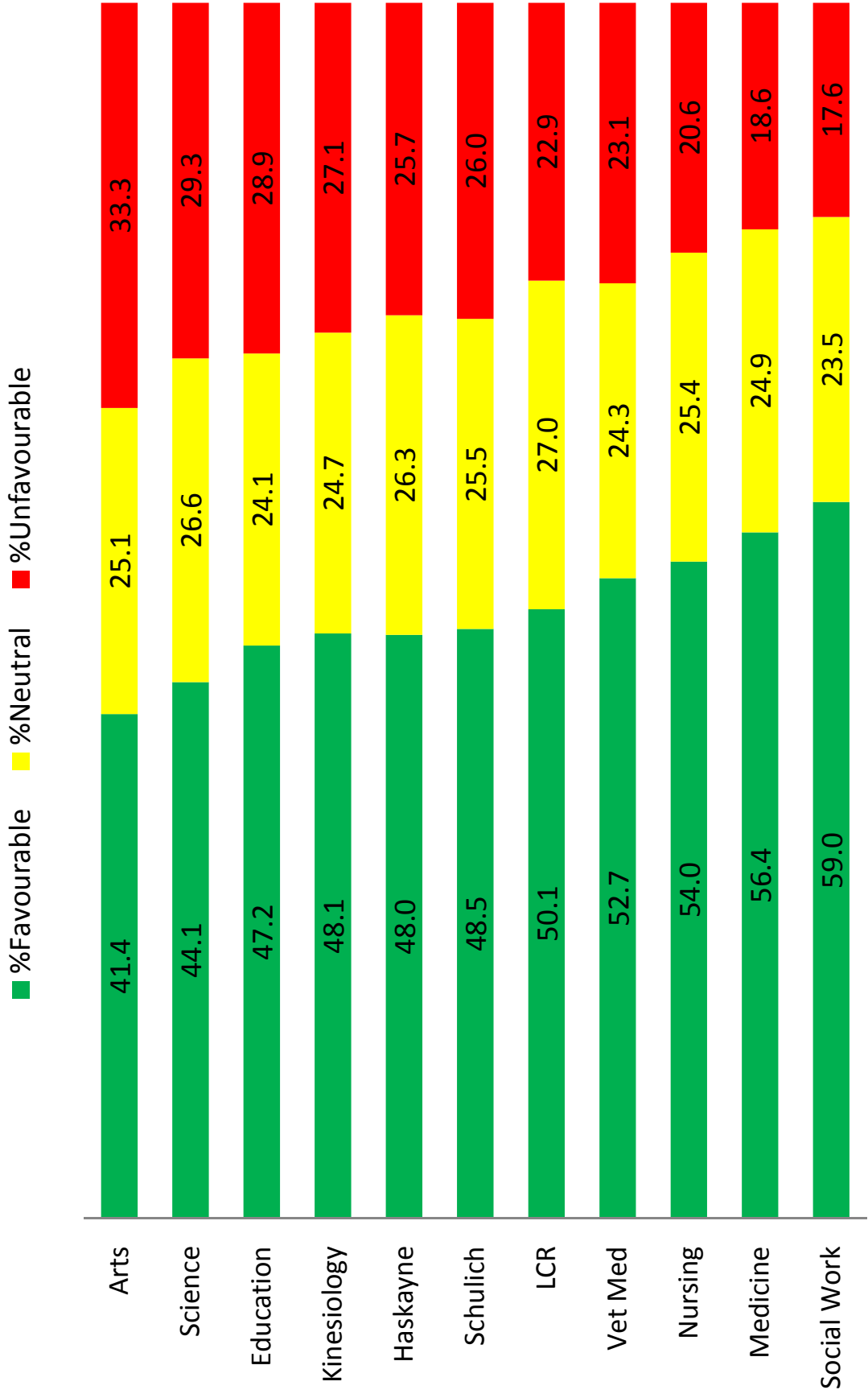
The remaining pages in this section are organized as follows:

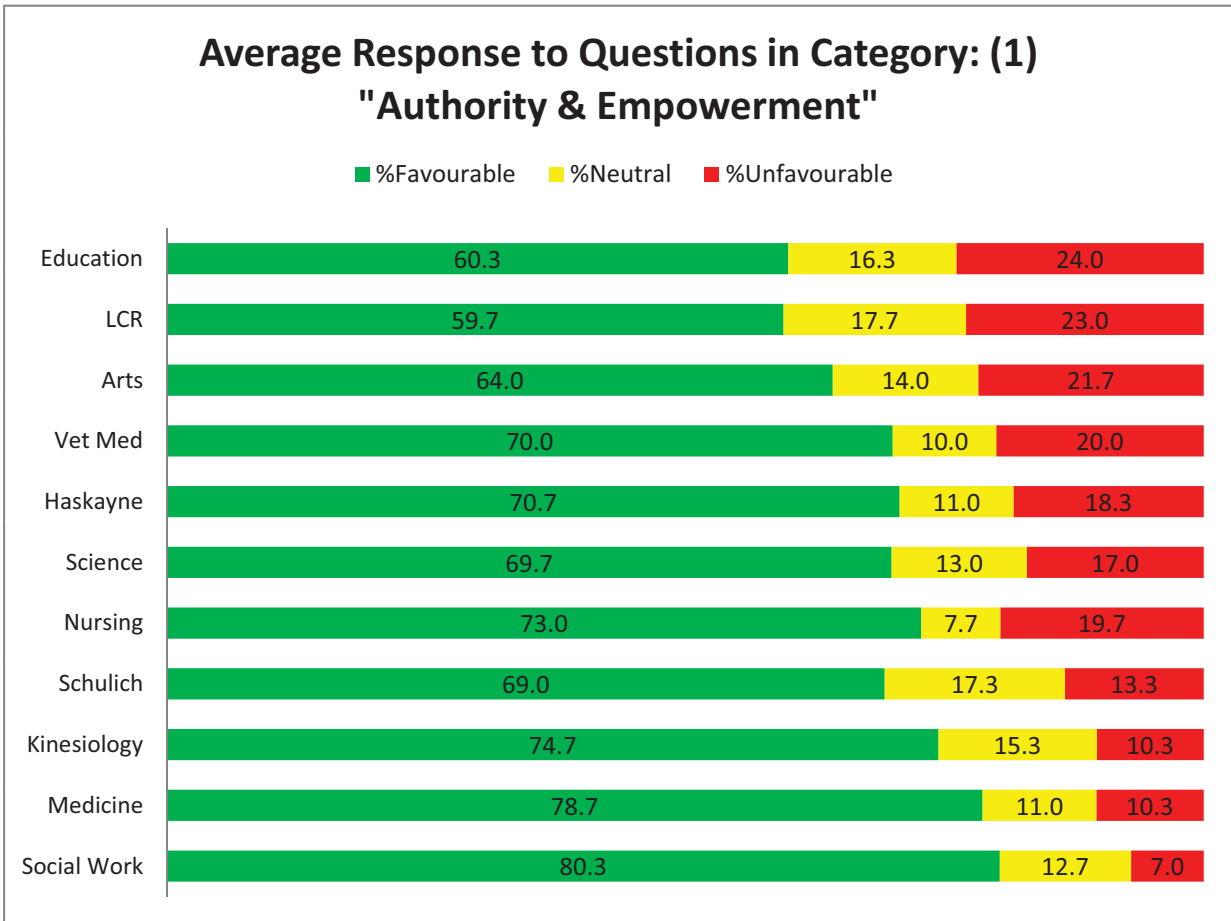
- First the average response within each unit to **all 80** questions is presented.
 - E.g. for Science, the average of the “*percentage responding favourably*” across all 80 questions was 44.1% (the average “*neutral*” response was 26.6%, and the average “*unfavourable*” response was 29.3%).
- Next, for each of 16 categories of question, the average response within a unit to questions in that specific category is presented. For each category of question, there is one page of information that includes:
 - A bar chart showing the average response of each unit to questions in that category.
 - A table listing all of the questions in that category (in numeric order).

The administrative units in the following list are included in the comparisons (the number of survey respondents from amongst the salaried faculty and staff in each unit is also shown in the list):

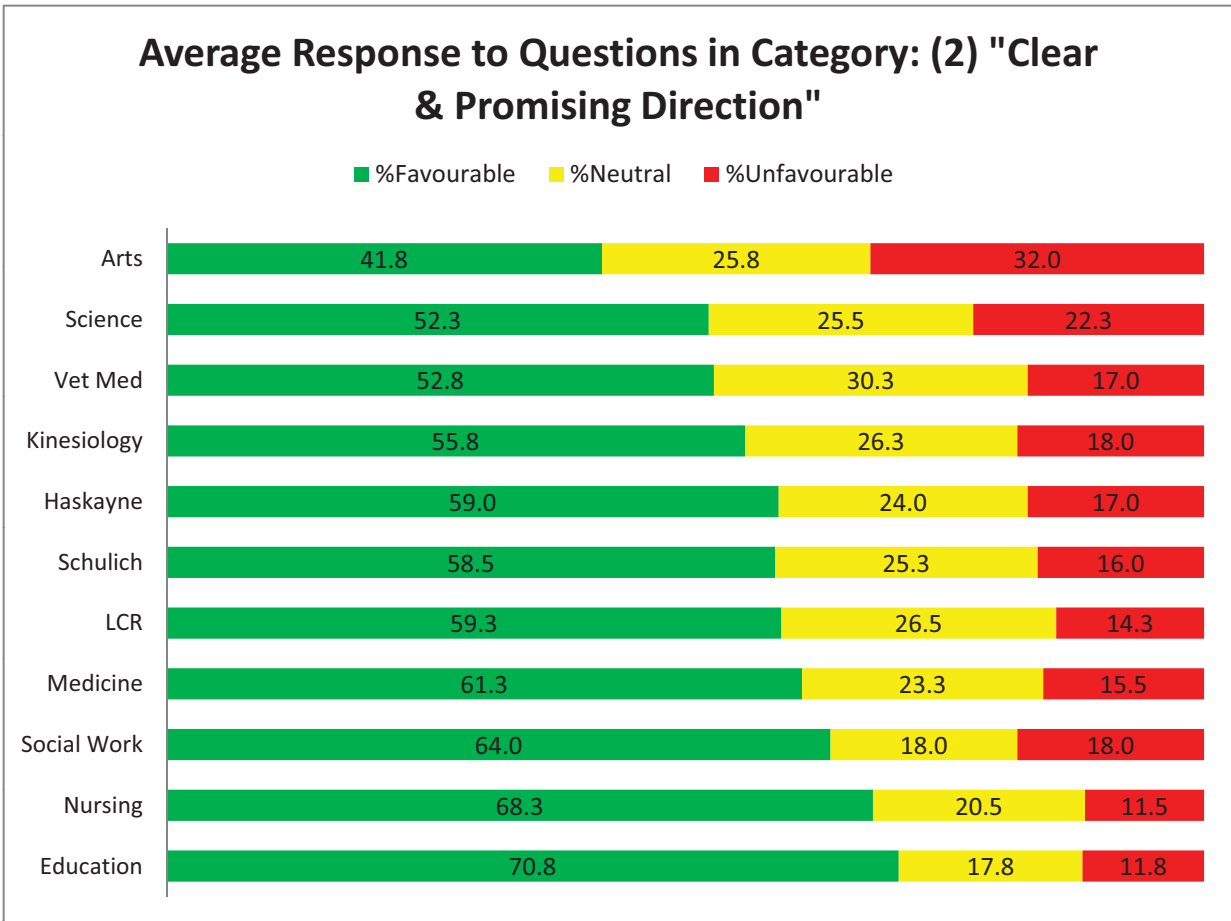
- Arts (number responding = 219)
- Education (number responding = 49)
- Haskayne School of Business (number responding = 62)
- Kinesiology (number responding = 46)
- Libraries & Cultural Resources (number responding = 124)
- Medicine (number responding = 145)
- Nursing (number responding = 22)
- Science (number responding = 173)
- Schulich School of Engineering (number responding = 69)
- Social Work (number responding = 33)
- Veterinary Medicine (number responding = 39).

Average Response Over All 80 Questions (i.e. over all 16 categories)





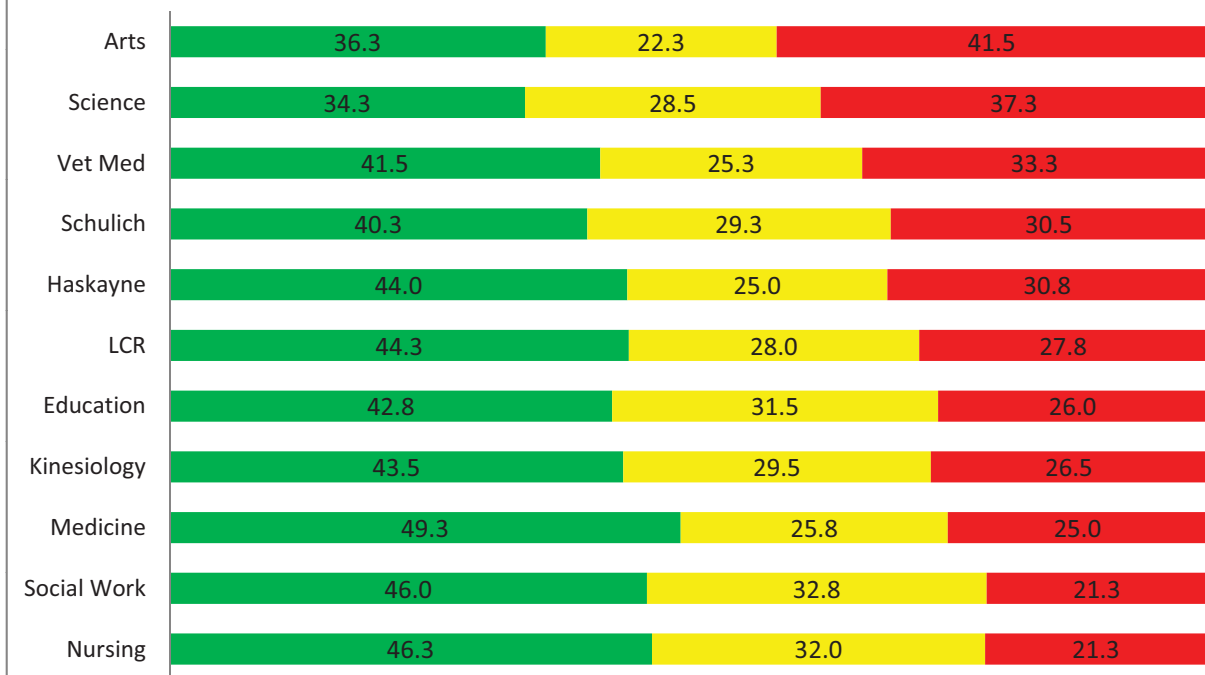
Question #	QuestionText (Paraphrase)	Category
58	I have opportunities to have my ideas adopted and put into use	Authority & Empowerment
64	I have the authority to carry out my work/responsibilities effectively	Authority & Empowerment
68	I have the information I need to do my work well	Authority & Empowerment



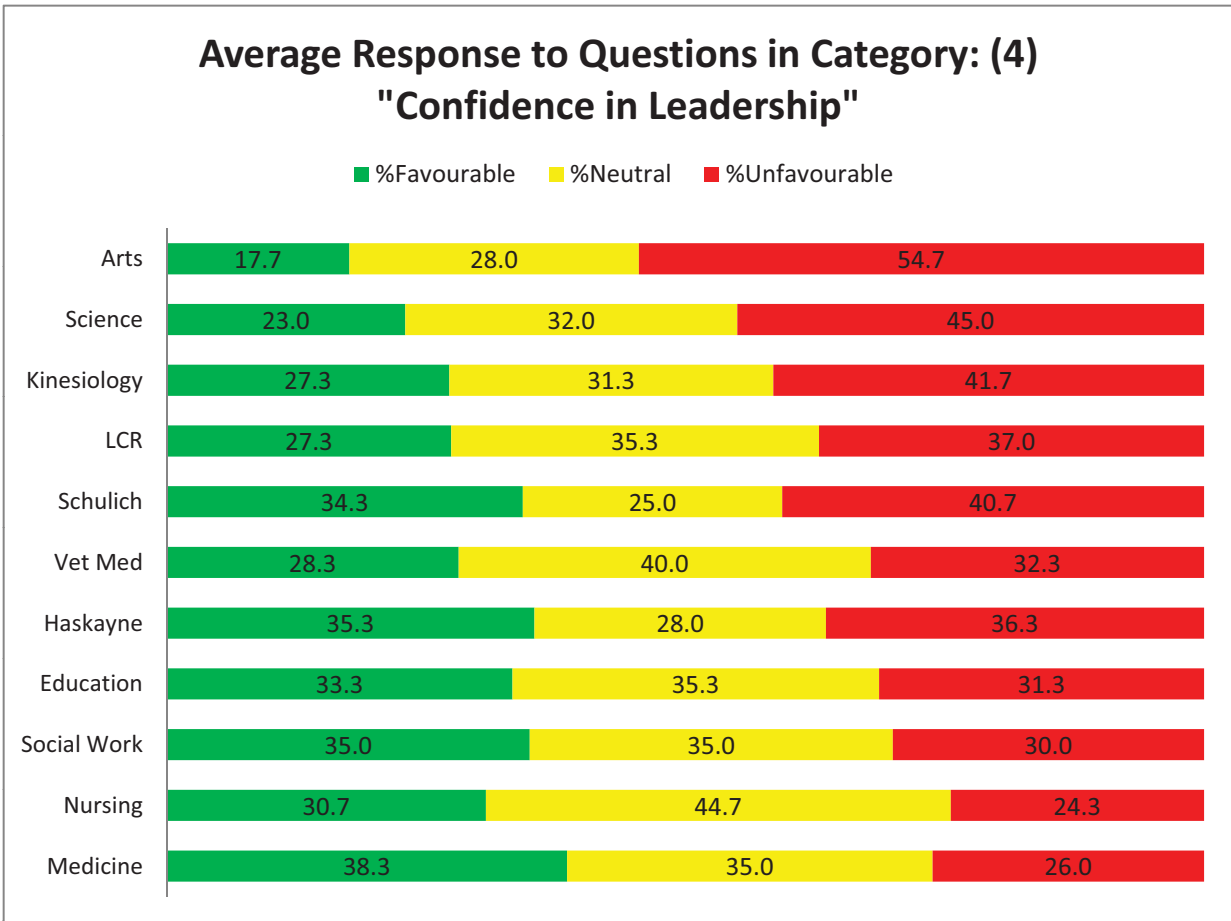
Question #	QuestionText (Paraphrase)	Category
1	I have an understanding of the University's strategies and goals	Clear & Promising Direction
2	I believe the University's goals are the right ones for the University at this time	Clear & Promising Direction
6	I understand the relationship between my job and the University's strategies and goals	Clear & Promising Direction
11	I am optimistic about the future of the University	Clear & Promising Direction

Average Response to Questions in Category: (3) "Collaboration"

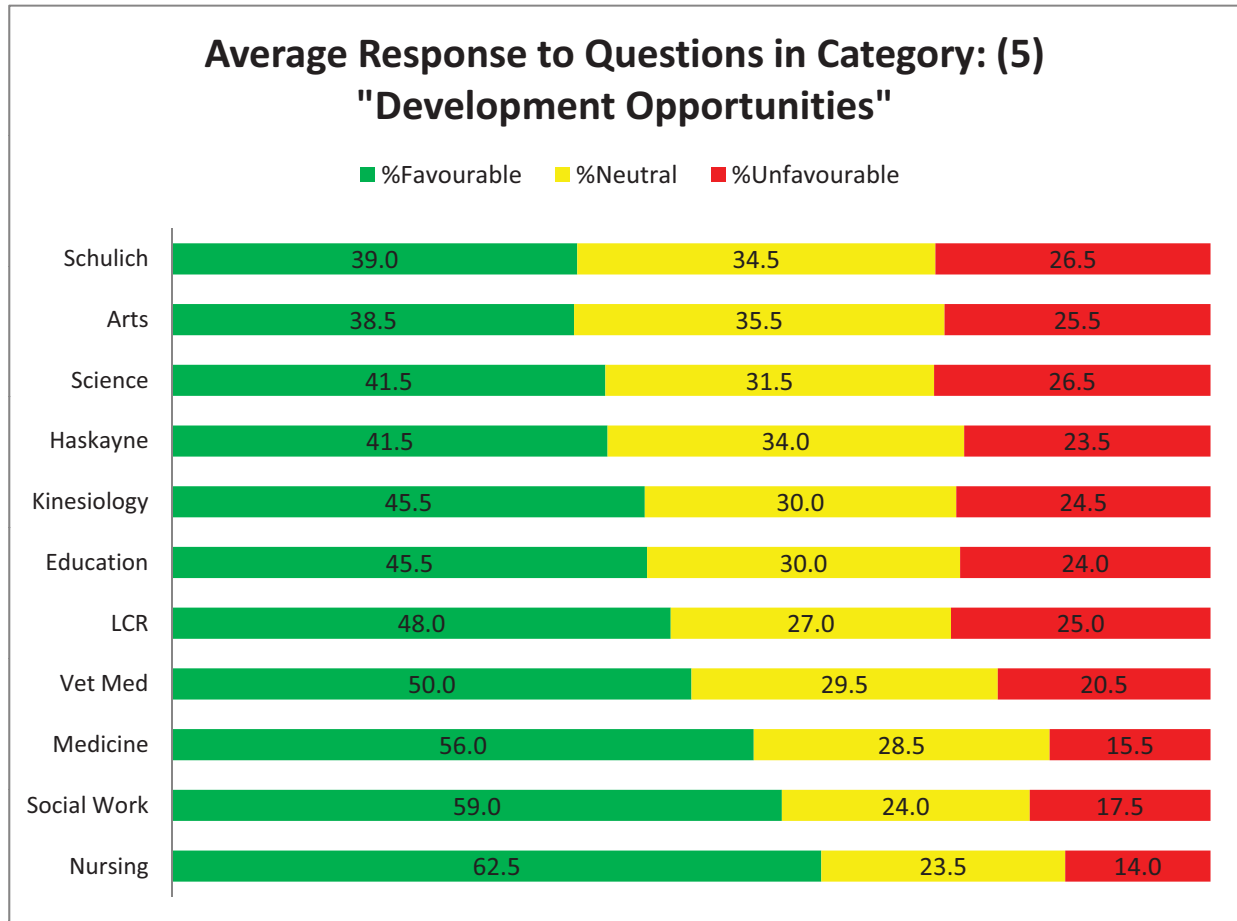
■ %Favourable ■ %Neutral ■ %Unfavourable



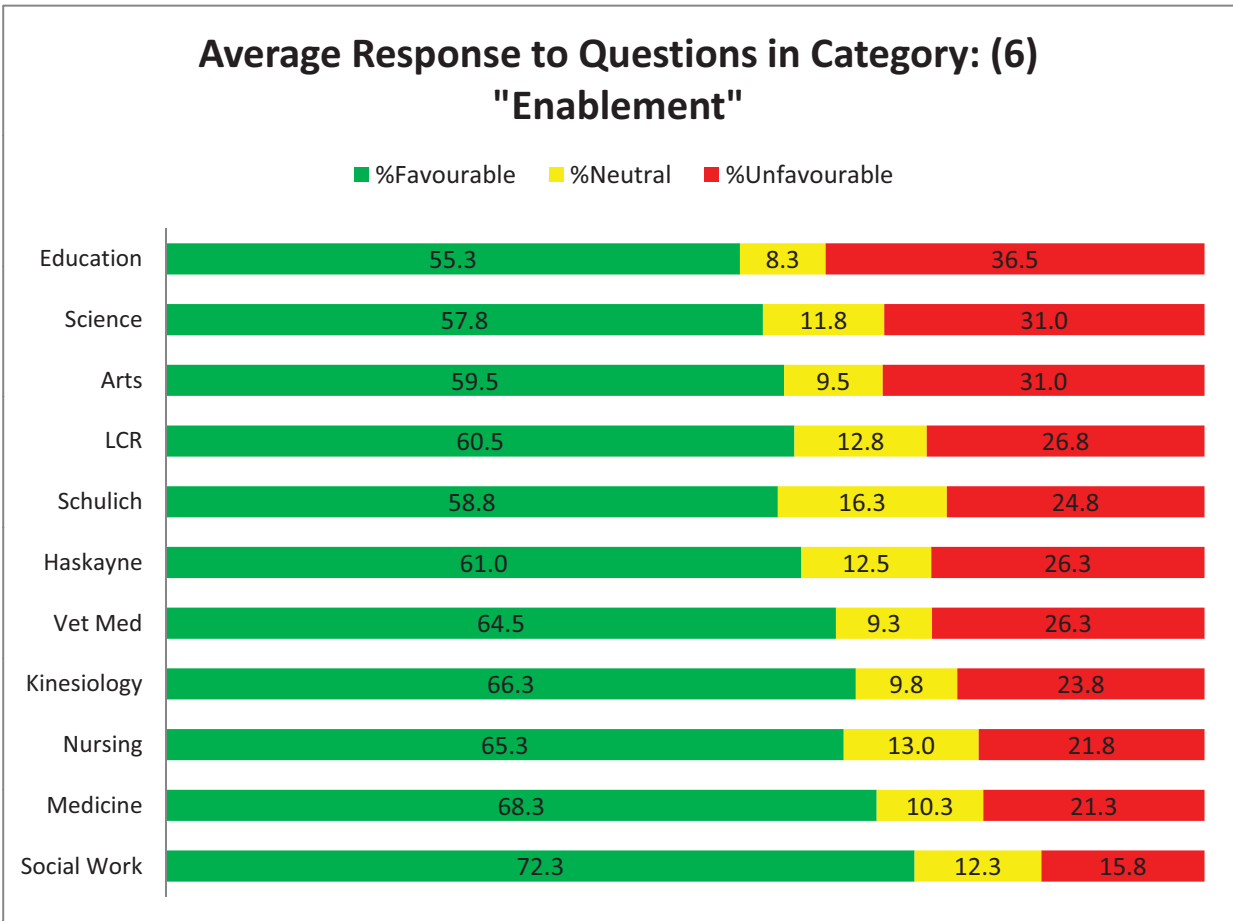
Question #	QuestionText (Paraphrase)	Category
28	Rate the University in terms of the overall effectiveness of communication at the University	Collaboration
30	Rate the University in terms of encouraging cooperation and sharing of ideas and resources	Collaboration
61	There is good cooperation between my colleagues/co-workers	Collaboration
66	I receive high quality support from other University units on which I depend to do my work effectively	Collaboration



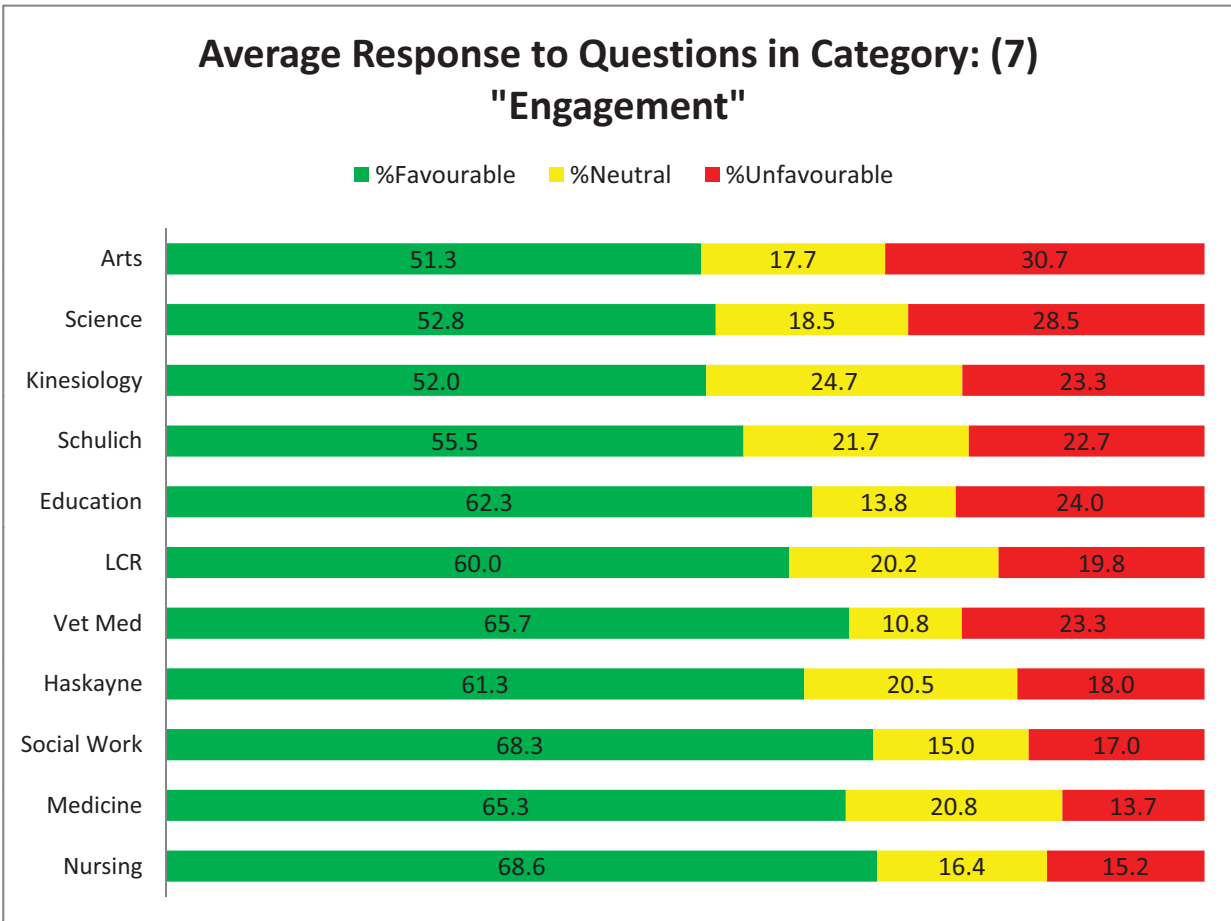
Question #	QuestionText (Paraphrase)	Category
9	All in all the University is effectively managed and well run	Confidence in Leadership
26	Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	Confidence in Leadership
27	Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	Confidence in Leadership



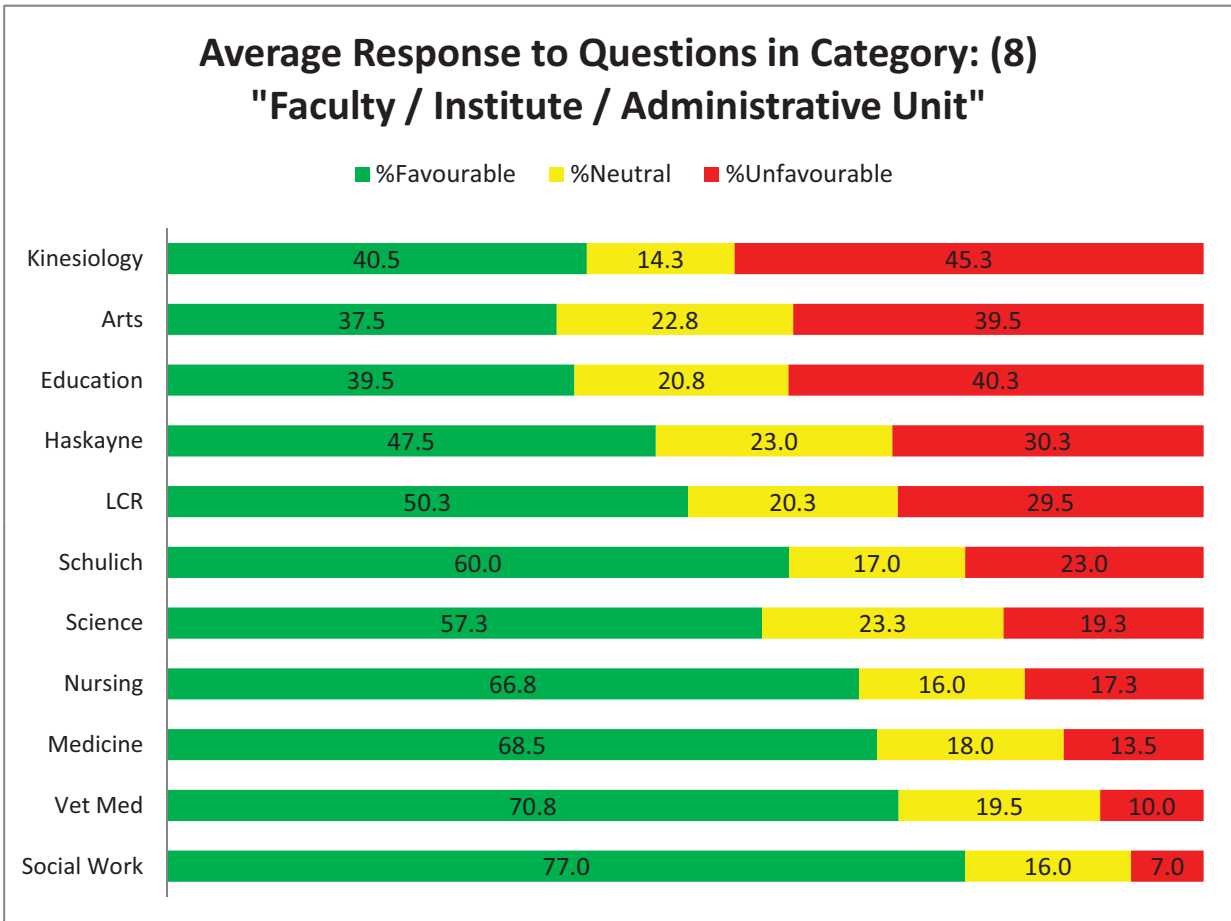
Question #	QuestionText (Paraphrase)	Category
34	Rate the University in terms of your opportunity for reaching personal career objectives	Development Opportunities
35	Rate the University in terms of your opportunity for learning and professional development	Development Opportunities



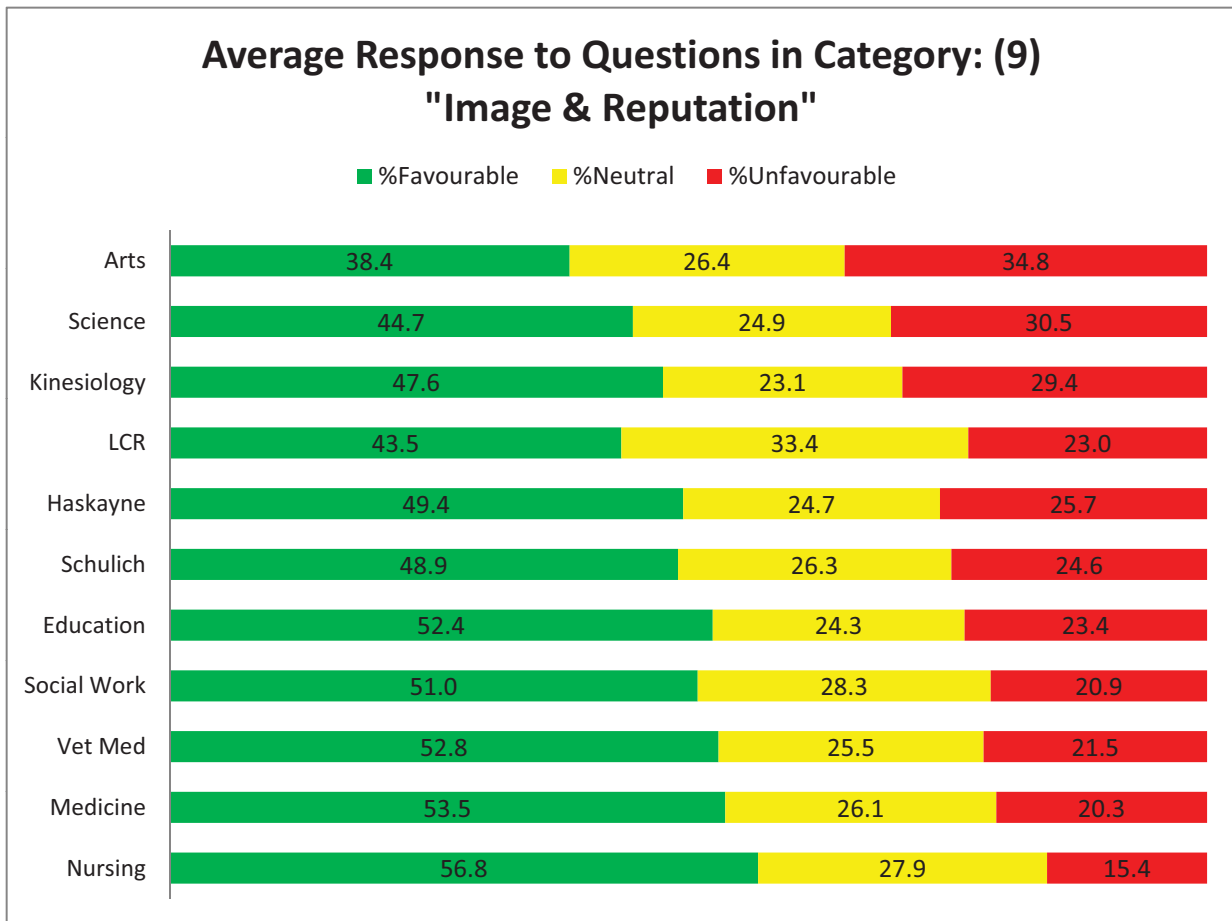
Question #	QuestionText (Paraphrase)	Category
57	Conditions in my job allow me to be as productive as I can be	Enablement
59	The work I do makes good use of my skills and abilities	Enablement
60	I have the opportunity to do challenging and interesting work	Enablement
70	There are no significant barriers at work to doing my work well	Enablement



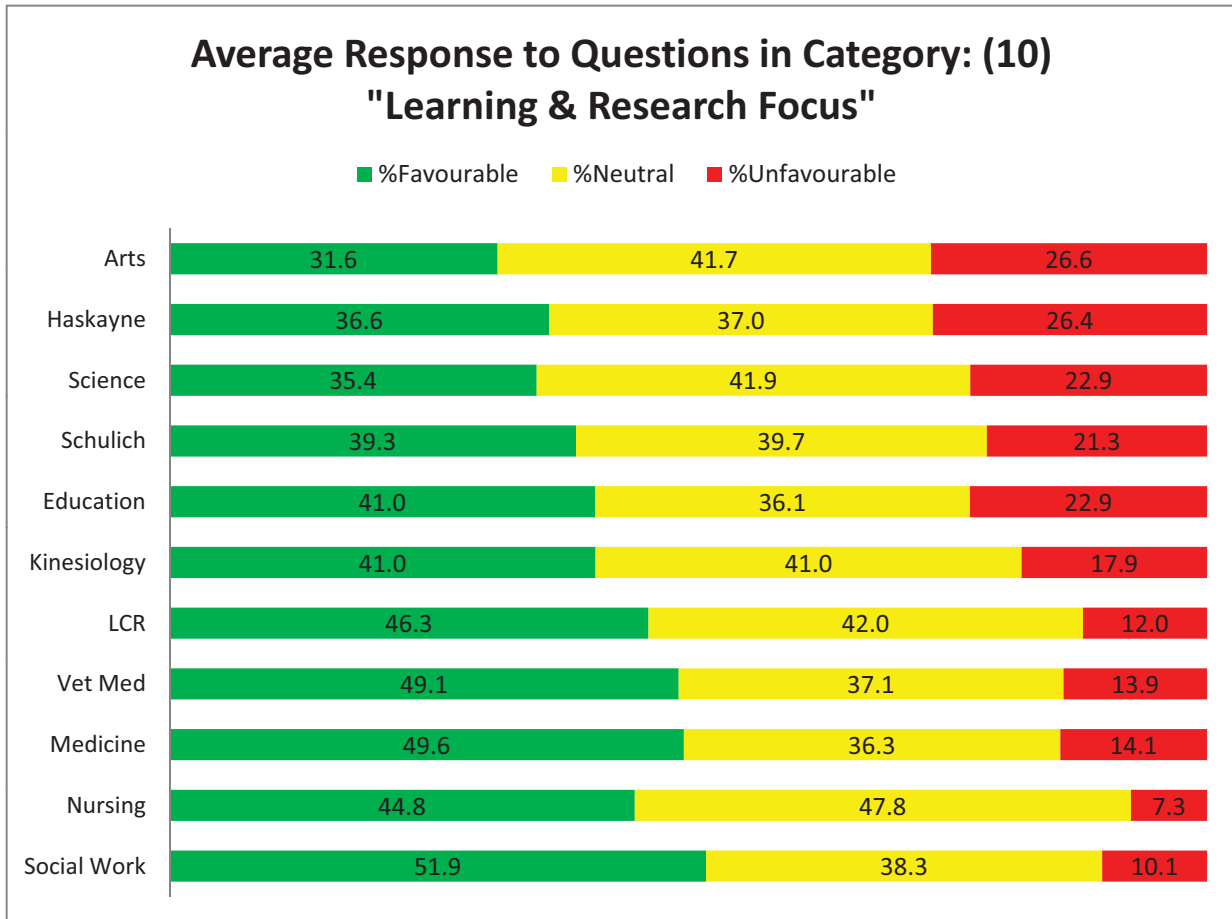
Question #	QuestionText (Paraphrase)	Category
10	I feel proud to work for the University	Engagement
20	I would recommend the University as a place to work	Engagement
24	The University motivates me to contribute more than what is required	Engagement
65	I feel motivated to go beyond my formal job responsibilities	Engagement
79	Overall, how would you rate your satisfaction working at the University at the present time	Engagement
80	Based on your career plans, how long are you likely to continue working at the University	Engagement



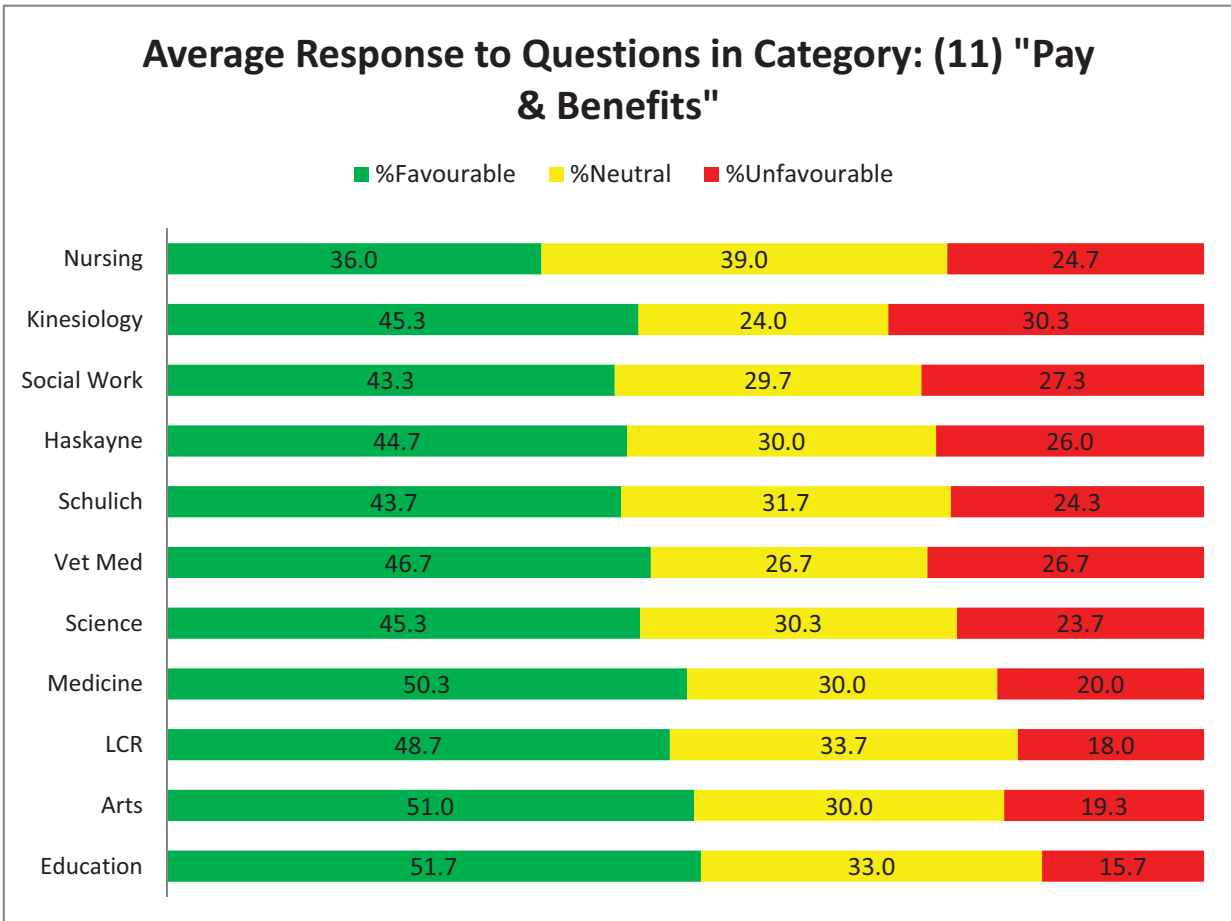
Question #	QuestionText (Paraphrase)	Category
46	Rate the leadership of your unit in terms of the trust and confidence you have in them	Faculty/Institute/Administrative Unit
54	All in all my faculty/institute/administrative unit is effectively managed and well run	Faculty/Institute/Administrative Unit
55	I feel proud to work for my faculty/institute/ administrative unit	Faculty/Institute/Administrative Unit
56	I would recommend my faculty/institute/administrative unit as a place to work	Faculty/Institute/Administrative Unit



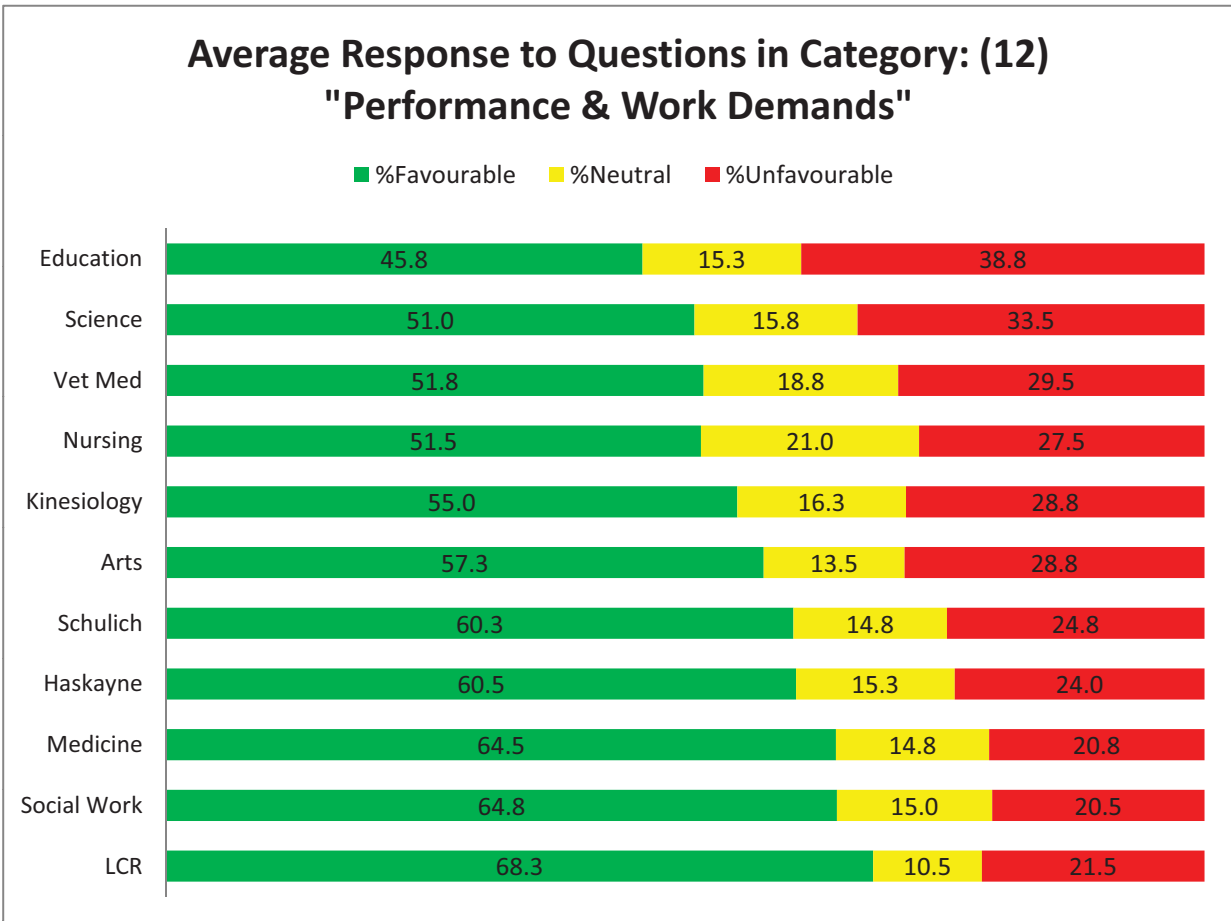
Question #	QuestionText (Paraphrase)	Category
7	The University is highly regarded in the Calgary community	Image & Reputation
8	The University is among the top universities in Canada	Image & Reputation
14	The University is doing a good job of attracting the best and brightest faculty	Image & Reputation
15	The University is doing a good job of attracting the best and brightest staff	Image & Reputation
16	The University is doing a good job of attracting the best and brightest undergrad students	Image & Reputation
17	The University is doing a good job of attracting the best and brightest graduate and professional students	Image & Reputation
18	The University has established a good reputation for providing quality education	Image & Reputation
19	The University has established a good reputation for conducting quality research	Image & Reputation
22	The University has the talent we need for future success	Image & Reputation
23	The University expects a high level of performance from faculty and staff	Image & Reputation



Question #	QuestionText (Paraphrase)	Category
38	Rate the University in terms of maintaining high standards of academic excellence	Learning & Research Focus
39	Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	Learning & Research Focus
40	Rate the University in terms of responding effectively to changes in the learning environment	Learning & Research Focus
41	Rate the University in terms of establishing strong partnerships with the community	Learning & Research Focus
42	Rate the University in terms of being focused on learners and their needs	Learning & Research Focus
43	Rate the University in terms of being focused on, and supporting, research	Learning & Research Focus
44	Rate the University in terms of dealing fairly with student academic issues	Learning & Research Focus

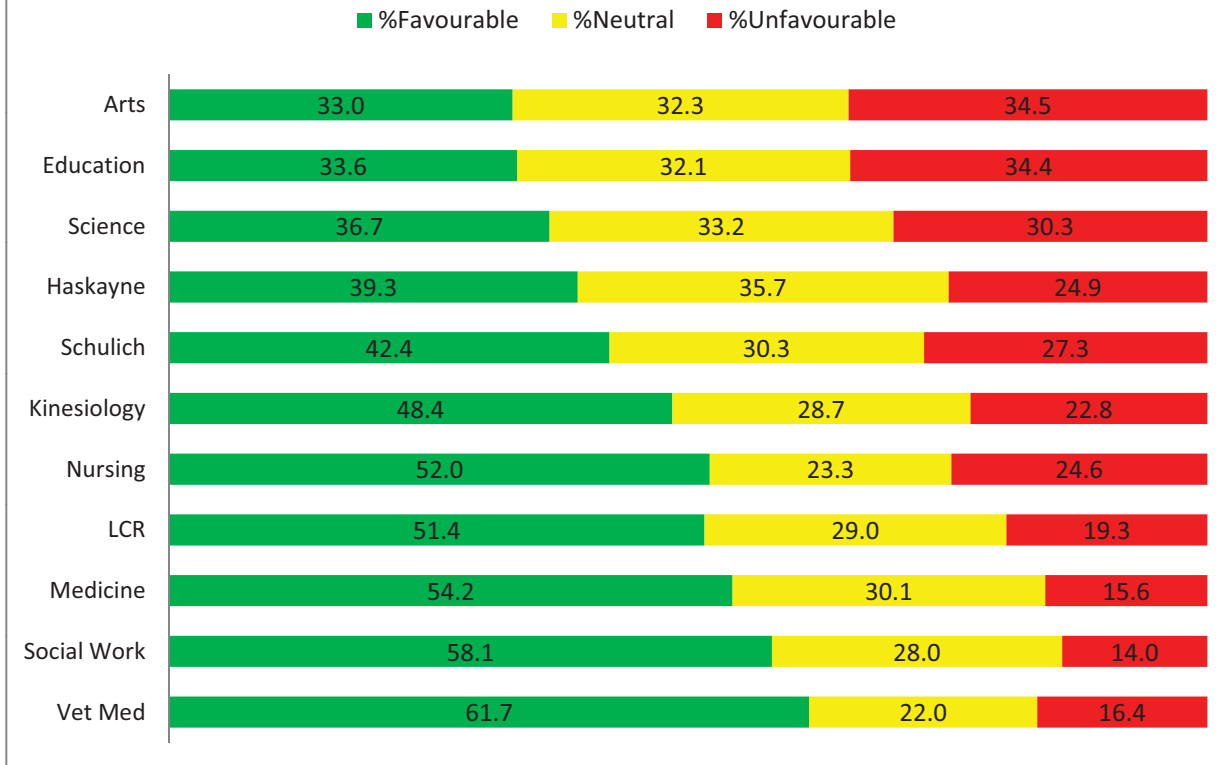


Question #	QuestionText (Paraphrase)	Category
36	Rate the University in terms of your pay considering the pay of people doing similar work	Pay & Benefits
37	Rate the University in terms of providing employee benefits that meet your needs	Pay & Benefits
67	I am paid fairly for the work I do	Pay & Benefits



Question #	QuestionText (Paraphrase)	Category
25	The University supports me in achieving a reasonable balance between my work life and my personal life	Performance & Work Demands
62	I have a clear understanding of how my performance is evaluated	Performance & Work Demands
63	I receive clear feedback on how well I do my work	Performance & Work Demands
71	I am able to accomplish all that is required of me most days	Performance & Work Demands

Average Response to Questions in Category: (13) "Resources"

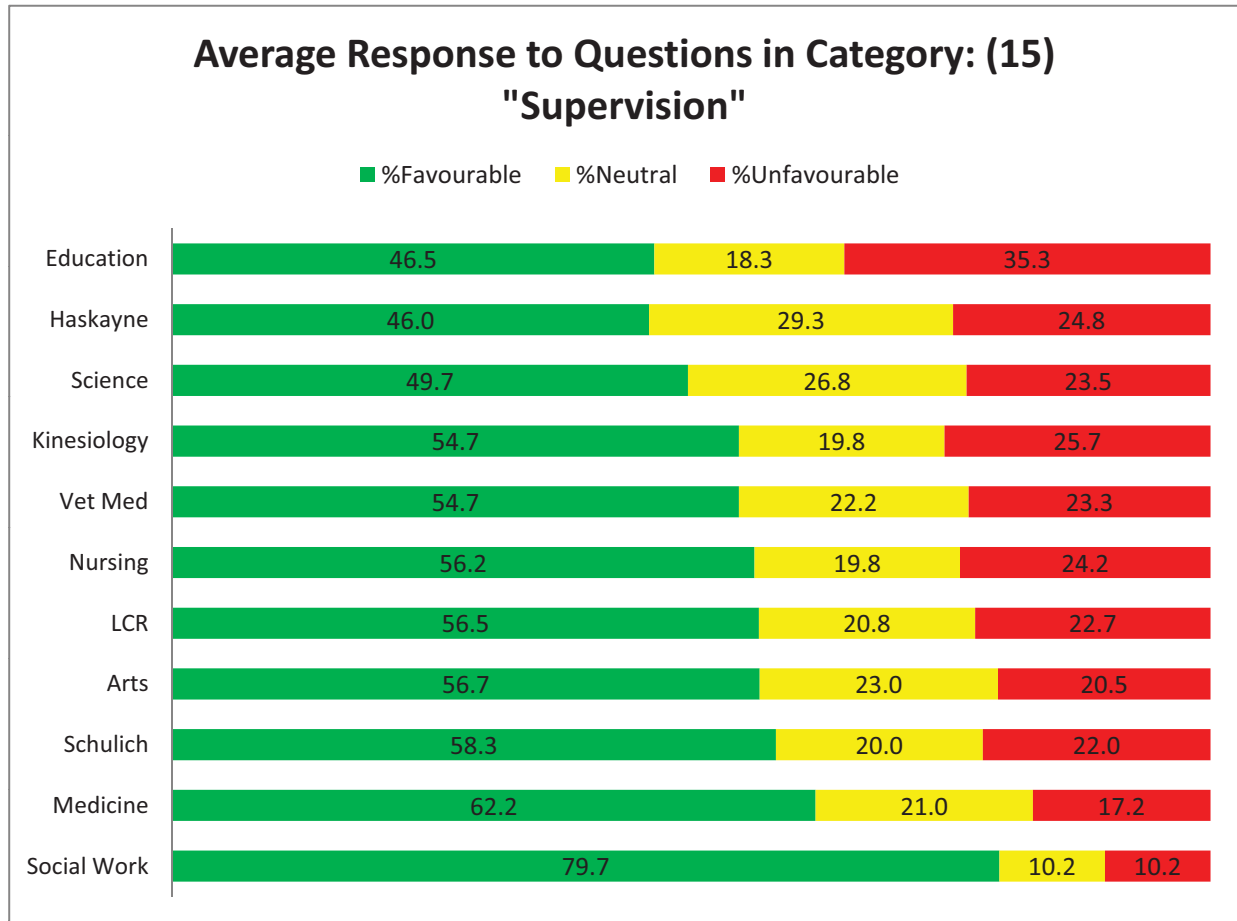


Question #	QuestionText (Paraphrase)	Category
45	Rate the University in terms of providing the funding to support your department's needs	Resources
47	Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	Resources
69	I have the resources I need to do my work effectively	Resources
72	Rate overall working conditions	Resources
73	Rate quality of your workspace	Resources
74	Rate quality of classrooms	Resources
75	Rate quality of labs	Resources
76	Rate quality of technology and computer equipment	Resources
77	Rate availability of equipment, supplies, materials, etc. that you need to do your job	Resources
78	Rate dealing with timetabling and scheduling issues	Resources

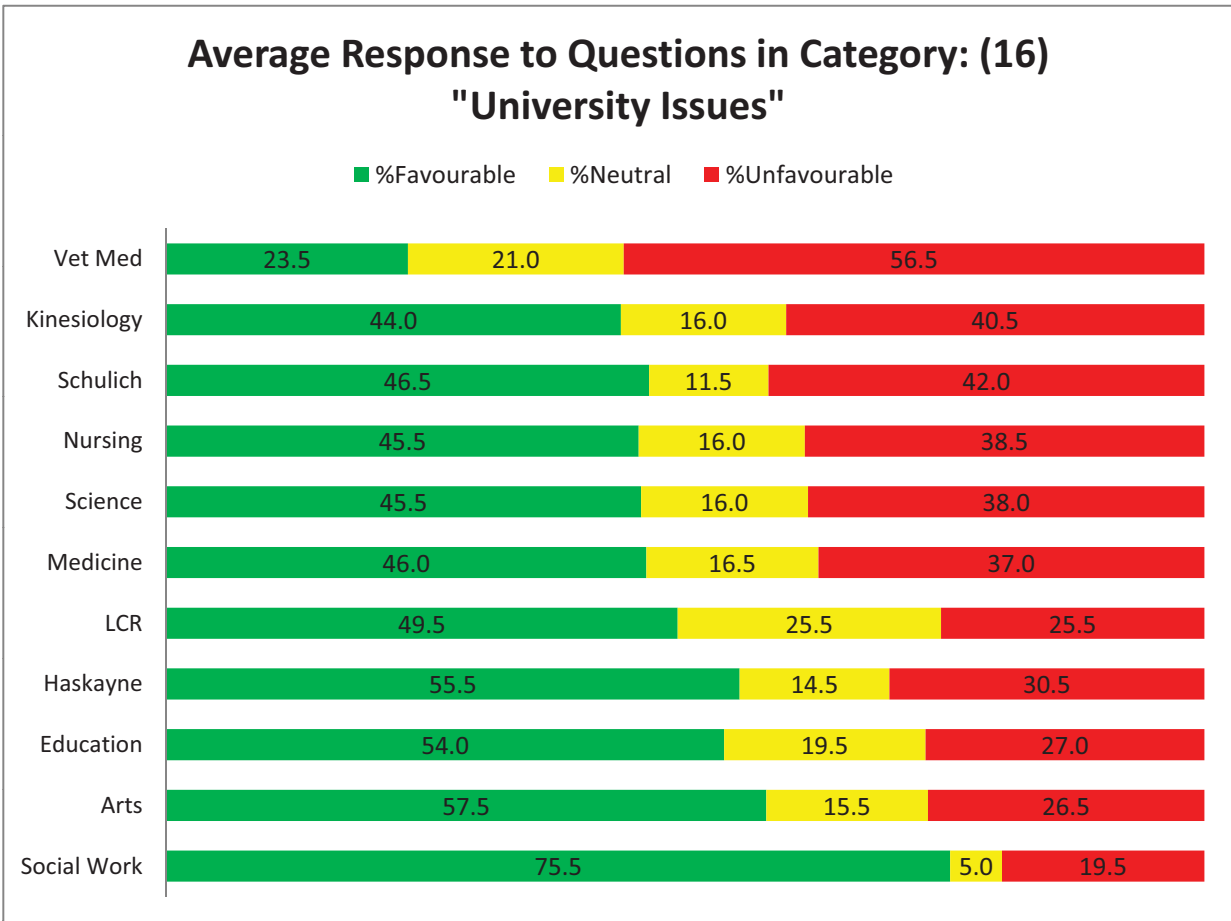
Average Response to Questions in Category: (14) "Respect & Recognition"



Question #	QuestionText (Paraphrase)	Category
5	The University's governance system gives me adequate opportunity to express my views	Respect & Recognition
12	The University values the work I do	Respect & Recognition
13	The University operates with integrity in its interactions with faculty and staff	Respect & Recognition
21	Diversity of opinion is valued and respected at the University	Respect & Recognition
29	Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	Respect & Recognition
31	Rate the University in terms of applying policies and work rules equitably/fairly	Respect & Recognition
32	Rate the University in terms of treating you with respect as an individual	Respect & Recognition
33	Rate the University in terms of demonstrating care and concern for its faculty and staff	Respect & Recognition



Question #	QuestionText (Paraphrase)	Category
48	Rate "the person to whom you report" in terms of helping you resolve work-related problems	Supervision
49	Rate "the person to whom you report" in terms of solving people problems	Supervision
50	Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	Supervision
51	Rate "the person to whom you report" in terms of taking action on your problems or complaints	Supervision
52	Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	Supervision
53	Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	Supervision



Question #	QuestionText (Paraphrase)	Category
3	I am aware of the role that the Board of Governors plays within the University	University Issues
4	I am aware of the role that the General Faculties Council plays within the University	University Issues

Selected Questions with “Lower” Scores

This section of the report presents comparative results across units for 12 questions with the lowest scores (on the basis of the *smallest* value of %favourable minus %unfavourable). The specific questions for which results are highlighted here are the 10 that were scored lowest by academic staff plus two additional questions that scored in the bottom 10 based on averaging the results across the 11 units included in this report.

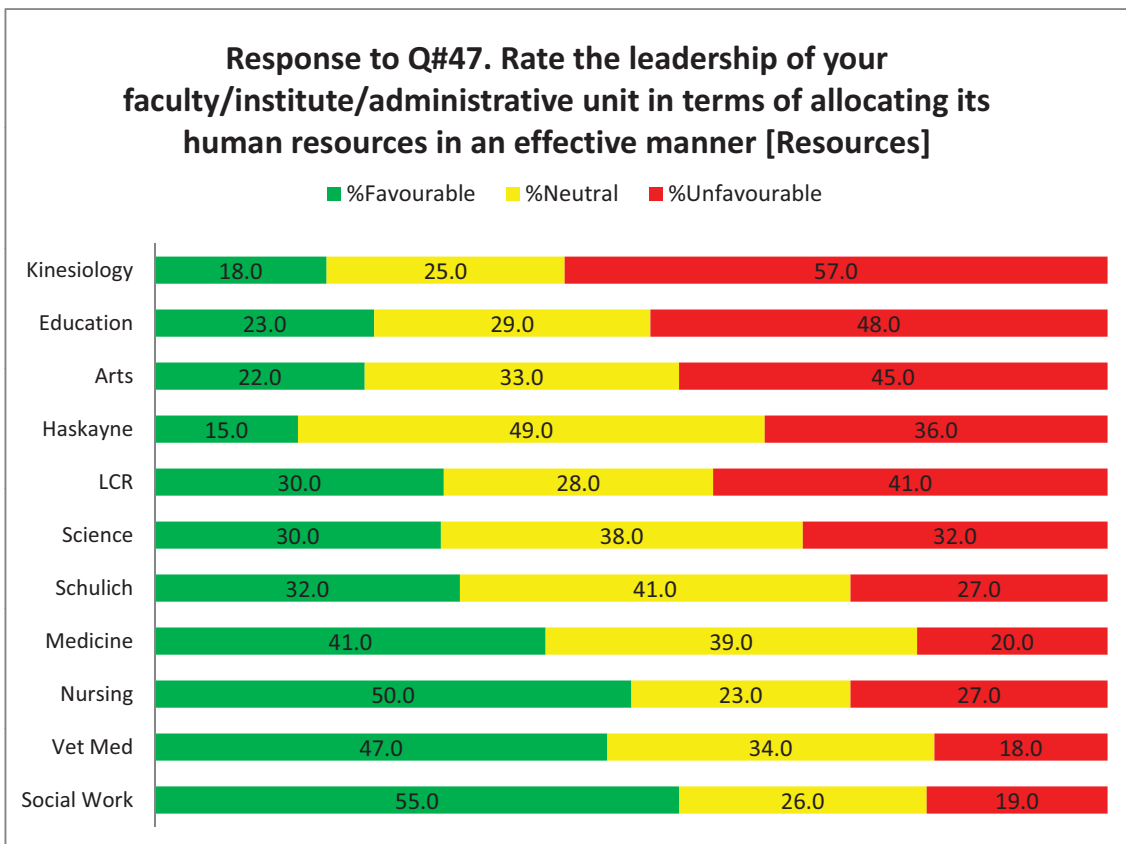
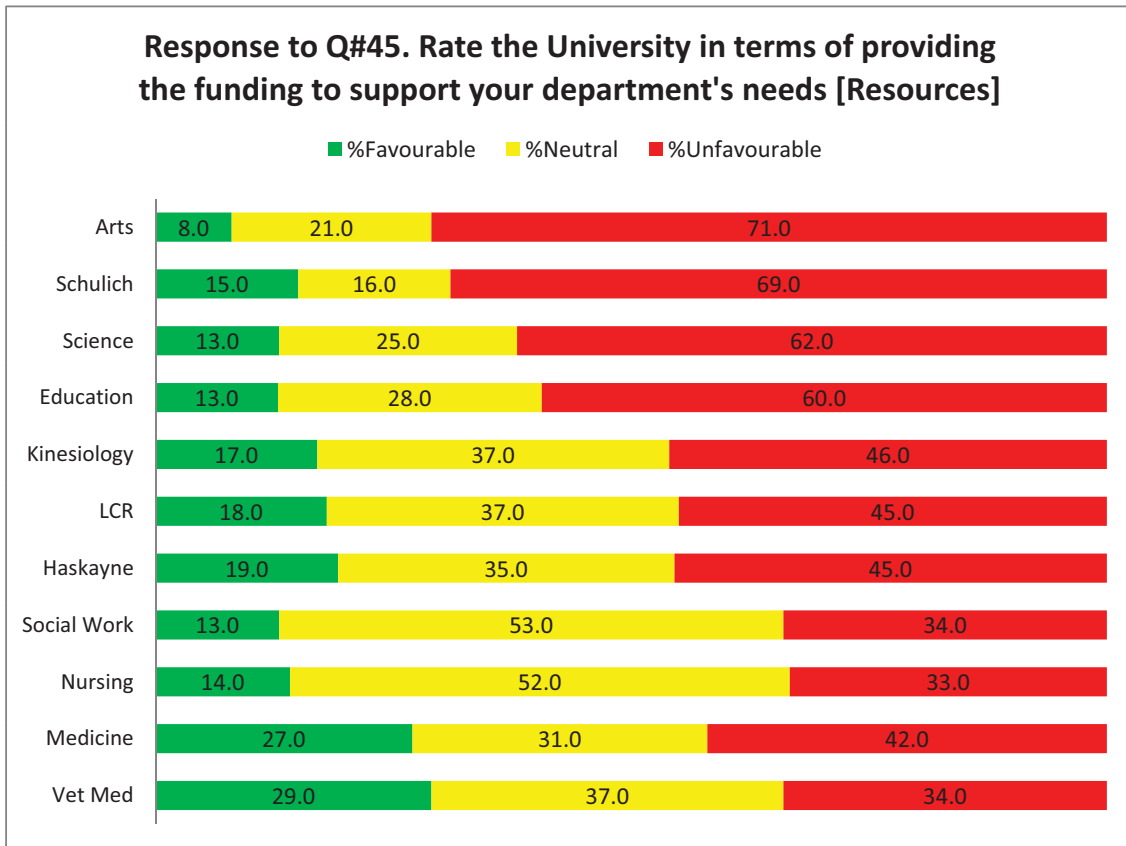
In all cases, results are presented in the form of horizontal bar charts each with three data series:

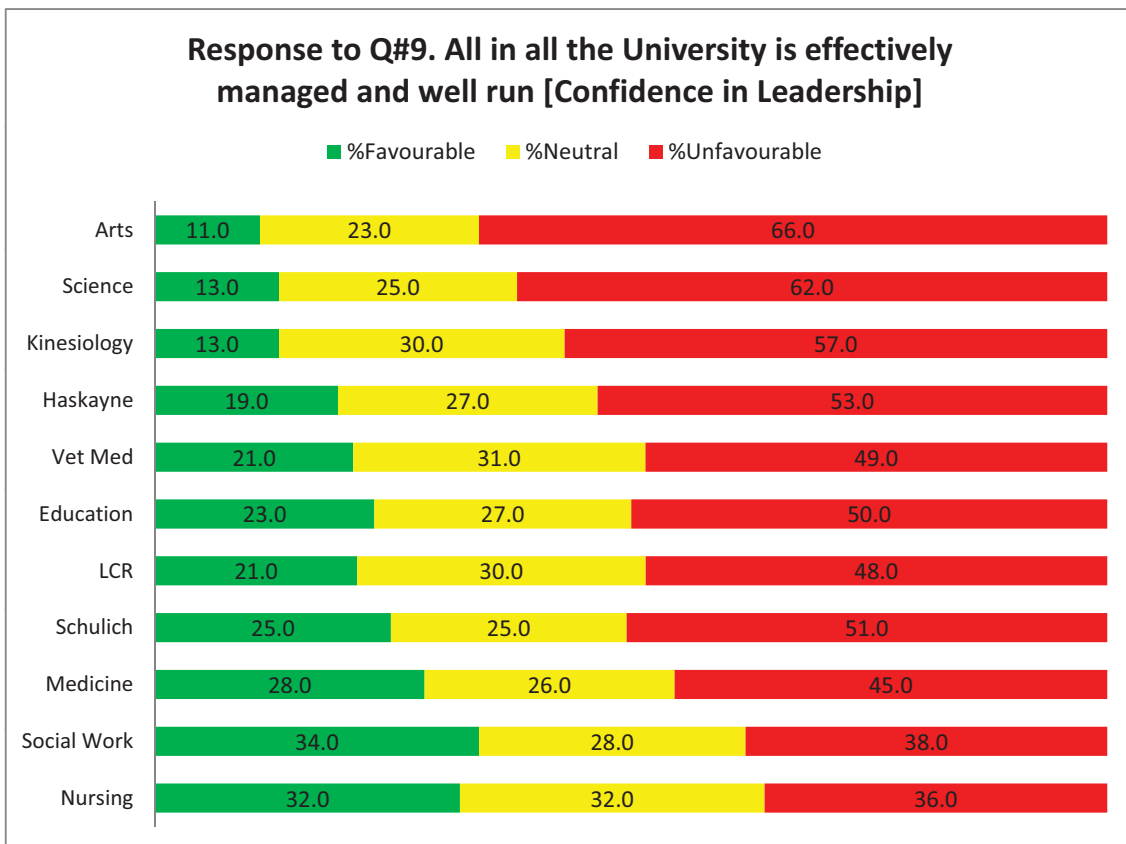
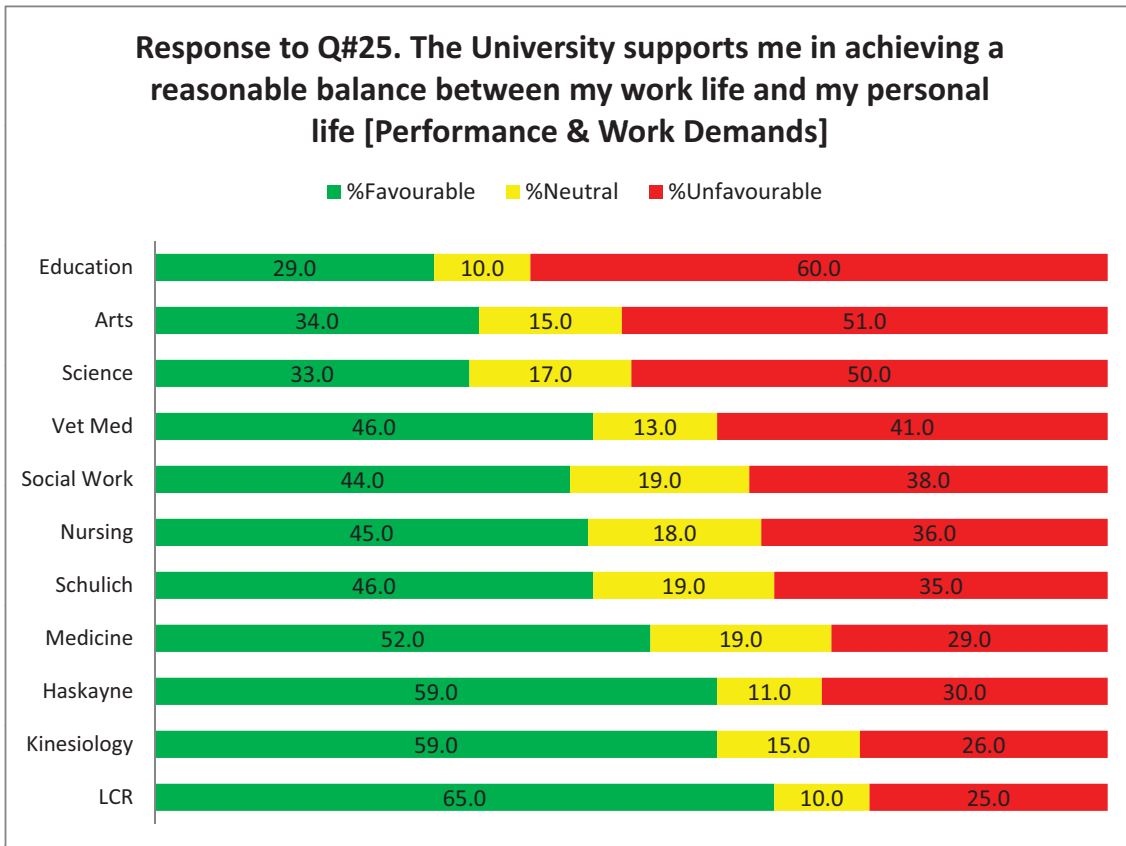
- Green bar = % of responses “favourable”
- Yellow bar = % of responses “neutral”
- Red bar = % of responses “unfavourable”

On each page in this section, results for two questions are presented (i.e. two bar charts per page). The title of each chart includes the question number, question text, and question category (enclosed in square brackets at the end of the title).

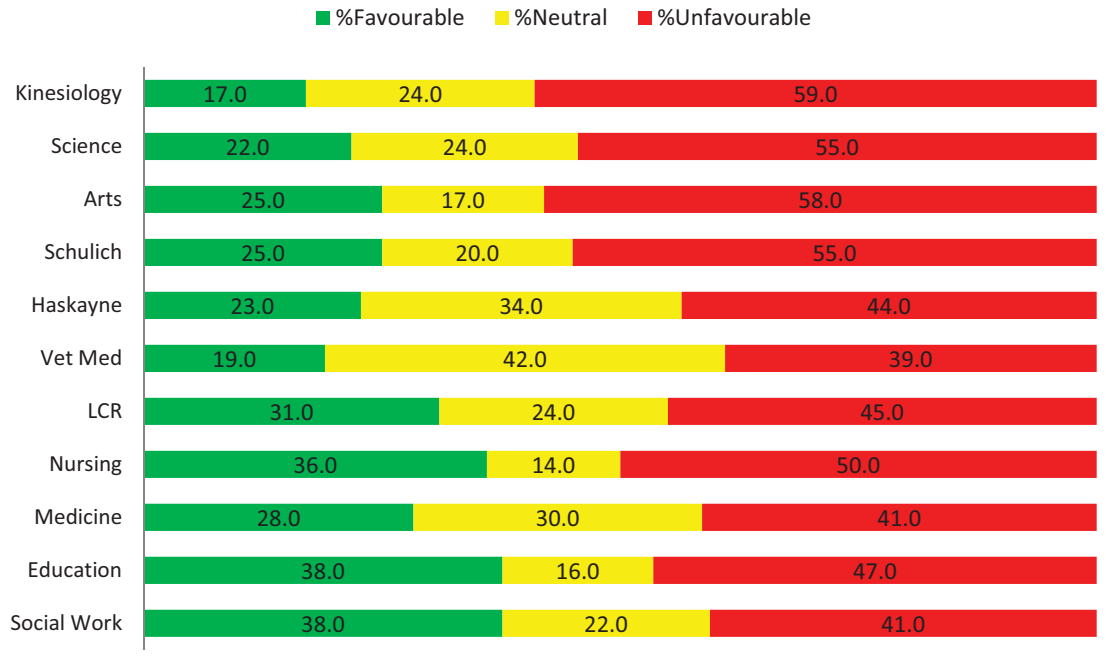
Charts for the following 12 questions are included in this section:

- 45. Rate the University in terms of providing the funding to support your department's needs [Resources]
- 47. Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner [Resources]
- 25. The University supports me in achieving a reasonable balance between my work life and my personal life [Performance & Work Demands]
- 9. All in all the University is effectively managed and well run [Confidence in Leadership]
- 5. The University's governance system gives me adequate opportunity to express my views [Respect & Recognition]
- 33. Rate the University in terms of demonstrating care and concern for its faculty and staff [Respect & Recognition]
- 31. Rate the University in terms of applying policies and work rules equitably/fairly [Respect & Recognition]
- 70. There are no significant barriers at work to doing my work well [Enablement]
- 8. The University is among the top universities in Canada [Image & Reputation]
- 15. The University is doing a good job of attracting the best and brightest staff [Image & Reputation]
- 30. Rate the University in terms of encouraging cooperation and sharing of ideas and resources [Collaboration]
- 28. Rate the University in terms of the overall effectiveness of communication at the University [Collaboration]

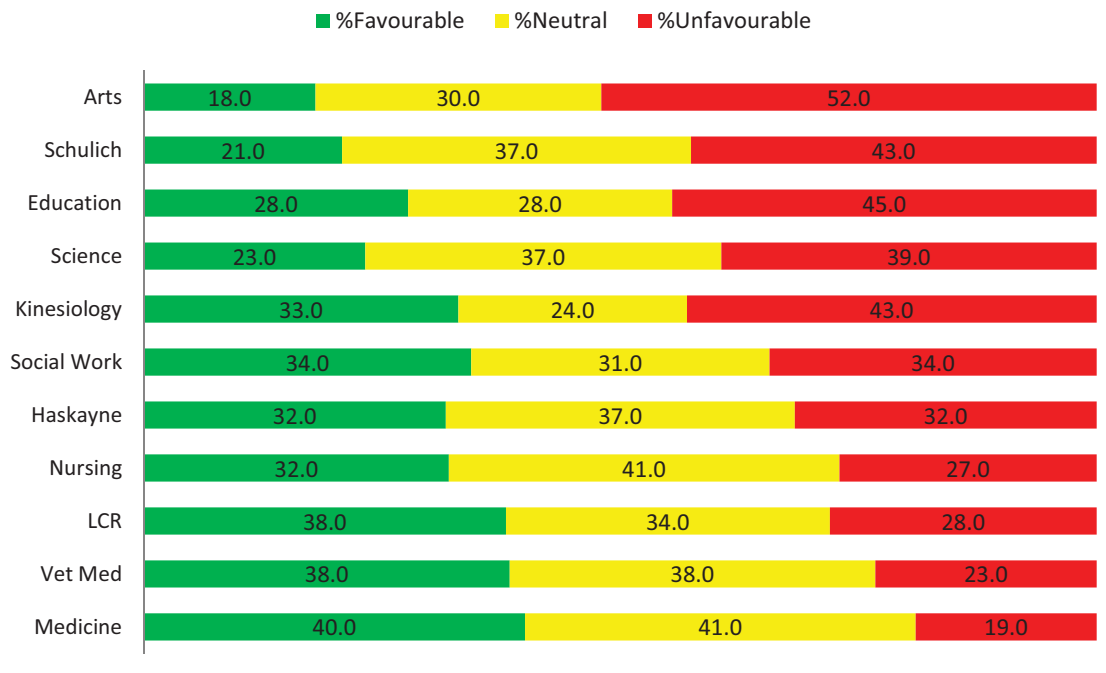


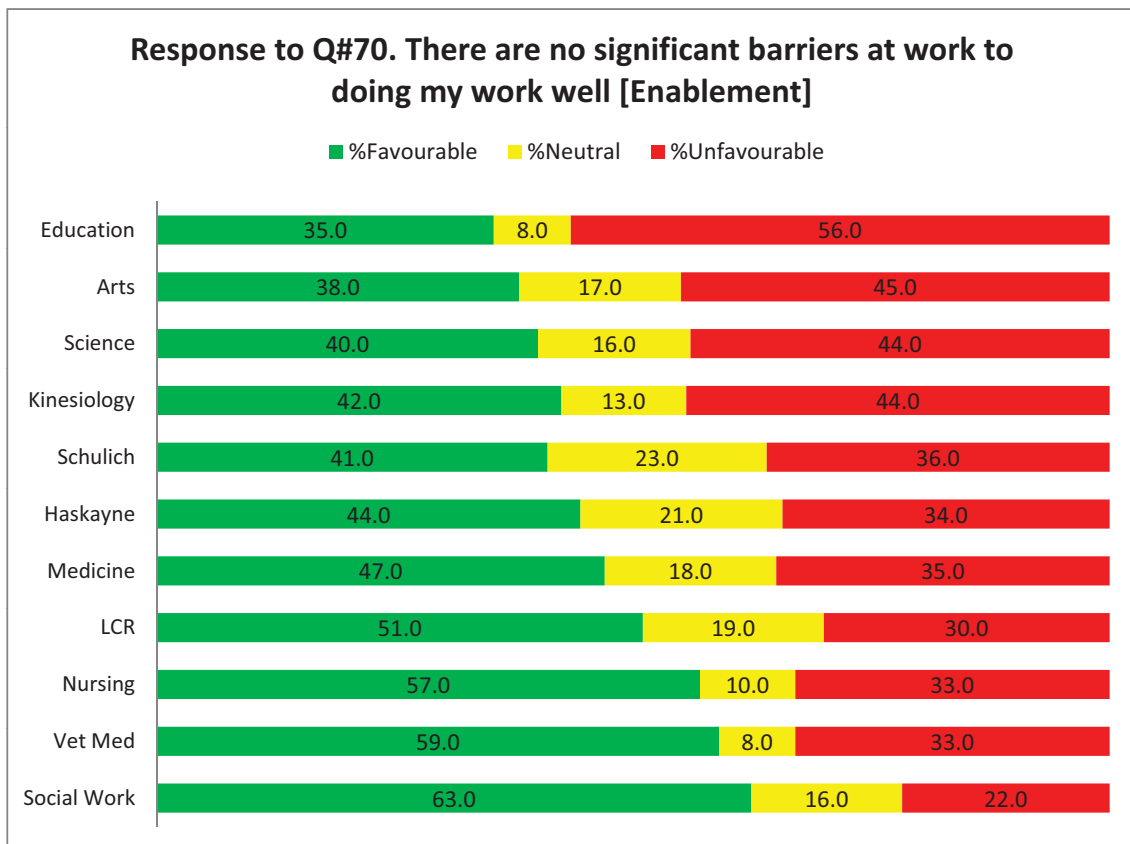
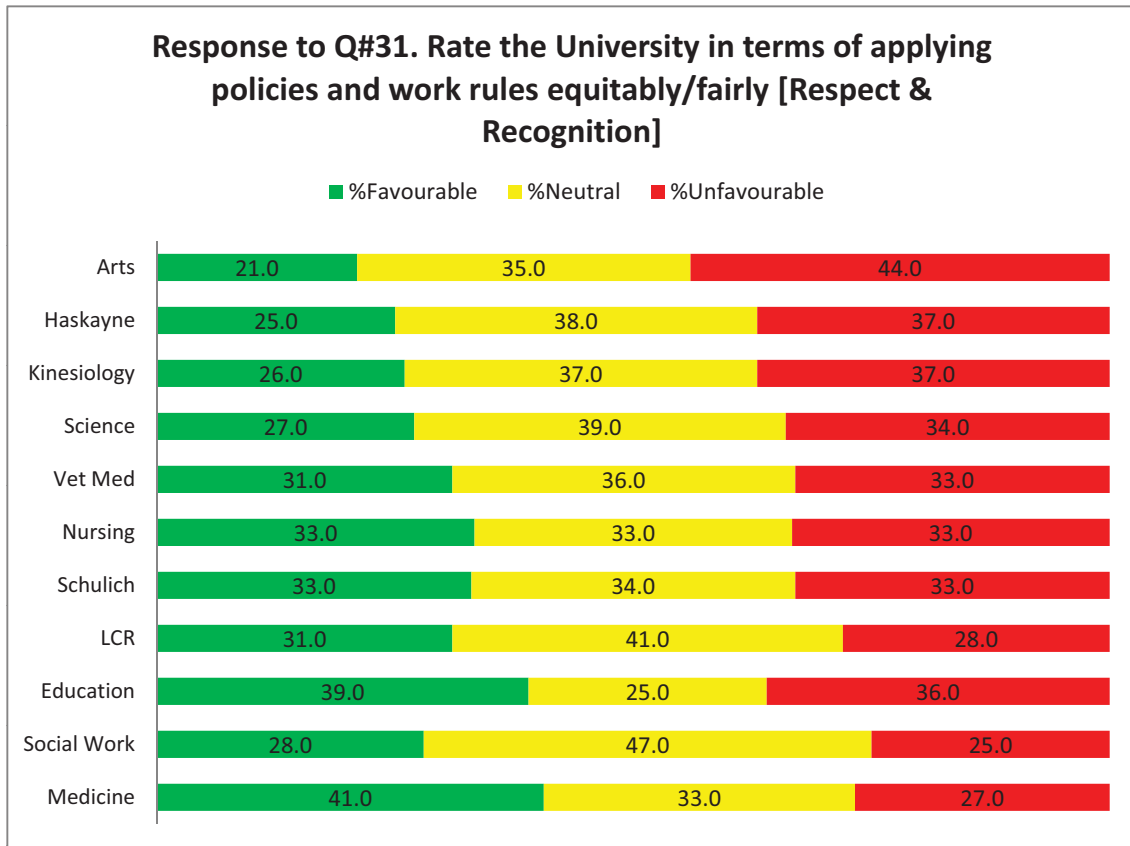


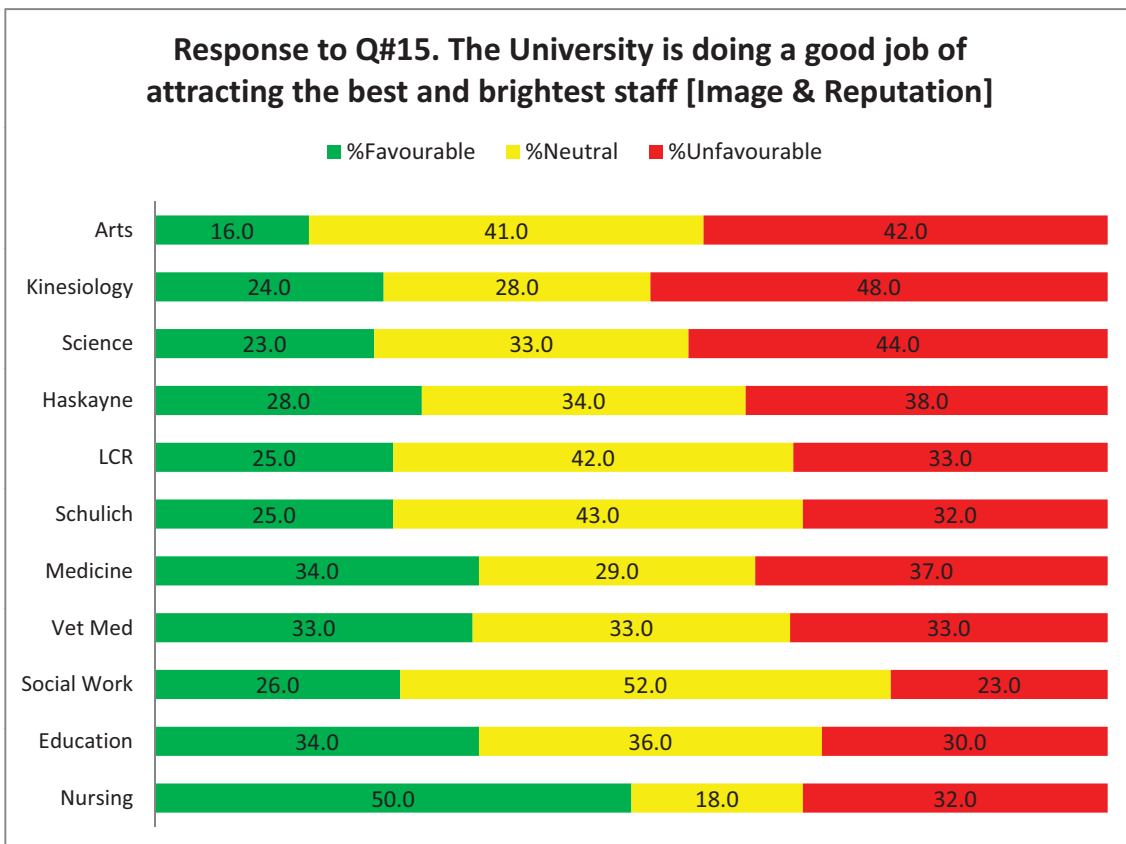
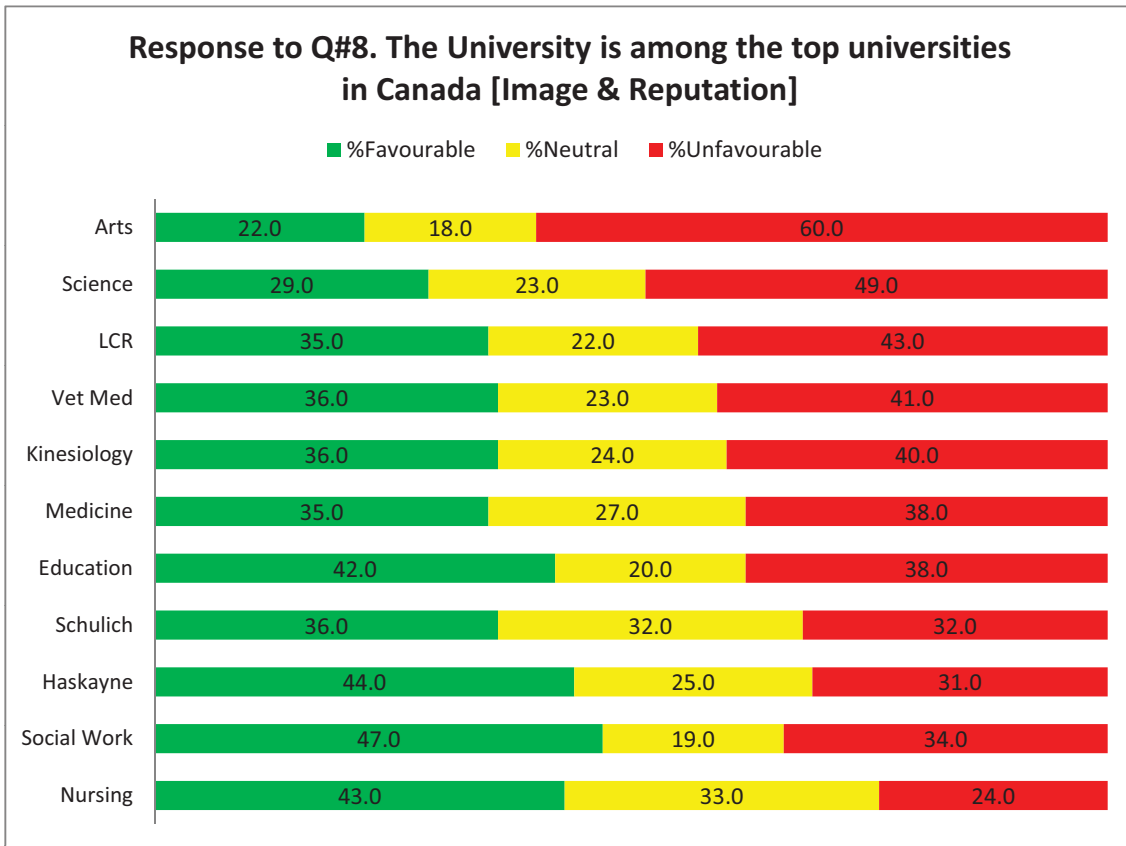
Response to Q#5. The University's governance system gives me adequate opportunity to express my views [Respect & Recognition]



Response to Q#33. Rate the University in terms of demonstrating care and concern for its faculty and staff [Respect & Recognition]



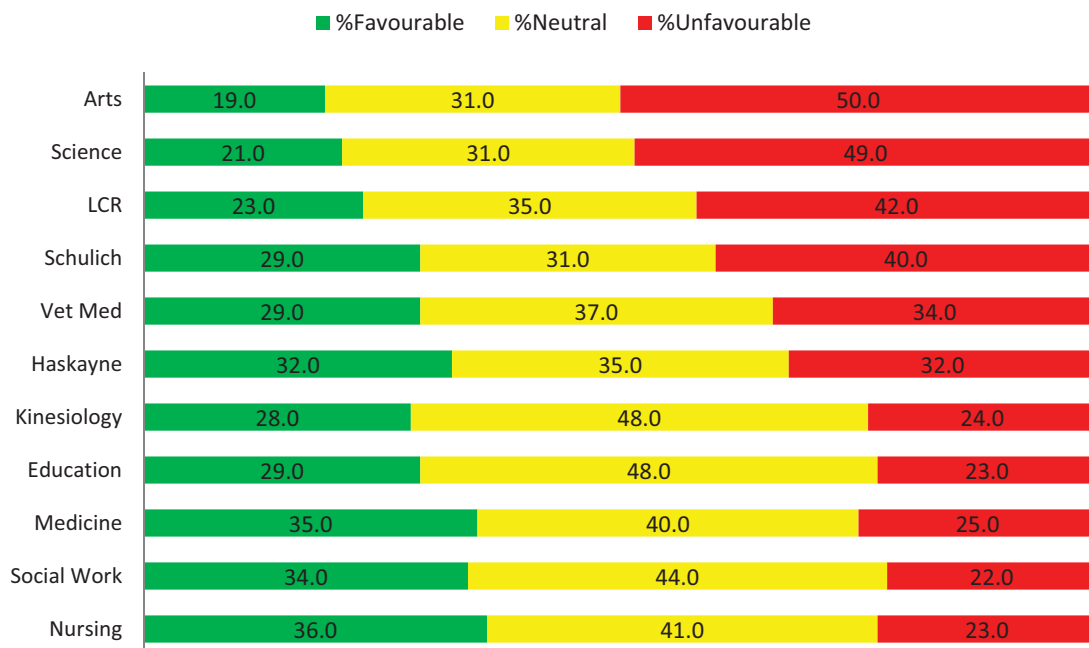




Response to Q#30. Rate the University in terms of encouraging cooperation and sharing of ideas and resources [Collaboration]



Response to Q#28. Rate the University in terms of the overall effectiveness of communication at the University [Collaboration]



Selected Questions with “Higher” Scores

This section of the report presents comparative results across units for 10 questions with the highest scores (on the basis of the **largest** value of *%favourable minus %unfavourable*). The specific questions for which results are highlighted here are the 10 that were scored highest by academic staff.

In all cases, results are presented in the form of horizontal bar charts each with three data series:

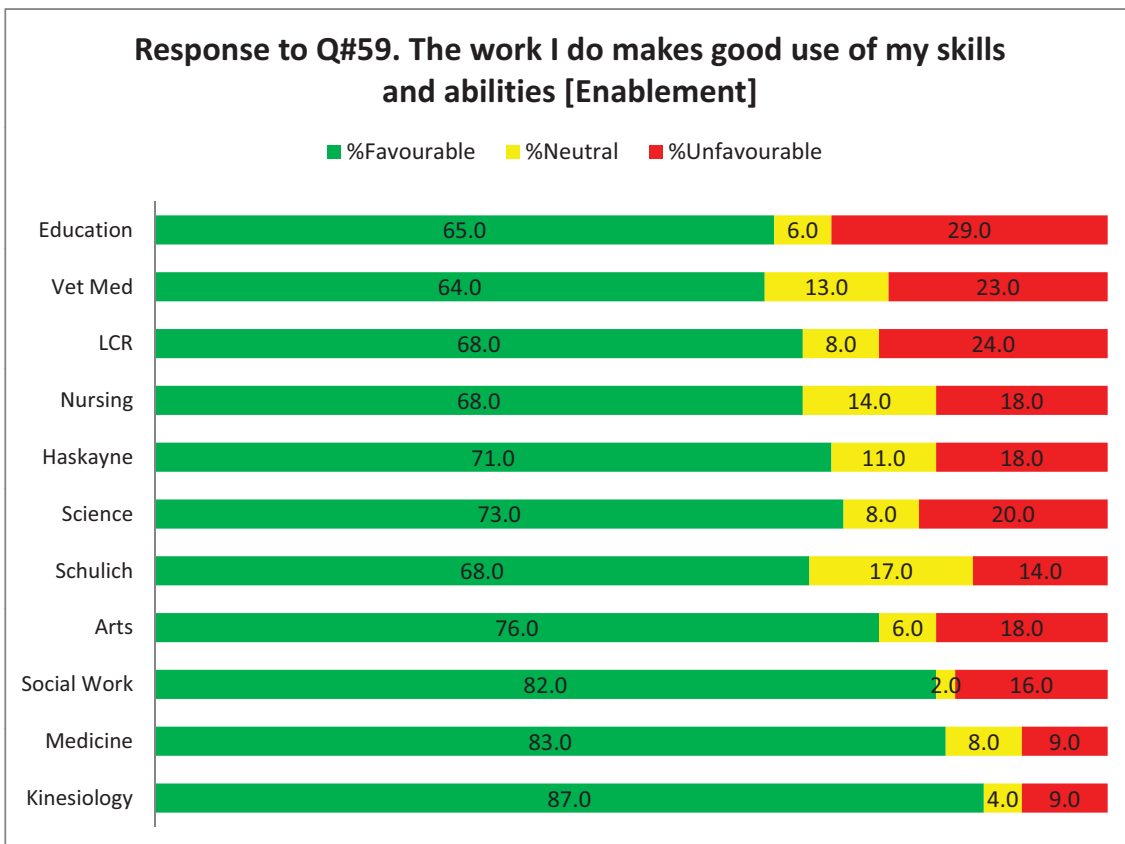
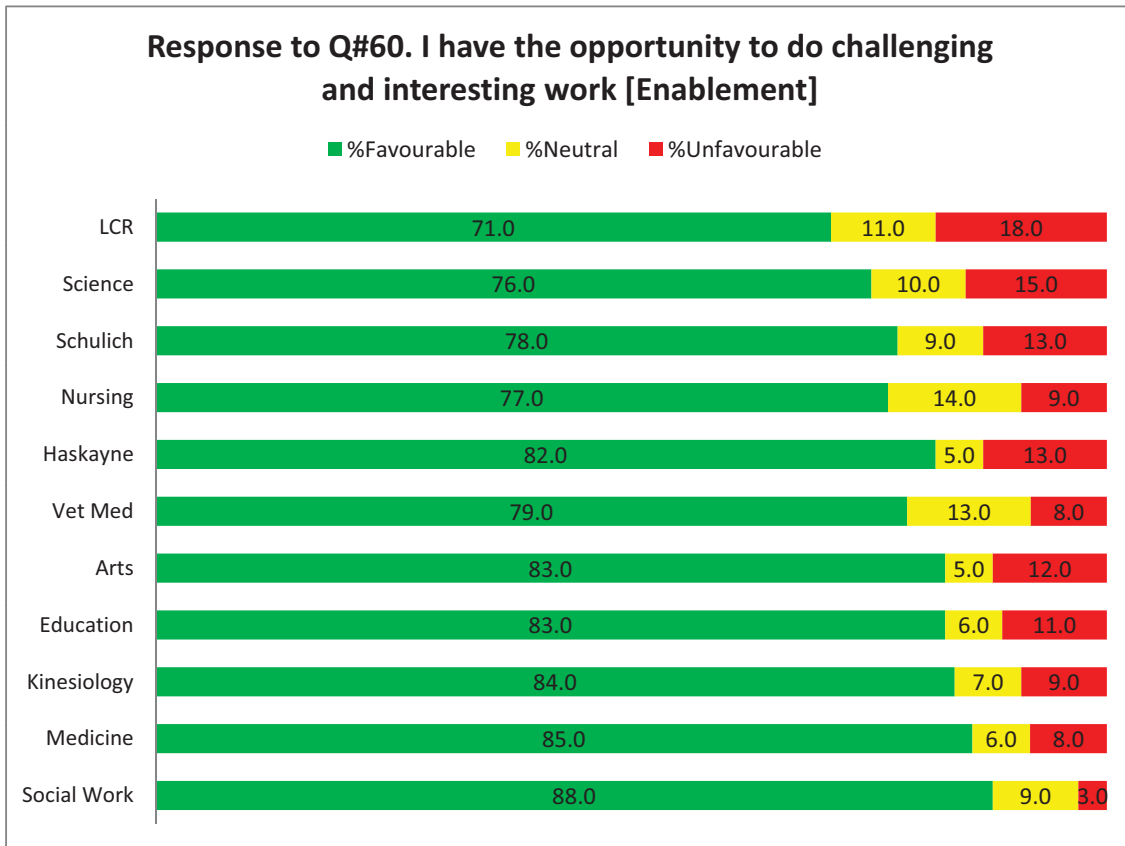
- Green bar = % of responses “favourable”
- Yellow bar = % of responses “neutral”
- Red bar = % of responses “unfavourable”

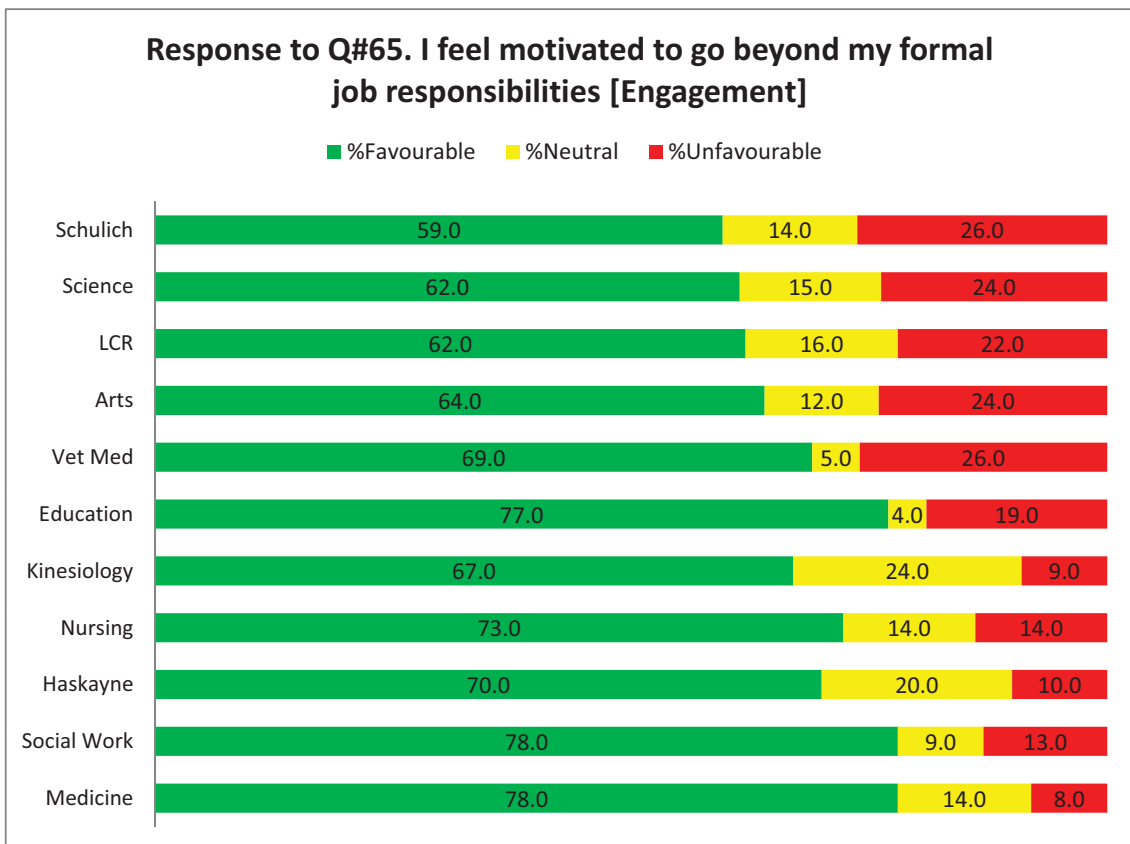
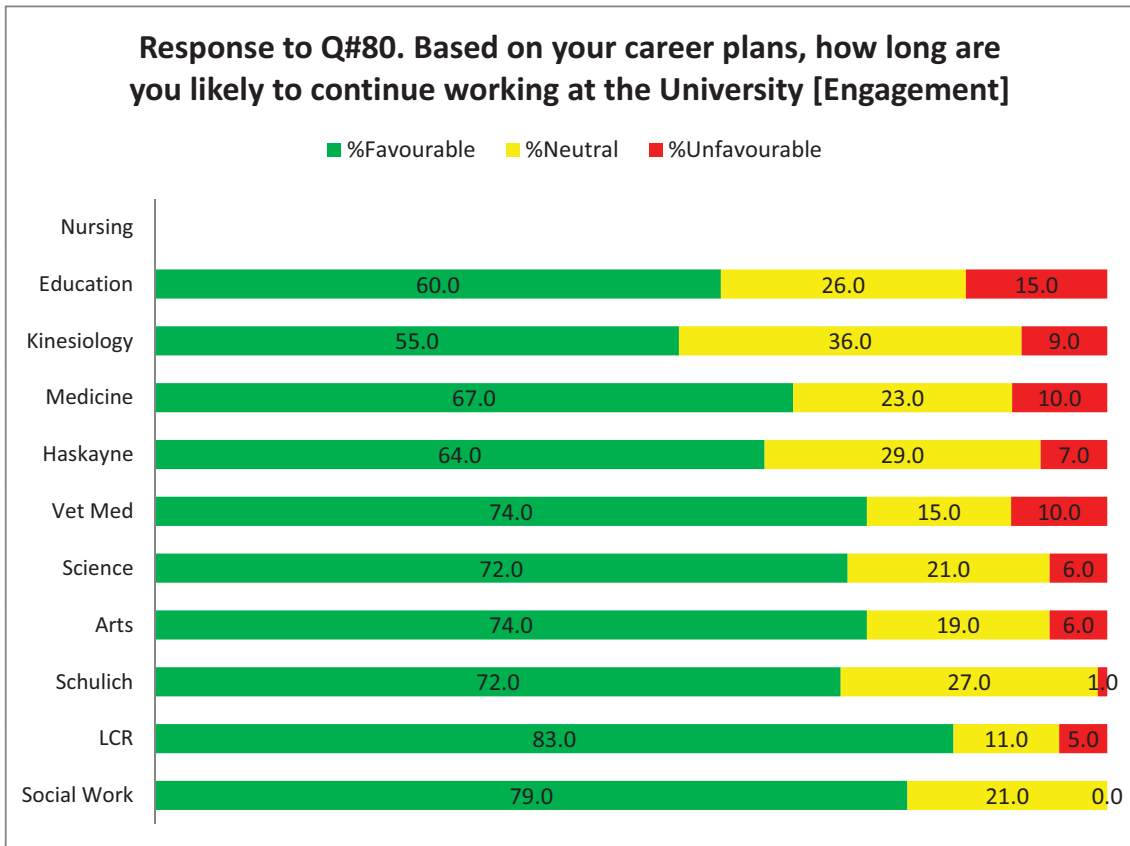
On each page in this section, results for two questions are presented (i.e. two bar charts per page). The title of each chart includes the question number, question text, and question category (enclosed in square brackets at the end of the title).

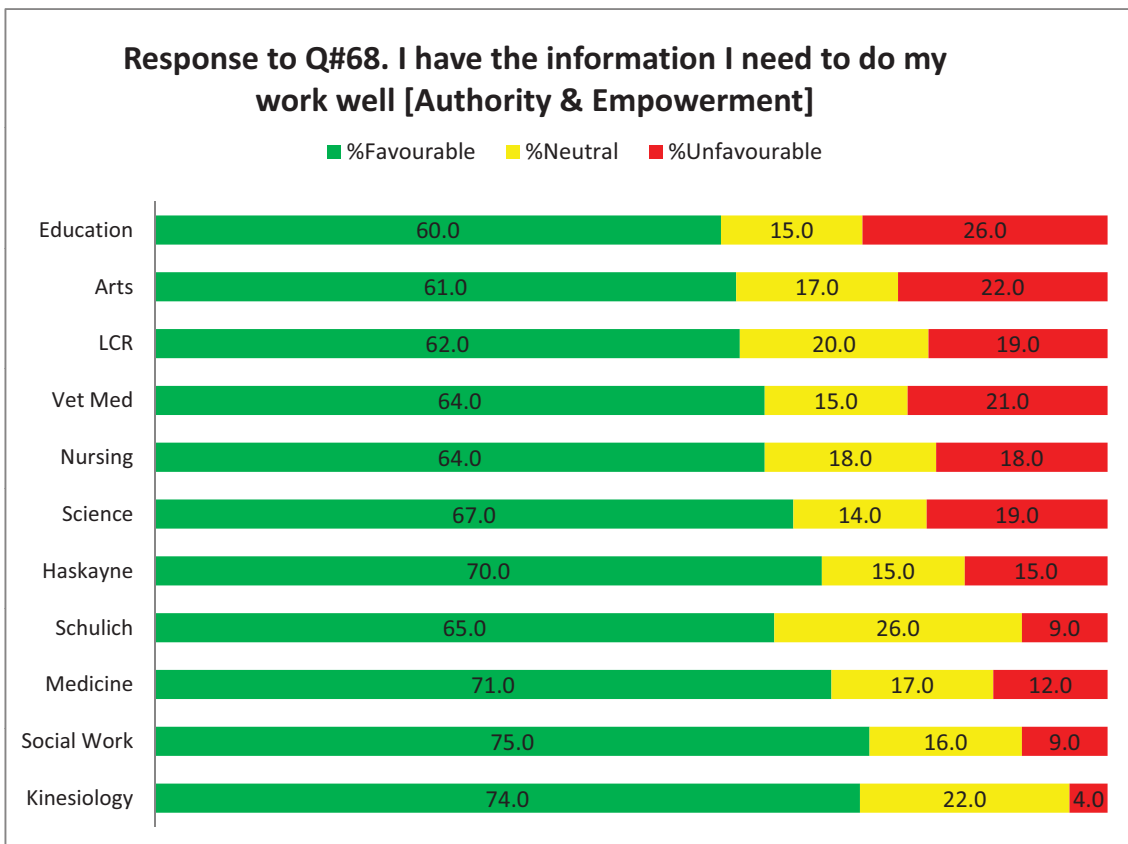
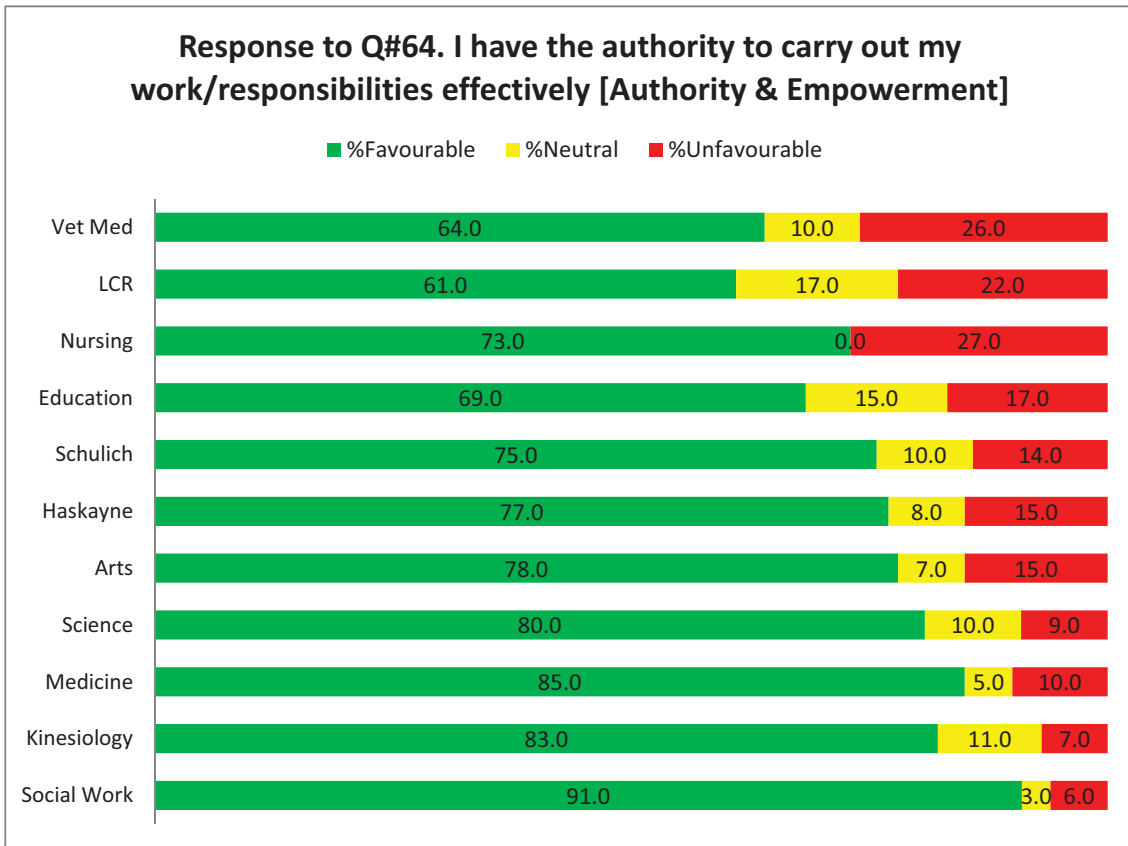
Charts for the following 10 questions are included in this section:

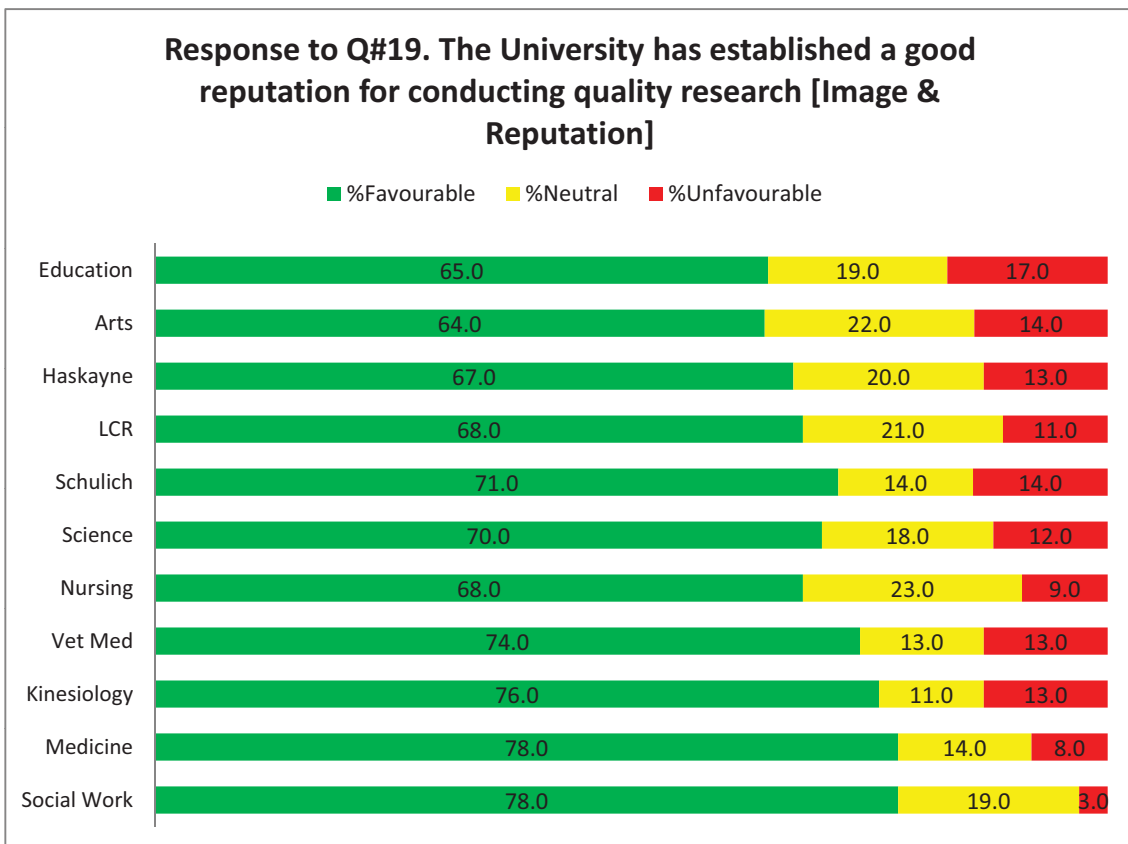
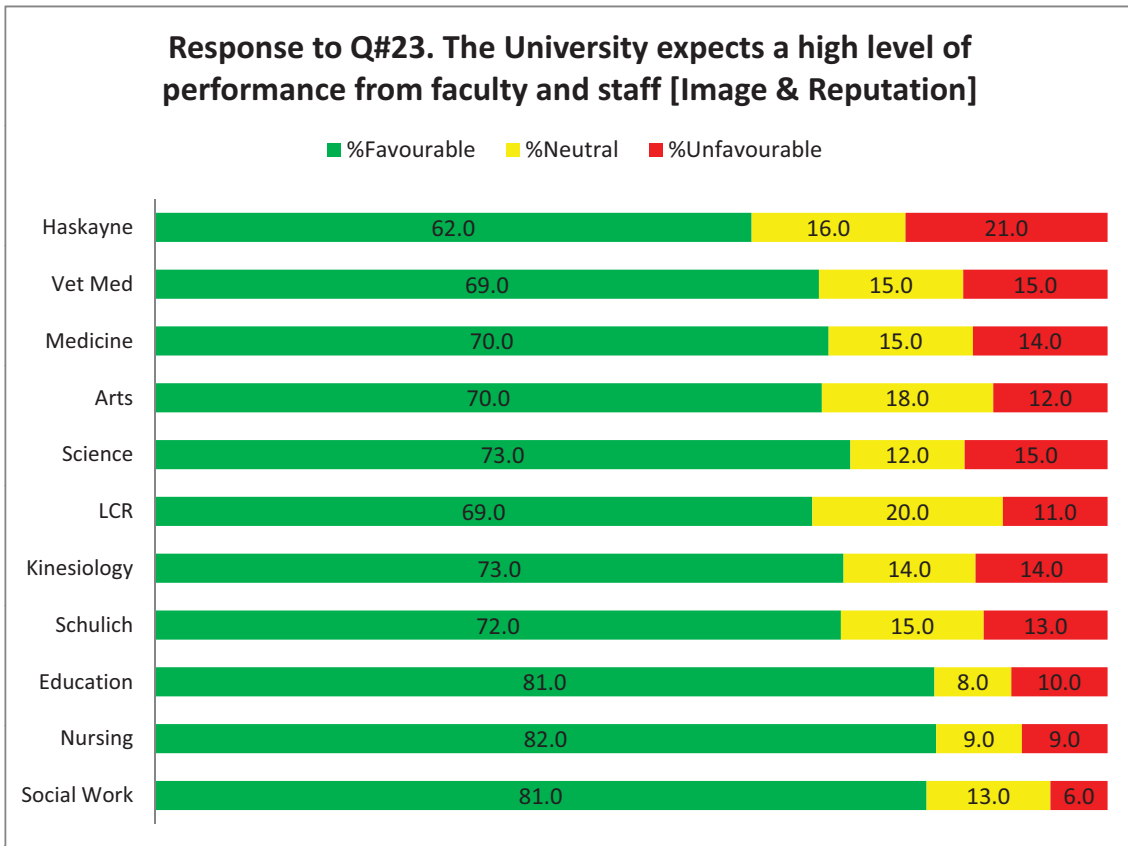
- 60. I have the opportunity to do challenging and interesting work [Enablement]
- 59. The work I do makes good use of my skills and abilities [Enablement]
- 80. Based on your career plans, how long are you likely to continue working at the University [Engagement]
- 65. I feel motivated to go beyond my formal job responsibilities [Engagement]
- 64. I have the authority to carry out my work/responsibilities effectively [Authority & Empowerment]
- 68. I have the information I need to do my work well [Authority & Empowerment]
- 23. The University expects a high level of performance from faculty and staff [Image & Reputation]
- 19. The University has established a good reputation for conducting quality research [Image & Reputation]
- 1. I have an understanding of the University's strategies and goals [Clear & Promising Direction]
- 37. Rate the University in terms of providing employee benefits that meet your needs [Pay & Benefits]

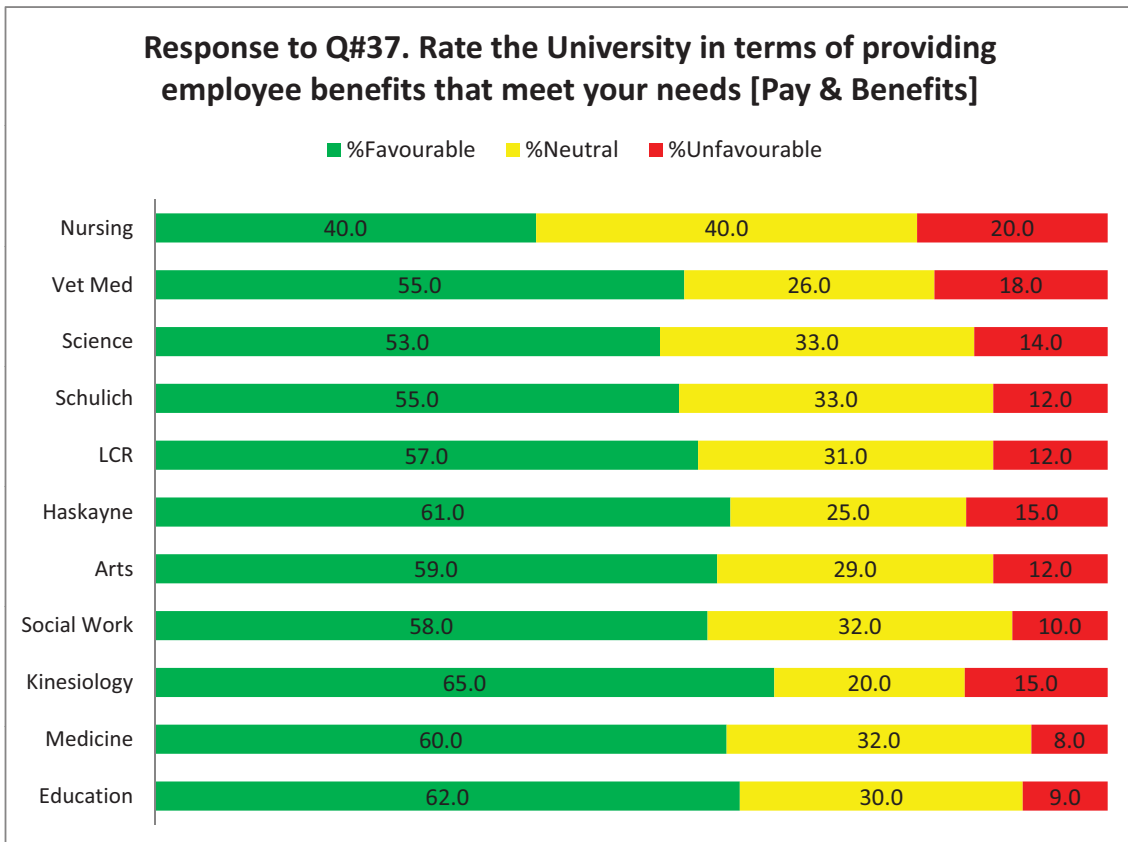
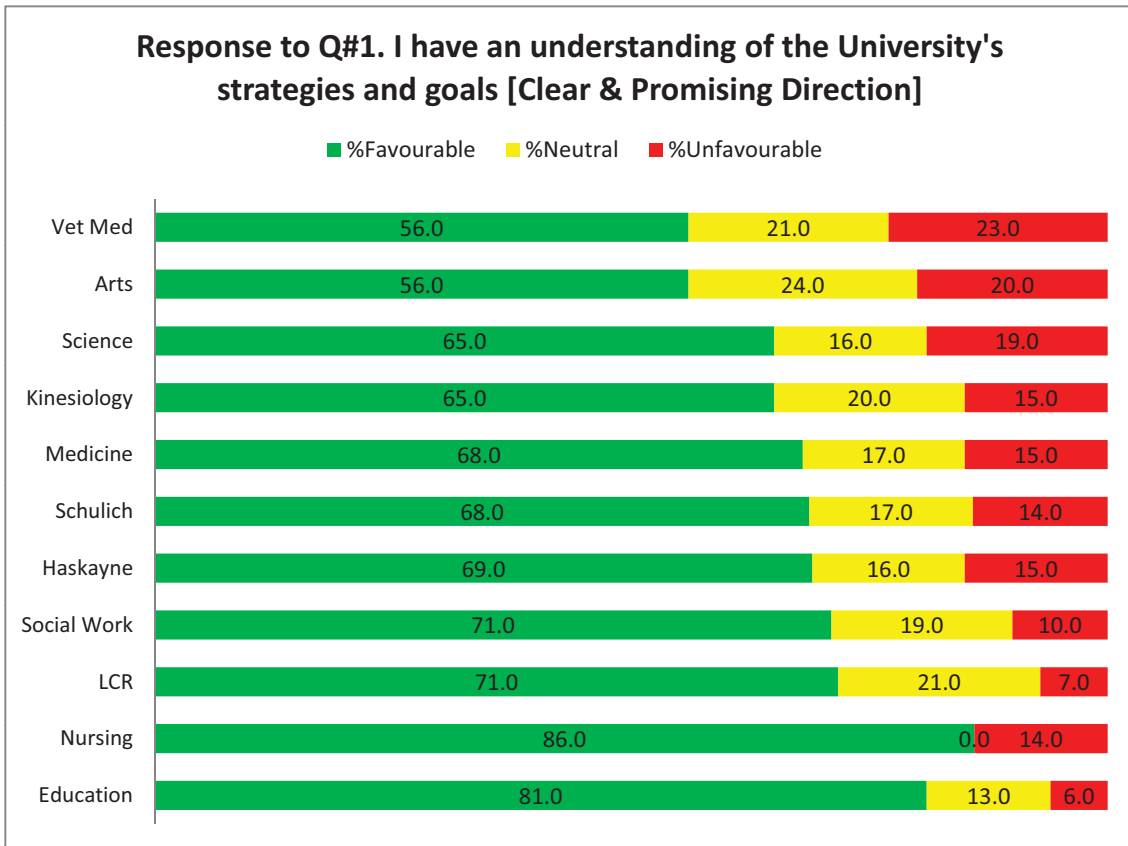
Note: no data is presented for Nursing for Q80 as the number of responses was less than 20.











Detailed Unit Responses to All Questions and All Categories

This section of the report presents the detailed response data (%favourable, %neutral, and %unfavourable) for all questions (and question categories) for all units.

For each unit, there are two tables presented. These can be described as follows:

- The first table presents the responses to all 80 questions, with the questions sorted from lowest score to highest score (based on the value of *%favourable minus %unfavourable*).
 - Columns are included for: question text; question number; %favourable responses; %neutral responses; %unfavourable responses; %favourable minus %unfavourable).
 - For each of the last four numeric columns, values more than one standard deviation above or below the average for that column are highlighted.
- The second table presents the average response to questions in each category, with the categories sorted from lowest score to highest score (based on the average value of *%favourable minus %unfavourable*).
 - Columns are included for: category name; number of questions in category; average %favourable responses; average %neutral responses; average %unfavourable responses; average %favourable minus %unfavourable).
 - For each of the last four numeric columns, values more than one standard deviation above or below the average for that column are highlighted.

Tables are presented for each of the following units:

- All academic staff (across the entire institution) who responded to the survey
- Arts
- Education
- Haskayne School of Business
- Kinesiology
- Libraries and Cultural Resources
- Medicine
- Nursing
- Schulich School of Engineering
- Science
- Social Work
- Veterinary Medicine.

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Academic Staff Only

Note: includes results for 711 academic staff university-wide

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate the University in terms of providing the funding to support your department's needs	45	11.0	24.0	65.0	-54.0
All in all the University is effectively managed and well run	9	18.0	26.3	55.9	-37.9
The University supports me in achieving a reasonable balance between my work life and my personal live	25	27.7	16.3	55.9	-28.2
The University's governance system gives me adequate opportunity to express my views	5	26.3	22.3	51.3	-25.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	19.7	37.0	43.0	-23.3
The University is among the top universities in Canada	8	30.7	21.4	48.6	-17.9
The University is doing a good job of attracting the best and brightest staff	15	22.7	38.3	38.3	-15.5
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	26.4	33.3	40.3	-13.9
There are no significant barriers at work to doing my work well	70	34.8	17.3	47.9	-13.2
Rate the University in terms of the overall effectiveness of communication at the University	28	26.7	34.0	39.3	-12.6
The University motivates me to contribute more than what is required	24	34.7	20.0	45.9	-11.2
Conditions in my job allow me to be as productive as I can be	57	38.1	12.7	49.2	-11.2
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	27.8	34.6	38.2	-10.4
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	26.3	37.7	36.7	-10.3
Rate the University in terms of applying policies and work rules equitably/fairly	31	28.3	35.7	36.7	-8.4
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	30.0	32.7	37.3	-7.3
The University is doing a good job of attracting the best and brightest faculty	14	34.1	26.0	39.9	-5.9
The University is doing a good job of attracting the best and brightest graduate and professional students	17	31.7	31.0	36.6	-5.0
I have the resources I need to do my work effectively	69	38.8	17.3	43.3	-4.4
I receive high quality support from other University units on which I depend to do my work effectively	66	37.0	21.7	41.3	-4.4
The University is doing a good job of attracting the best and brightest undergrad students	16	30.7	34.3	35.0	-4.2
The University values the work I do	12	37.7	19.7	41.9	-4.2
Rate the University in terms of responding effectively to changes in the learning environment	40	24.7	46.7	28.3	-3.6
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	31.7	33.3	34.9	-3.2
The University operates with integrity in its interactions with faculty and staff	13	37.7	23.4	39.9	-2.1
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	28.4	42.0	29.3	-0.9
Rate the University in terms of being focused on learners and their needs	42	31.0	42.0	27.0	4.0
The University has established a good reputation for providing quality education	18	40.1	25.3	34.9	5.2
Diversity of opinion is valued and respected at the University	21	41.1	24.3	34.9	6.1
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	41.1	24.6	34.2	6.9
Rate quality of classrooms	74	35.3	36.3	28.4	6.9
I am aware of the role that the Board of Governors plays within the University	3	44.6	18.4	37.4	7.1
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	39.7	31.0	30.0	9.7
Rate the University in terms of being focused on, and supporting, research	43	37.6	34.7	27.7	9.9
Rate the University in terms of your opportunity for reaching personal career objectives	34	38.6	33.0	28.3	10.3
I believe the University's goals are the right ones for the University at this time	2	36.3	38.7	25.0	11.4
Rate dealing with timetabling and scheduling issues	78	36.7	38.3	24.3	12.3
All in all my faculty/institute/administrative unit is effectively managed and well run	54	46.8	19.7	33.6	13.2
Overall, how would you rate your satisfaction working at the University at the present time	79	47.1	20.3	32.6	14.5
Rate the University in terms of maintaining high standards of academic excellence	38	36.4	42.3	21.6	14.7
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	41.4	34.3	24.9	16.5
Rate quality of labs	75	41.4	35.0	24.2	17.2
I would recommend my faculty/institute/administrative unit as a place to work	56	48.5	21.3	30.2	18.3
I receive clear feedback on how well I do my work	63	48.7	20.7	30.3	18.3
Rate the University in terms of treating you with respect as an individual	32	43.7	31.6	25.3	18.4
Rate the University in terms of your pay considering the pay of people doing similar work	36	40.0	38.6	21.4	18.6
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	46.0	28.3	25.6	20.4
I am optimistic about the future of the University	11	50.8	19.7	29.6	21.2
Rate overall working conditions	72	43.8	33.9	22.6	21.2
Rate quality of technology and computer equipment	76	42.7	37.7	19.7	23.0
I am able to accomplish all that is required of me most days	71	55.1	14.3	31.3	23.8
Rate "the person to whom you report" in terms of solving people problems	49	51.1	22.3	27.3	23.8
Rate the University in terms of establishing strong partnerships with the community	41	42.4	40.3	17.3	25.1
I understand the relationship between my job and the University's strategies and goals	6	51.6	22.4	26.0	25.6
I would recommend the University as a place to work	20	52.1	21.6	26.3	25.8
I am aware of the role that the General Faculties Council plays within the University	4	56.5	14.0	29.8	26.7

Detailed Results - Academic Staff

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate the University in terms of your opportunity for learning and professional development	35	46.1	34.6	19.3	26.7
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	54.4	19.0	26.6	27.8
I have opportunities to have my ideas adopted and put into use	58	54.7	18.7	26.6	28.1
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	52.8	23.6	23.6	29.1
I feel proud to work for my faculty/institute/ administrative unit	55	56.3	17.3	26.5	29.8
Rate quality of your workspace	73	52.4	27.0	20.7	31.7
The University is highly regarded in the Calgary community	7	56.0	22.7	22.0	34.0
The University has the talent we need for future success	22	55.4	24.0	20.6	34.8
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	56.1	22.9	21.0	35.1
I feel proud to work for the University	10	58.4	18.7	22.9	35.6
I am paid fairly for the work I do	67	58.9	18.4	22.7	36.2
Rate the University in terms of dealing fairly with student academic issues	44	48.0	41.0	11.3	36.7
I have a clear understanding of how my performance is evaluated	62	61.9	16.1	22.0	39.9
There is good cooperation between my colleagues/co-workers	61	64.4	15.0	20.6	43.8
I have an understanding of the University's strategies and goals	1	62.3	20.0	17.7	44.6
Rate the University in terms of providing employee benefits that meet your needs	37	57.0	32.0	11.0	46.0
I have the information I need to do my work well	68	63.7	18.7	17.7	46.0
I feel motivated to go beyond my formal job responsibilities	65	68.0	13.0	19.0	49.0
The University has established a good reputation for conducting quality research	19	66.0	19.3	14.6	51.4
The work I do makes good use of my skills and abilities	59	73.7	8.3	18.0	55.7
The University expects a high level of performance from faculty and staff	23	70.0	18.0	12.0	57.9
I have the authority to carry out my work/responsibilities effectively	64	75.0	9.7	15.3	59.7
Based on your career plans, how long are you likely to continue working at the University	80	72.5	21.4	5.8	66.7
I have the opportunity to do challenging and interesting work	60	86.0	6.0	8.7	77.3
Average		44.2	26.1	29.7	14.5
Standard Deviation		14.7	9.3	11.5	24.7
Avg+1SD		58.9	35.4	41.2	39.2
Avg-1SD		29.6	16.9	18.3	-10.1

Summary by Category - Academic Staff Only

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
Confidence in Leadership	3	24.8	32.2	43.3	-18.5
Respect & Recognition	8	34.1	28.0	38.2	-4.0
Collaboration	4	36.9	26.9	36.1	0.9
Resources	10	37.1	31.8	31.1	6.0
Learning & Research Focus	7	35.5	41.3	23.2	12.3
Performance & Work Demands	4	48.3	16.8	34.9	13.4
Image & Reputation	10	43.7	26.0	30.3	13.5
University Issues	2	50.5	16.2	33.6	16.9
Fac/Inst/Admin Unit	4	48.2	20.7	31.1	17.1
Development Opportunities	2	42.3	33.8	23.8	18.5
Supervision	6	50.0	24.5	25.7	24.3
Clear & Promising Direction	4	50.2	25.2	24.6	25.7
Enablement	4	58.1	11.1	31.0	27.2
Engagement	6	55.5	19.2	25.4	30.1
Pay & Benefits	3	52.0	29.7	18.4	33.6
Authority & Empowerment	3	64.5	15.7	19.9	44.6
Grand Total	80	44.2	26.1	29.7	14.5
Average (over categories)		45.7	24.9	29.4	16.3
Standard Deviation (over categories)		10.2	8.0	6.9	15.4
Avg+1SD		55.9	32.9	36.3	31.8
Avg-1SD		35.6	17.0	22.5	0.9

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Arts

Note: includes results for all 219 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate the University in terms of providing the funding to support your department's needs	45	8.0	21.0	71.0	-63.0
All in all the University is effectively managed and well run	9	11.0	23.0	66.0	-55.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	15.0	30.0	55.0	-40.0
The University is among the top universities in Canada	8	22.0	18.0	60.0	-38.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	18.0	30.0	52.0	-34.0
The University values the work I do	12	25.0	17.0	58.0	-33.0
The University's governance system gives me adequate opportunity to express my views	5	25.0	17.0	58.0	-33.0
The University motivates me to contribute more than what is required	24	26.0	16.0	58.0	-32.0
Rate the University in terms of the overall effectiveness of communication at the University	28	19.0	31.0	50.0	-31.0
The University operates with integrity in its interactions with faculty and staff	13	24.0	21.0	55.0	-31.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	20.0	32.0	48.0	-28.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	22.0	29.0	50.0	-28.0
Rate quality of classrooms	74	18.0	38.0	44.0	-26.0
The University is doing a good job of attracting the best and brightest staff	15	16.0	41.0	42.0	-26.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	22.0	33.0	45.0	-23.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	21.0	35.0	44.0	-23.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	25.0	27.0	48.0	-23.0
The University is doing a good job of attracting the best and brightest faculty	14	26.0	29.0	44.0	-18.0
Rate the University in terms of being focused on learners and their needs	42	21.0	41.0	38.0	-17.0
The University is doing a good job of attracting the best and brightest undergrad students	16	26.0	31.0	43.0	-17.0
The University supports me in achieving a reasonable balance between my work life and my personal live	25	34.0	15.0	51.0	-17.0
I believe the University's goals are the right ones for the University at this time	2	23.0	40.0	37.0	-14.0
Rate the University in terms of responding effectively to changes in the learning environment	40	18.0	50.0	32.0	-14.0
The University has established a good reputation for providing quality education	18	31.0	24.0	44.0	-13.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	31.0	25.0	43.0	-12.0
Conditions in my job allow me to be as productive as I can be	57	41.0	10.0	49.0	-8.0
Diversity of opinion is valued and respected at the University	21	38.0	18.0	45.0	-7.0
The University is doing a good job of attracting the best and brightest graduate and professional students	17	31.0	31.0	38.0	-7.0
There are no significant barriers at work to doing my work well	70	38.0	17.0	45.0	-7.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	25.0	46.0	29.0	-4.0
I receive high quality support from other University units on which I depend to do my work effectively	66	40.0	17.0	43.0	-3.0
I would recommend my faculty/institute/administrative unit as a place to work	56	38.0	21.0	41.0	-3.0
Rate quality of labs	75	27.0	43.0	30.0	-3.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	37.0	25.0	38.0	-1.0
I am optimistic about the future of the University	11	40.0	18.0	41.0	-1.0
I have the resources I need to do my work effectively	69	42.0	16.0	41.0	1.0
Rate the University in terms of treating you with respect as an individual	32	36.0	30.0	34.0	2.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	33.0	38.0	29.0	4.0
Rate the University in terms of maintaining high standards of academic excellence	38	33.0	40.0	27.0	6.0
I feel proud to work for my faculty/institute/ administrative unit	55	44.0	20.0	36.0	8.0
Overall, how would you rate your satisfaction working at the University at the present time	79	43.0	22.0	35.0	8.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	36.0	40.0	24.0	12.0
Rate overall working conditions	72	40.0	34.0	26.0	14.0
I would recommend the University as a place to work	20	48.0	20.0	32.0	16.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	42.0	31.0	26.0	16.0
Rate the University in terms of being focused on, and supporting, research	43	41.0	35.0	24.0	17.0
Rate the University in terms of establishing strong partnerships with the community	41	37.0	42.0	20.0	17.0
I understand the relationship between my job and the University's strategies and goals	6	48.0	21.0	30.0	18.0
Rate quality of technology and computer equipment	76	39.0	40.0	21.0	18.0
The University is highly regarded in the Calgary community	7	48.0	22.0	30.0	18.0
I am aware of the role that the Board of Governors plays within the University	3	51.0	17.0	32.0	19.0
Rate dealing with timetabling and scheduling issues	78	40.0	39.0	21.0	19.0
Rate the University in terms of your opportunity for learning and professional development	35	44.0	33.0	22.0	22.0
I feel proud to work for the University	10	53.0	17.0	29.0	24.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	50.0	25.0	26.0	24.0
I have opportunities to have my ideas adopted and put into use	58	53.0	18.0	28.0	25.0
The University has the talent we need for future success	22	50.0	28.0	21.0	29.0

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate the University in terms of dealing fairly with student academic issues	44	46.0	38.0	16.0	30.0
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	52.0	28.0	20.0	32.0
Rate quality of your workspace	73	52.0	28.0	20.0	32.0
Rate "the person to whom you report" in terms of solving people problems	49	56.0	21.0	23.0	33.0
I receive clear feedback on how well I do my work	63	60.0	15.0	25.0	35.0
I am paid fairly for the work I do	67	58.0	21.0	22.0	36.0
I have an understanding of the University's strategies and goals	1	56.0	24.0	20.0	36.0
I am able to accomplish all that is required of me most days	71	62.0	12.0	25.0	37.0
I have the information I need to do my work well	68	61.0	17.0	22.0	39.0
I feel motivated to go beyond my formal job responsibilities	65	64.0	12.0	24.0	40.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	60.0	20.0	20.0	40.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	59.0	24.0	17.0	42.0
I am aware of the role that the General Faculties Council plays within the University		64.0	14.0	21.0	43.0
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	63.0	20.0	17.0	46.0
Rate the University in terms of providing employee benefits that meet your needs	37	59.0	29.0	12.0	47.0
The University has established a good reputation for conducting quality research	19	64.0	22.0	14.0	50.0
There is good cooperation between my colleagues/co-workers	61	71.0	11.0	18.0	53.0
The University expects a high level of performance from faculty and staff	23	70.0	18.0	12.0	58.0
The work I do makes good use of my skills and abilities	59	76.0	6.0	18.0	58.0
I have a clear understanding of how my performance is evaluated	62	73.0	12.0	14.0	59.0
I have the authority to carry out my work/responsibilities effectively	64	78.0	7.0	15.0	63.0
Based on your career plans, how long are you likely to continue working at the University	80	74.0	19.0	6.0	68.0
I have the opportunity to do challenging and interesting work	60	83.0	5.0	12.0	71.0
Average		41.4	25.1	33.3	8.2
Standard Deviation		17.8	10.1	14.5	30.8
Avg+1SD		59.2	35.2	47.7	39.0
Avg-1SD		23.6	15.1	18.8	-22.7

Summary by Category - Arts

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
Confidence in Leadership	3	17.7	28.0	54.7	-37.0
Respect & Recognition	8	26.5	24.4	49.3	-22.8
Collaboration	4	36.3	22.3	41.5	-5.3
Fac/Inst/Admin Unit	4	37.5	22.8	39.5	-2.0
Resources	10	33.0	32.3	34.5	-1.5
Image & Reputation	10	38.4	26.4	34.8	3.6
Learning & Research Focus	7	31.6	41.7	26.6	5.0
Clear & Promising Direction	4	41.8	25.8	32.0	9.8
Development Opportunities	2	38.5	35.5	25.5	13.0
Engagement	6	51.3	17.7	30.7	20.7
Enablement	4	59.5	9.5	31.0	28.5
Performance & Work Demands	4	57.3	13.5	28.8	28.5
University Issues	2	57.5	15.5	26.5	31.0
Pay & Benefits	3	51.0	30.0	19.3	31.7
Supervision	6	56.7	23.0	20.5	36.2
Authority & Empowerment	3	64.0	14.0	21.7	42.3
Grand Total	80	41.4	25.1	33.3	8.2
Average (over categories)		43.6	23.9	32.3	11.4
Standard Deviation (over categories)		13.4	8.6	10.0	22.0
Avg+1SD		57.1	32.5	42.2	33.4
Avg-1SD		30.2	15.3	22.3	-10.7

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Education

Note: includes results for all 49 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate the University in terms of providing the funding to support your department's needs	45	13.0	28.0	60.0	-47.0
The University supports me in achieving a reasonable balance between my work life and my personal live	25	29.0	10.0	60.0	-31.0
All in all the University is effectively managed and well run	9	23.0	27.0	50.0	-27.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	23.0	29.0	48.0	-25.0
There are no significant barriers at work to doing my work well	70	35.0	8.0	56.0	-21.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	28.0	24.0	48.0	-20.0
The University operates with integrity in its interactions with faculty and staff	13	30.0	21.0	49.0	-19.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	28.0	28.0	45.0	-17.0
I have the resources I need to do my work effectively	69	33.0	21.0	46.0	-13.0
Conditions in my job allow me to be as productive as I can be	57	38.0	13.0	50.0	-12.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	26.0	37.0	37.0	-11.0
The University's governance system gives me adequate opportunity to express my views	5	38.0	16.0	47.0	-9.0
Rate the University in terms of responding effectively to changes in the learning environment	40	27.0	38.0	35.0	-8.0
Diversity of opinion is valued and respected at the University	21	38.0	17.0	46.0	-8.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	40.0	19.0	42.0	-2.0
I would recommend my faculty/institute/administrative unit as a place to work	56	44.0	13.0	44.0	0.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	39.0	24.0	37.0	2.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	39.0	25.0	36.0	3.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	35.0	33.0	31.0	4.0
Rate quality of technology and computer equipment	76	30.0	45.0	26.0	4.0
The University is doing a good job of attracting the best and brightest staff	15	34.0	36.0	30.0	4.0
The University is among the top universities in Canada	8	42.0	20.0	38.0	4.0
Rate the University in terms of being focused on, and supporting, research	43	35.0	35.0	30.0	5.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	35.0	35.0	29.0	6.0
I am able to accomplish all that is required of me most days	71	46.0	15.0	40.0	6.0
Rate quality of classrooms	74	34.0	38.0	28.0	6.0
Rate the University in terms of the overall effectiveness of communication at the University	28	29.0	48.0	23.0	6.0
The University is doing a good job of attracting the best and brightest graduate and professional students	17	35.0	37.0	28.0	7.0
Rate "the person to whom you report" in terms of solving people problems	49	46.0	17.0	38.0	8.0
Rate the University in terms of being focused on learners and their needs	42	38.0	33.0	29.0	9.0
Rate dealing with timetabling and scheduling issues	78	40.0	29.0	31.0	9.0
The University values the work I do	12	43.0	23.0	34.0	9.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	50.0	10.0	40.0	10.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	33.0	46.0	22.0	11.0
Rate overall working conditions	72	40.0	33.0	27.0	13.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	44.0	24.0	31.0	13.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	35.0	44.0	21.0	14.0
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	47.0	21.0	32.0	15.0
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	44.0	27.0	29.0	15.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	53.0	11.0	36.0	17.0
The University is doing a good job of attracting the best and brightest faculty	14	45.0	30.0	26.0	19.0
I feel proud to work for my faculty/institute/ administrative unit	55	46.0	27.0	27.0	19.0
The University has established a good reputation for providing quality education	18	52.0	15.0	33.0	19.0
I would recommend the University as a place to work	20	54.0	13.0	33.0	21.0
The University motivates me to contribute more than what is required	24	56.0	8.0	35.0	21.0
I am aware of the role that the Board of Governors plays within the University	3	51.0	19.0	30.0	21.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	44.0	33.0	22.0	22.0
I receive clear feedback on how well I do my work	63	52.0	17.0	30.0	22.0
I have opportunities to have my ideas adopted and put into use	58	52.0	19.0	29.0	23.0
The University is doing a good job of attracting the best and brightest undergrad students	16	43.0	36.0	20.0	23.0
Rate the University in terms of treating you with respect as an individual	32	49.0	28.0	23.0	26.0
Overall, how would you rate your satisfaction working at the University at the present time	79	56.0	15.0	29.0	27.0
I receive high quality support from other University units on which I depend to do my work effectively	66	51.0	26.0	23.0	28.0
Rate the University in terms of your opportunity for learning and professional development	35	47.0	36.0	17.0	30.0

Detailed Results - Education

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
I have a clear understanding of how my performance is evaluated	62	56.0	19.0	25.0	31.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	47.0	38.0	15.0	32.0
Rate the University in terms of maintaining high standards of academic excellence	38	49.0	34.0	17.0	32.0
I am aware of the role that the General Faculties Council plays within the University	4	57.0	20.0	24.0	33.0
I have the information I need to do my work well	68	60.0	15.0	26.0	34.0
The work I do makes good use of my skills and abilities	59	65.0	6.0	29.0	36.0
Rate the University in terms of dealing fairly with student academic issues	44	47.0	47.0	7.0	40.0
I am paid fairly for the work I do	67	58.0	25.0	17.0	41.0
Rate quality of your workspace	73	54.0	33.0	13.0	41.0
The University has the talent we need for future success	22	60.0	21.0	19.0	41.0
Rate the University in terms of establishing strong partnerships with the community	41	56.0	31.0	13.0	43.0
There is good cooperation between my colleagues/co-workers	61	65.0	15.0	21.0	44.0
Based on your career plans, how long are you likely to continue working at the University	80	60.0	26.0	15.0	45.0
The University has established a good reputation for conducting quality research	19	65.0	19.0	17.0	48.0
I believe the University's goals are the right ones for the University at this time	2	62.0	28.0	11.0	51.0
I have the authority to carry out my work/responsibilities effectively	64	69.0	15.0	17.0	52.0
Rate the University in terms of providing employee benefits that meet your needs	37	62.0	30.0	9.0	53.0
I am optimistic about the future of the University	11	70.0	13.0	17.0	53.0
The University is highly regarded in the Calgary community	7	67.0	21.0	13.0	54.0
I understand the relationship between my job and the University's strategies and goals	6	70.0	17.0	13.0	57.0
I feel proud to work for the University	10	71.0	17.0	13.0	58.0
I feel motivated to go beyond my formal job responsibilities	65	77.0	4.0	19.0	58.0
The University expects a high level of performance from faculty and staff	23	81.0	8.0	10.0	71.0
I have the opportunity to do challenging and interesting work	60	83.0	6.0	11.0	72.0
I have an understanding of the University's strategies and goals	1	81.0	13.0	6.0	75.0
Rate quality of labs	75				
Average		47.2	24.1	28.9	18.3
Standard Deviation		14.8	10.6	12.7	25.5
Avg+1SD		62.0	34.7	41.6	43.8
Avg-1SD		32.4	13.4	16.2	-7.2

Summary by Category - Education

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
Resources	9	33.6	32.1	34.4	-0.9
Fac/Inst/Admin Unit	4	39.5	20.8	40.3	0.8
Confidence in Leadership	3	33.3	35.3	31.3	2.0
Respect & Recognition	8	39.0	24.5	36.9	2.1
Performance & Work Demands	4	45.8	15.3	38.8	7.0
Supervision	6	46.5	18.3	35.3	11.2
Collaboration	4	42.8	31.5	26.0	16.8
Learning & Research Focus	7	41.0	36.1	22.9	18.1
Enablement	4	55.3	8.3	36.5	18.8
Development Opportunities	2	45.5	30.0	24.0	21.5
University Issues	2	54.0	19.5	27.0	27.0
Image & Reputation	10	52.4	24.3	23.4	29.0
Pay & Benefits	3	51.7	33.0	15.7	36.0
Authority & Empowerment	3	60.3	16.3	24.0	36.3
Engagement	6	62.3	13.8	24.0	38.3
Clear & Promising Direction	4	70.8	17.8	11.8	59.0
Grand Total	79	47.2	24.1	28.9	18.3
Average (over categories)		48.4	23.6	28.3	20.1
Standard Deviation (over categories)		10.5	8.6	8.3	16.9
Avg+1SD		58.9	32.1	36.6	37.0
Avg-1SD		37.8	15.0	19.9	3.2

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Haskayne School

Note: includes results for all 62 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
All in all the University is effectively managed and well run	9	19.0	27.0	53.0	-34.0
Rate the University in terms of providing the funding to support your department's needs	45	19.0	35.0	45.0	-26.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	23.0	31.0	46.0	-23.0
The University's governance system gives me adequate opportunity to express my views	5	23.0	34.0	44.0	-21.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	15.0	49.0	36.0	-21.0
Rate the University in terms of responding effectively to changes in the learning environment	40	20.0	40.0	40.0	-20.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	25.0	37.0	38.0	-13.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	25.0	38.0	37.0	-12.0
The University is doing a good job of attracting the best and brightest staff	15	28.0	34.0	38.0	-10.0
Rate the University in terms of being focused on learners and their needs	42	25.0	42.0	33.0	-8.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	32.0	32.0	37.0	-5.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	26.0	44.0	31.0	-5.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	36.0	25.0	39.0	-3.0
The University is doing a good job of attracting the best and brightest faculty	14	35.0	27.0	38.0	-3.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	32.0	37.0	32.0	0.0
Rate quality of classrooms	74	32.0	36.0	32.0	0.0
Rate the University in terms of the overall effectiveness of communication at the University	28	32.0	35.0	32.0	0.0
Conditions in my job allow me to be as productive as I can be	57	47.0	13.0	40.0	7.0
The University motivates me to contribute more than what is required	24	45.0	19.0	35.0	10.0
There are no significant barriers at work to doing my work well	70	44.0	21.0	34.0	10.0
The University operates with integrity in its interactions with faculty and staff	13	42.0	26.0	32.0	10.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	37.0	37.0	27.0	10.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	40.0	31.0	29.0	11.0
The University is among the top universities in Canada	8	44.0	25.0	31.0	13.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	39.0	34.0	26.0	13.0
I have the resources I need to do my work effectively	69	49.0	15.0	36.0	13.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	45.0	25.0	30.0	15.0
I am paid fairly for the work I do	67	47.0	21.0	32.0	15.0
The University is doing a good job of attracting the best and brightest graduate and professional students	17	42.0	33.0	25.0	17.0
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	44.0	29.0	27.0	17.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	45.0	28.0	27.0	18.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	47.0	26.0	27.0	20.0
I receive clear feedback on how well I do my work	63	50.0	20.0	30.0	20.0
Rate "the person to whom you report" in terms of solving people problems	49	48.0	24.0	28.0	20.0
I am aware of the role that the Board of Governors plays within the University	3	53.0	15.0	32.0	21.0
Rate quality of your workspace	73	43.0	36.0	21.0	22.0
The University has the talent we need for future success	22	48.0	27.0	25.0	23.0
Rate the University in terms of maintaining high standards of academic excellence	38	46.0	31.0	23.0	23.0
Rate the University in terms of your opportunity for learning and professional development	35	44.0	34.0	21.0	23.0
Rate dealing with timetabling and scheduling issues	78	45.0	33.0	22.0	23.0
The University values the work I do	12	50.0	24.0	26.0	24.0
Rate quality of technology and computer equipment	76	42.0	40.0	18.0	24.0
Rate the University in terms of establishing strong partnerships with the community	41	45.0	35.0	20.0	25.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	48.0	29.0	23.0	25.0
Diversity of opinion is valued and respected at the University	21	53.0	19.0	27.0	26.0
I receive high quality support from other University units on which I depend to do my work effectively	66	55.0	17.0	28.0	27.0
Overall, how would you rate your satisfaction working at the University at the present time	79	50.0	29.0	21.0	29.0
The University has established a good reputation for providing quality education	18	53.0	23.0	24.0	29.0
I am aware of the role that the General Faculties Council plays within the University	4	58.0	14.0	29.0	29.0
The University supports me in achieving a reasonable balance between my work life and my personal life	25	59.0	11.0	30.0	29.0
I believe the University's goals are the right ones for the University at this time	2	48.0	34.0	18.0	30.0
I would recommend my faculty/institute/administrative unit as a place to work	56	56.0	20.0	25.0	31.0
The University is doing a good job of attracting the best and brightest undergrad students	16	54.0	23.0	23.0	31.0
Rate the University in terms of treating you with respect as an individual	32	48.0	35.0	16.0	32.0

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate overall working conditions	72	48.0	35.0	16.0	32.0
Rate the University in terms of dealing fairly with student academic issues	44	44.0	47.0	9.0	35.0
Rate quality of labs	75	48.0	41.0	11.0	37.0
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	54.0	29.0	17.0	37.0
Rate the University in terms of being focused on, and supporting, research	43	53.0	33.0	14.0	39.0
There is good cooperation between my colleagues/co-workers	61	64.0	11.0	25.0	39.0
I understand the relationship between my job and the University's strategies and goals	6	56.0	28.0	16.0	40.0
I have opportunities to have my ideas adopted and put into use	58	65.0	10.0	25.0	40.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	52.0	37.0	12.0	40.0
The University expects a high level of performance from faculty and staff	23	62.0	16.0	21.0	41.0
The University is highly regarded in the Calgary community	7	61.0	19.0	19.0	42.0
I would recommend the University as a place to work	20	65.0	13.0	22.0	43.0
I am optimistic about the future of the University	11	63.0	18.0	19.0	44.0
I have a clear understanding of how my performance is evaluated	62	63.0	19.0	18.0	45.0
I feel proud to work for my faculty/institute/ administrative unit	55	66.0	15.0	20.0	46.0
Rate the University in terms of providing employee benefits that meet your needs	37	61.0	25.0	15.0	46.0
I am able to accomplish all that is required of me most days	71	70.0	11.0	18.0	52.0
The work I do makes good use of my skills and abilities	59	71.0	11.0	18.0	53.0
I have an understanding of the University's strategies and goals	1	69.0	16.0	15.0	54.0
The University has established a good reputation for conducting quality research	19	67.0	20.0	13.0	54.0
I have the information I need to do my work well	68	70.0	15.0	15.0	55.0
Based on your career plans, how long are you likely to continue working at the University	80	64.0	29.0	7.0	57.0
I feel motivated to go beyond my formal job responsibilities	65	70.0	20.0	10.0	60.0
I feel proud to work for the University	10	74.0	13.0	13.0	61.0
I have the authority to carry out my work/responsibilities effectively	64	77.0	8.0	15.0	62.0
I have the opportunity to do challenging and interesting work	60	82.0	5.0	13.0	69.0
Average		48.0	26.3	25.7	22.3
Standard Deviation		14.9	10.0	9.6	23.0
Avg+1SD		62.9	36.3	35.3	45.3
Avg-1SD		33.1	16.3	16.1	-0.7

Summary by Category - Haskayne

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
Confidence in Leadership	3	35.3	28.0	36.3	-1.0
Respect & Recognition	8	39.8	29.8	30.5	9.3
Learning & Research Focus	7	36.6	37.0	26.4	10.1
Collaboration	4	44.0	25.0	30.8	13.3
Resources	10	39.3	35.7	24.9	14.4
Fac/Inst/Admin Unit	4	47.5	23.0	30.3	17.3
Development Opportunities	2	41.5	34.0	23.5	18.0
Pay & Benefits	3	44.7	30.0	26.0	18.7
Supervision	6	46.0	29.3	24.8	21.2
Image & Reputation	10	49.4	24.7	25.7	23.7
University Issues	2	55.5	14.5	30.5	25.0
Enablement	4	61.0	12.5	26.3	34.8
Performance & Work Demands	4	60.5	15.3	24.0	36.5
Clear & Promising Direction	4	59.0	24.0	17.0	42.0
Engagement	6	61.3	20.5	18.0	43.3
Authority & Empowerment	3	70.7	11.0	18.3	52.3
Grand Total	80	48.0	26.3	25.7	22.3
Average (over categories)		49.5	24.6	25.8	23.7
Standard Deviation (over categories)		10.5	8.1	5.2	14.5
Avg+1SD		60.0	32.8	31.0	38.1
Avg-1SD		39.0	16.5	20.6	9.2

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Kinesiology

Note: includes results for all 46 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
All in all the University is effectively managed and well run	9	13.0	30.0	57.0	-44.0
The University's governance system gives me adequate opportunity to express my views	5	17.0	24.0	59.0	-42.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	18.0	25.0	57.0	-39.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	27.0	16.0	58.0	-31.0
Rate the University in terms of providing the funding to support your department's needs	45	17.0	37.0	46.0	-29.0
The University is doing a good job of attracting the best and brightest staff	15	24.0	28.0	48.0	-24.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	33.0	17.0	50.0	-17.0
The University is doing a good job of attracting the best and brightest faculty	14	33.0	21.0	45.0	-12.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	26.0	37.0	37.0	-11.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	33.0	24.0	43.0	-10.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	28.0	35.0	37.0	-9.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	20.0	53.0	27.0	-7.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	30.0	34.0	36.0	-6.0
The University is among the top universities in Canada	8	36.0	24.0	40.0	-4.0
The University operates with integrity in its interactions with faculty and staff	13	39.0	17.0	43.0	-4.0
There are no significant barriers at work to doing my work well	70	42.0	13.0	44.0	-2.0
I would recommend my faculty/institute/administrative unit as a place to work	56	41.0	15.0	43.0	-2.0
I am aware of the role that the Board of Governors plays within the University	3	40.0	18.0	42.0	-2.0
Rate the University in terms of responding effectively to changes in the learning environment	40	25.0	50.0	25.0	0.0
I receive high quality support from other University units on which I depend to do my work effectively	66	40.0	19.0	40.0	0.0
The University motivates me to contribute more than what is required	24	37.0	30.0	33.0	4.0
I am paid fairly for the work I do	67	43.0	17.0	39.0	4.0
Rate the University in terms of the overall effectiveness of communication at the University	28	28.0	48.0	24.0	4.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	33.0	38.0	29.0	4.0
The University has established a good reputation for providing quality education	18	41.0	24.0	35.0	6.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	30.0	46.0	24.0	6.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	39.0	30.0	32.0	7.0
I am aware of the role that the General Faculties Council plays within the University	4	48.0	14.0	39.0	9.0
The University is doing a good job of attracting the best and brightest undergrad students	16	38.0	35.0	28.0	10.0
I receive clear feedback on how well I do my work	63	48.0	15.0	37.0	11.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	42.0	27.0	31.0	11.0
The University values the work I do	12	48.0	16.0	36.0	12.0
Rate quality of classrooms	74	31.0	50.0	19.0	12.0
Overall, how would you rate your satisfaction working at the University at the present time	79	48.0	17.0	35.0	13.0
Rate the University in terms of being focused on learners and their needs	42	35.0	44.0	21.0	14.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	44.0	29.0	27.0	17.0
I would recommend the University as a place to work	20	46.0	26.0	28.0	18.0
Conditions in my job allow me to be as productive as I can be	57	52.0	15.0	33.0	19.0
The University is doing a good job of attracting the best and brightest graduate and professional students	17	45.0	30.0	25.0	20.0
Rate "the person to whom you report" in terms of solving people problems	49	51.0	21.0	28.0	23.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	56.0	11.0	33.0	23.0
The University is highly regarded in the Calgary community	7	52.0	20.0	28.0	24.0
I have a clear understanding of how my performance is evaluated	62	50.0	24.0	26.0	24.0
Rate the University in terms of your opportunity for learning and professional development	35	47.0	31.0	22.0	25.0
Rate the University in terms of establishing strong partnerships with the community	41	43.0	39.0	17.0	26.0
I am optimistic about the future of the University	11	54.0	20.0	26.0	28.0
Diversity of opinion is valued and respected at the University	21	53.0	22.0	24.0	29.0
I feel proud to work for my faculty/institute/ administrative unit	55	61.0	9.0	30.0	31.0
I have the resources I need to do my work effectively	69	61.0	9.0	30.0	31.0
I understand the relationship between my job and the University's strategies and goals	6	54.0	24.0	22.0	32.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	55.0	23.0	23.0	32.0
I feel proud to work for the University	10	59.0	15.0	26.0	33.0
Rate the University in terms of treating you with respect as an individual	32	50.0	33.0	17.0	33.0
The University supports me in achieving a reasonable balance between my work life and my personal life	25	59.0	15.0	26.0	33.0
Rate overall working conditions	72	54.0	26.0	20.0	34.0

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate the University in terms of dealing fairly with student academic issues	44	48.0	39.0	13.0	35.0
I am able to accomplish all that is required of me most days	71	63.0	11.0	26.0	37.0
Rate quality of labs	75	55.0	27.0	18.0	37.0
The University has the talent we need for future success	22	58.0	24.0	18.0	40.0
Rate the University in terms of maintaining high standards of academic excellence	38	52.0	36.0	12.0	40.0
I believe the University's goals are the right ones for the University at this time	2	50.0	41.0	9.0	41.0
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	60.0	21.0	19.0	41.0
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	64.0	16.0	20.0	44.0
Based on your career plans, how long are you likely to continue working at the University	80	55.0	36.0	9.0	46.0
Rate dealing with timetabling and scheduling issues	78	57.0	31.0	11.0	46.0
I have opportunities to have my ideas adopted and put into use	58	67.0	13.0	20.0	47.0
I have an understanding of the University's strategies and goals	1	65.0	20.0	15.0	50.0
Rate the University in terms of providing employee benefits that meet your needs	37	65.0	20.0	15.0	50.0
Rate quality of technology and computer equipment	76	61.0	28.0	11.0	50.0
Rate the University in terms of being focused on, and supporting, research	43	64.0	26.0	10.0	54.0
Rate quality of your workspace	73	63.0	30.0	7.0	56.0
I feel motivated to go beyond my formal job responsibilities	65	67.0	24.0	9.0	58.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	67.0	24.0	9.0	58.0
The University expects a high level of performance from faculty and staff	23	73.0	14.0	14.0	59.0
There is good cooperation between my colleagues/co-workers	61	73.0	13.0	13.0	60.0
The University has established a good reputation for conducting quality research	19	76.0	11.0	13.0	63.0
I have the information I need to do my work well	68	74.0	22.0	4.0	70.0
I have the opportunity to do challenging and interesting work	60	84.0	7.0	9.0	75.0
I have the authority to carry out my work/responsibilities effectively	64	83.0	11.0	7.0	76.0
The work I do makes good use of my skills and abilities	59	87.0	4.0	9.0	78.0
Average		48.1	24.7	27.1	21.0
Standard Deviation		16.5	10.8	13.4	28.0
Avg+1SD		64.6	35.6	40.5	49.0
Avg-1SD		31.6	13.9	13.7	-7.1

Summary by Category - Kinesiology

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
Confidence in Leadership	3	27.3	31.3	41.7	-14.3
Fac/Inst/Admin Unit	4	40.5	14.3	45.3	-4.8
Respect & Recognition	8	37.0	27.4	35.4	1.6
University Issues	2	44.0	16.0	40.5	3.5
Pay & Benefits	3	45.3	24.0	30.3	15.0
Collaboration	4	43.5	29.5	26.5	17.0
Image & Reputation	10	47.6	23.1	29.4	18.2
Development Opportunities	2	45.5	30.0	24.5	21.0
Learning & Research Focus	7	41.0	41.0	17.9	23.1
Resources	10	48.4	28.7	22.8	25.6
Performance & Work Demands	4	55.0	16.3	28.8	26.3
Engagement	6	52.0	24.7	23.3	28.7
Supervision	6	54.7	19.8	25.7	29.0
Clear & Promising Direction	4	55.8	26.3	18.0	37.8
Enablement	4	66.3	9.8	23.8	42.5
Authority & Empowerment	3	74.7	15.3	10.3	64.3
Grand Total	80	48.1	24.7	27.1	21.0
Average (over categories)		48.7	23.6	27.8	20.9
Standard Deviation (over categories)		11.3	8.0	9.3	19.1
Avg+1SD		59.9	31.6	37.1	40.0
Avg-1SD		37.4	15.6	18.4	1.8

Questions Sorted by Increasing (%Favourable - %Unfavourable) - LCR

Note: includes results for all 124 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
All in all the University is effectively managed and well run	9	21.0	30.0	48.0	-27.0
Rate the University in terms of providing the funding to support your department's needs	45	18.0	37.0	45.0	-27.0
Rate the University in terms of the overall effectiveness of communication at the University	28	23.0	35.0	42.0	-19.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	24.0	37.0	39.0	-15.0
The University's governance system gives me adequate opportunity to express my views	5	31.0	24.0	45.0	-14.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	30.0	28.0	41.0	-11.0
The University is among the top universities in Canada	8	35.0	22.0	43.0	-8.0
The University is doing a good job of attracting the best and brightest staff	15	25.0	42.0	33.0	8.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	31.0	35.0	34.0	-3.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	32.0	36.0	32.0	0.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	39.0	23.0	38.0	1.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	30.0	41.0	29.0	1.0
The University is doing a good job of attracting the best and brightest faculty	14	27.0	48.0	25.0	2.0
The University operates with integrity in its interactions with faculty and staff	13	41.0	21.0	38.0	3.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	31.0	41.0	28.0	3.0
The University is doing a good job of attracting the best and brightest undergrad students	16	31.0	42.0	27.0	4.0
The University values the work I do	12	41.0	24.0	36.0	5.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	38.0	34.0	28.0	10.0
The University motivates me to contribute more than what is required	24	43.0	25.0	32.0	11.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	44.0	23.0	33.0	11.0
The University has established a good reputation for providing quality education	18	41.0	30.0	29.0	12.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	41.0	31.0	28.0	13.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	37.0	40.0	23.0	14.0
The University is doing a good job of attracting the best and brightest graduate and professional students	17	34.0	47.0	19.0	15.0
Diversity of opinion is valued and respected at the University	21	44.0	28.0	28.0	16.0
Conditions in my job allow me to be as productive as I can be	57	52.0	13.0	35.0	17.0
Rate the University in terms of being focused on learners and their needs	42	40.0	41.0	20.0	20.0
There are no significant barriers at work to doing my work well	70	51.0	19.0	30.0	21.0
I am aware of the role that the Board of Governors plays within the University	3	48.0	26.0	26.0	22.0
Overall, how would you rate your satisfaction working at the University at the present time	79	50.0	23.0	27.0	23.0
I have the resources I need to do my work effectively	69	56.0	13.0	31.0	25.0
I am aware of the role that the General Faculties Council plays within the University	4	51.0	25.0	25.0	26.0
Rate the University in terms of responding effectively to changes in the learning environment	40	40.0	47.0	14.0	26.0
Rate "the person to whom you report" in terms of solving people problems	49	52.0	23.0	25.0	27.0
I have opportunities to have my ideas adopted and put into use	58	56.0	16.0	28.0	28.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	54.0	21.0	26.0	28.0
Rate quality of classrooms	74	43.0	43.0	14.0	29.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	54.0	20.0	25.0	29.0
I would recommend my faculty/institute/administrative unit as a place to work	56	56.0	18.0	26.0	30.0
Rate the University in terms of maintaining high standards of academic excellence	38	41.0	48.0	11.0	30.0
Rate the University in terms of treating you with respect as an individual	32	48.0	34.0	18.0	30.0
The University has the talent we need for future success	22	48.0	34.0	17.0	31.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	46.0	42.0	13.0	33.0
Rate the University in terms of your opportunity for learning and professional development	35	55.0	23.0	22.0	33.0
I am paid fairly for the work I do	67	52.0	30.0	19.0	33.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	56.0	21.0	23.0	33.0
Rate the University in terms of dealing fairly with student academic issues	44	42.0	50.0	8.0	34.0
I am optimistic about the future of the University	11	54.0	28.0	18.0	36.0
I receive high quality support from other University units on which I depend to do my work effectively	66	54.0	29.0	17.0	37.0
I believe the University's goals are the right ones for the University at this time	2	49.0	40.0	11.0	38.0
I have the authority to carry out my work/responsibilities effectively	64	61.0	17.0	22.0	39.0
I feel motivated to go beyond my formal job responsibilities	65	62.0	16.0	22.0	40.0
Rate the University in terms of establishing strong partnerships with the community	41	50.0	40.0	10.0	40.0
The University supports me in achieving a reasonable balance between my work life and my personal life	25	65.0	10.0	25.0	40.0

Detailed Results - Libraries & Cultural Resources

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	61.0	18.0	21.0	40.0
I would recommend the University as a place to work	20	57.0	28.0	16.0	41.0
I feel proud to work for my faculty/institute/ administrative unit	55	62.0	17.0	21.0	41.0
I understand the relationship between my job and the University's strategies and goals	6	63.0	17.0	21.0	42.0
The University is highly regarded in the Calgary community	7	57.0	28.0	15.0	42.0
I have the information I need to do my work well	68	62.0	20.0	19.0	43.0
The work I do makes good use of my skills and abilities	59	68.0	8.0	24.0	44.0
Rate overall working conditions	72	56.0	31.0	12.0	44.0
Rate the University in terms of providing employee benefits that meet your needs	37	57.0	31.0	12.0	45.0
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	62.0	22.0	16.0	46.0
I receive clear feedback on how well I do my work	63	68.0	11.0	21.0	47.0
I am able to accomplish all that is required of me most days	71	68.0	11.0	21.0	47.0
Rate quality of technology and computer equipment	76	61.0	25.0	14.0	47.0
I feel proud to work for the University	10	65.0	18.0	17.0	48.0
Rate quality of your workspace	73	58.0	31.0	10.0	48.0
I have the opportunity to do challenging and interesting work	60	71.0	11.0	18.0	53.0
I have a clear understanding of how my performance is evaluated	62	72.0	10.0	19.0	53.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	66.0	22.0	12.0	54.0
Rate dealing with timetabling and scheduling issues	78	64.0	27.0	9.0	55.0
The University has established a good reputation for conducting quality research	19	68.0	21.0	11.0	57.0
Rate the University in terms of being focused on, and supporting, research	43	65.0	26.0	8.0	57.0
Rate quality of labs	75	62.0	33.0	5.0	57.0
The University expects a high level of performance from faculty and staff	23	69.0	20.0	11.0	58.0
There is good cooperation between my colleagues/co-workers	61	76.0	11.0	13.0	63.0
I have an understanding of the University's strategies and goals	1	71.0	21.0	7.0	64.0
Based on your career plans, how long are you likely to continue working at the University	80	83.0	11.0	5.0	78.0
Average		50.1	27.0	22.9	27.3
Standard Deviation		14.4	10.6	10.2	22.7
Avg+1SD		64.5	37.7	33.1	49.9
Avg-1SD		35.7	16.4	12.6	4.6

Summary by Category - LCR

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
Confidence in Leadership	3	27.3	35.3	37.0	-9.7
Respect & Recognition	8	38.3	30.3	31.6	6.6
Collaboration	4	44.3	28.0	27.8	16.5
Image & Reputation	10	43.5	33.4	23.0	20.5
Fac/Inst/Admin Unit	4	50.3	20.3	29.5	20.8
Development Opportunities	2	48.0	27.0	25.0	23.0
University Issues	2	49.5	25.5	25.5	24.0
Pay & Benefits	3	48.7	33.7	18.0	30.7
Resources	10	51.4	29.0	19.3	32.1
Enablement	4	60.5	12.8	26.8	33.8
Supervision	6	56.5	20.8	22.7	33.8
Learning & Research Focus	7	46.3	42.0	12.0	34.3
Authority & Empowerment	3	59.7	17.7	23.0	36.7
Engagement	6	60.0	20.2	19.8	40.2
Clear & Promising Direction	4	59.3	26.5	14.3	45.0
Performance & Work Demands	4	68.3	10.5	21.5	46.8
Grand Total	80	50.1	27.0	22.9	27.3
Average (over categories)		50.7	25.8	23.5	27.2
Standard Deviation (over categories)		10.0	8.4	6.3	14.5
Avg+1SD		60.7	34.2	29.9	41.7
Avg-1SD		40.7	17.4	17.2	12.7

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Medicine

Note: includes results for all 145 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
All in all the University is effectively managed and well run	9	28.0	26.0	45.0	-17.0
Rate the University in terms of providing the funding to support your department's needs	45	27.0	31.0	42.0	-15.0
The University's governance system gives me adequate opportunity to express my views	5	28.0	30.0	41.0	-13.0
The University is among the top universities in Canada	8	35.0	27.0	38.0	-3.0
The University is doing a good job of attracting the best and brightest staff	15	34.0	29.0	37.0	-3.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	30.0	38.0	32.0	-2.0
I am aware of the role that the Board of Governors plays within the University	3	46.0	16.0	38.0	8.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	35.0	40.0	26.0	9.0
I am aware of the role that the General Faculties Council plays within the University	4	46.0	17.0	36.0	10.0
Rate the University in terms of the overall effectiveness of communication at the University	28	35.0	40.0	25.0	10.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	38.0	34.0	27.0	11.0
There are no significant barriers at work to doing my work well	70	47.0	18.0	35.0	12.0
The University motivates me to contribute more than what is required	24	43.0	26.0	30.0	13.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	41.0	33.0	27.0	14.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	40.0	37.0	23.0	17.0
The University is doing a good job of attracting the best and brightest faculty	14	47.0	24.0	29.0	18.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	41.0	39.0	20.0	21.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	40.0	41.0	19.0	21.0
The University supports me in achieving a reasonable balance between my work life and my personal live	25	52.0	19.0	29.0	23.0
The University operates with integrity in its interactions with faculty and staff	13	49.0	25.0	25.0	24.0
Conditions in my job allow me to be as productive as I can be	57	58.0	9.0	33.0	25.0
Rate the University in terms of responding effectively to changes in the learning environment	40	40.0	45.0	15.0	25.0
I receive high quality support from other University units on which I depend to do my work effectively	66	54.0	18.0	28.0	26.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	45.0	36.0	19.0	26.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	46.0	34.0	20.0	26.0
The University is doing a good job of attracting the best and brightest graduate and professional students	17	45.0	36.0	19.0	26.0
The University values the work I do	12	49.0	28.0	23.0	26.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	42.0	43.0	14.0	28.0
The University is doing a good job of attracting the best and brightest undergrad students	16	44.0	41.0	15.0	29.0
I am paid fairly for the work I do	67	56.0	18.0	26.0	30.0
Rate the University in terms of being focused on learners and their needs	42	45.0	40.0	15.0	30.0
Rate the University in terms of being focused on, and supporting, research	43	50.0	30.0	20.0	30.0
The University has established a good reputation for providing quality education	18	52.0	28.0	20.0	32.0
I understand the relationship between my job and the University's strategies and goals	6	57.0	19.0	24.0	33.0
I have the resources I need to do my work effectively	69	58.0	20.0	22.0	36.0
Rate quality of technology and computer equipment	76	51.0	36.0	13.0	38.0
I believe the University's goals are the right ones for the University at this time	2	48.0	43.0	9.0	39.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	60.0	20.0	21.0	39.0
Rate "the person to whom you report" in terms of solving people problems	49	58.0	23.0	19.0	39.0
Rate quality of classrooms	74	55.0	31.0	14.0	41.0
Rate the University in terms of maintaining high standards of academic excellence	38	54.0	34.0	12.0	42.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	61.0	21.0	18.0	43.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	58.0	27.0	14.0	44.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	65.0	15.0	20.0	45.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	64.0	17.0	19.0	45.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	58.0	31.0	11.0	47.0
The University has the talent we need for future success	22	61.0	26.0	13.0	48.0
Diversity of opinion is valued and respected at the University	21	63.0	23.0	14.0	49.0
I am able to accomplish all that is required of me most days	71	69.0	12.0	20.0	49.0
Overall, how would you rate your satisfaction working at the University at the present time	79	64.0	21.0	15.0	49.0
Rate the University in terms of treating you with respect as an individual	32	62.0	26.0	13.0	49.0
I receive clear feedback on how well I do my work	63	67.0	15.0	17.0	50.0
Rate dealing with timetabling and scheduling issues	78	57.0	36.0	7.0	50.0
Rate the University in terms of establishing strong partnerships with the community	41	58.0	34.0	8.0	50.0
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	64.0	24.0	13.0	51.0

Detailed Results - Medicine

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate quality of your workspace	73	65.0	22.0	13.0	52.0
Rate the University in terms of providing employee benefits that meet your needs	37	60.0	32.0	8.0	52.0
I have a clear understanding of how my performance is evaluated	62	70.0	13.0	17.0	53.0
I have an understanding of the University's strategies and goals	1	68.0	17.0	15.0	53.0
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	66.0	21.0	13.0	53.0
Rate the University in terms of dealing fairly with student academic issues	44	60.0	34.0	6.0	54.0
Rate the University in terms of your opportunity for learning and professional development	35	66.0	23.0	11.0	55.0
Rate quality of labs	75	63.0	29.0	7.0	56.0
The University expects a high level of performance from faculty and staff	23	70.0	15.0	14.0	56.0
Based on your career plans, how long are you likely to continue working at the University	80	67.0	23.0	10.0	57.0
I am optimistic about the future of the University	11	72.0	14.0	14.0	58.0
I have the information I need to do my work well	68	71.0	17.0	12.0	59.0
I would recommend my faculty/institute/administrative unit as a place to work	56	70.0	20.0	11.0	59.0
I would recommend the University as a place to work	20	68.0	23.0	9.0	59.0
The University is highly regarded in the Calgary community	7	69.0	21.0	10.0	59.0
Rate overall working conditions	72	67.0	26.0	7.0	60.0
I feel proud to work for the University	10	72.0	18.0	10.0	62.0
There is good cooperation between my colleagues/co-workers	61	78.0	7.0	15.0	63.0
I feel motivated to go beyond my formal job responsibilities	65	78.0	14.0	8.0	70.0
The University has established a good reputation for conducting quality research	19	78.0	14.0	8.0	70.0
I have opportunities to have my ideas adopted and put into use	58	80.0	11.0	9.0	71.0
I feel proud to work for my faculty/institute/ administrative unit	55	81.0	10.0	9.0	72.0
The work I do makes good use of my skills and abilities	59	83.0	8.0	9.0	74.0
I have the authority to carry out my work/responsibilities effectively	64	85.0	5.0	10.0	75.0
I have the opportunity to do challenging and interesting work	60	85.0	6.0	8.0	77.0
Average		56.4	24.9	18.6	37.8
Standard Deviation		14.3	9.9	9.5	22.2
Avg+1SD		70.7	34.8	28.2	60.0
Avg-1SD		42.1	15.0	9.1	15.5

Summary by Category - Medicine

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
University Issues	2	46.0	16.5	37.0	9.0
Confidence in Leadership	3	38.3	35.0	26.0	12.3
Respect & Recognition	8	46.3	30.0	23.6	22.6
Collaboration	4	49.3	25.8	25.0	24.3
Pay & Benefits	3	50.3	30.0	20.0	30.3
Image & Reputation	10	53.5	26.1	20.3	33.2
Learning & Research Focus	7	49.6	36.3	14.1	35.4
Resources	10	54.2	30.1	15.6	38.6
Development Opportunities	2	56.0	28.5	15.5	40.5
Performance & Work Demands	4	64.5	14.8	20.8	43.8
Supervision	6	62.2	21.0	17.2	45.0
Clear & Promising Direction	4	61.3	23.3	15.5	45.8
Enablement	4	68.3	10.3	21.3	47.0
Engagement	6	65.3	20.8	13.7	51.7
Fac/Inst/Admin Unit	4	68.5	18.0	13.5	55.0
Authority & Empowerment	3	78.7	11.0	10.3	68.3
Grand Total	80	56.4	24.9	18.6	37.8
Average (over categories)		57.0	23.6	19.3	37.7
Standard Deviation (over categories)		10.5	8.0	6.5	15.6
Avg+1SD		67.5	31.6	25.8	53.2
Avg-1SD		46.5	15.6	12.8	22.1

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Nursing

Note: includes results for all 22 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate the University in terms of providing the funding to support your department's needs	45	14.0	52.0	33.0	-19.0
The University's governance system gives me adequate opportunity to express my views	5	36.0	14.0	50.0	-14.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	27.0	36.0	36.0	-9.0
All in all the University is effectively managed and well run	9	32.0	32.0	36.0	-4.0
I am aware of the role that the General Faculties Council plays within the University	4	41.0	18.0	41.0	0.0
The University values the work I do	12	45.0	9.0	45.0	0.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	33.0	33.0	33.0	0.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	27.0	45.0	27.0	0.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	27.0	50.0	23.0	4.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	32.0	41.0	27.0	5.0
I receive clear feedback on how well I do my work	63	38.0	29.0	33.0	5.0
Rate quality of classrooms	74	43.0	19.0	38.0	5.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	41.0	23.0	36.0	5.0
The University supports me in achieving a reasonable balance between my work life and my personal life	25	45.0	18.0	36.0	9.0
Diversity of opinion is valued and respected at the University	21	45.0	23.0	32.0	13.0
Rate the University in terms of the overall effectiveness of communication at the University	28	36.0	41.0	23.0	13.0
I am aware of the role that the Board of Governors plays within the University	3	50.0	14.0	36.0	14.0
I am paid fairly for the work I do	67	41.0	32.0	27.0	14.0
The University is doing a good job of attracting the best and brightest staff	15	50.0	18.0	32.0	18.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	33.0	52.0	14.0	19.0
The University is among the top universities in Canada	8	43.0	33.0	24.0	19.0
Rate the University in terms of responding effectively to changes in the learning environment	40	33.0	52.0	14.0	19.0
Rate the University in terms of being focused on learners and their needs	42	29.0	62.0	10.0	19.0
Rate the University in terms of providing employee benefits that meet your needs	37	40.0	40.0	20.0	20.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	50.0	23.0	27.0	23.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	55.0	14.0	32.0	23.0
There are no significant barriers at work to doing my work well	70	57.0	10.0	33.0	24.0
The University is doing a good job of attracting the best and brightest undergrad students	16	38.0	48.0	14.0	24.0
The University operates with integrity in its interactions with faculty and staff	13	50.0	27.0	23.0	27.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	41.0	45.0	14.0	27.0
The University motivates me to contribute more than what is required	24	57.0	14.0	29.0	28.0
The University is doing a good job of attracting the best and brightest faculty	14	45.0	41.0	14.0	31.0
Conditions in my job allow me to be as productive as I can be	57	59.0	14.0	27.0	32.0
I am able to accomplish all that is required of me most days	71	59.0	14.0	27.0	32.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	52.0	29.0	19.0	33.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	57.0	19.0	24.0	33.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	59.0	18.0	23.0	36.0
I have the resources I need to do my work effectively	69	68.0	0.0	32.0	36.0
Rate "the person to whom you report" in terms of solving people problems	49	62.0	14.0	24.0	38.0
Rate the University in terms of establishing strong partnerships with the community	41	43.0	57.0	0.0	43.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	57.0	29.0	14.0	43.0
Rate quality of technology and computer equipment	76	62.0	19.0	19.0	43.0
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	62.0	19.0	19.0	43.0
I would recommend my faculty/institute/administrative unit as a place to work	56	68.0	9.0	23.0	45.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	50.0	45.0	5.0	45.0
Rate the University in terms of being focused on, and supporting, research	43	55.0	35.0	10.0	45.0
Rate quality of your workspace	73	60.0	25.0	15.0	45.0
I have the authority to carry out my work/responsibilities effectively	64	73.0	0.0	27.0	46.0
I have the information I need to do my work well	68	64.0	18.0	18.0	46.0
The University has established a good reputation for providing quality education	18	62.0	24.0	14.0	48.0
The work I do makes good use of my skills and abilities	59	68.0	14.0	18.0	50.0
I understand the relationship between my job and the University's strategies and goals	6	64.0	23.0	14.0	50.0
I am optimistic about the future of the University	11	59.0	32.0	9.0	50.0
The University is highly regarded in the Calgary community	7	64.0	23.0	14.0	50.0
The University has the talent we need for future success	22	59.0	32.0	9.0	50.0
Rate the University in terms of treating you with respect as an individual	32	59.0	32.0	9.0	50.0
I have a clear understanding of how my performance is evaluated	62	64.0	23.0	14.0	50.0

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	60.0	30.0	10.0	50.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	67.0	19.0	14.0	53.0
Rate overall working conditions	72	67.0	19.0	14.0	53.0
I would recommend the University as a place to work	20	68.0	18.0	14.0	54.0
Rate the University in terms of maintaining high standards of academic excellence	38	59.0	36.0	5.0	54.0
Rate the University in terms of your opportunity for learning and professional development	35	68.0	18.0	14.0	54.0
I believe the University's goals are the right ones for the University at this time	2	64.0	27.0	9.0	55.0
Overall, how would you rate your satisfaction working at the University at the present time	79	68.0	22.0	10.0	58.0
I feel motivated to go beyond my formal job responsibilities	65	73.0	14.0	14.0	59.0
The University has established a good reputation for conducting quality research	19	68.0	23.0	9.0	59.0
I feel proud to work for my faculty/institute/ administrative unit	55	73.0	18.0	9.0	64.0
I feel proud to work for the University	10	77.0	14.0	9.0	68.0
I have the opportunity to do challenging and interesting work	60	77.0	14.0	9.0	68.0
I have opportunities to have my ideas adopted and put into use	58	82.0	5.0	14.0	68.0
There is good cooperation between my colleagues/co-workers	61	76.0	19.0	5.0	71.0
I have an understanding of the University's strategies and goals	1	86.0	0.0	14.0	72.0
The University expects a high level of performance from faculty and staff	23	82.0	9.0	9.0	73.0
Based on your career plans, how long are you likely to continue working at the University	80				
The University is doing a good job of attracting the best and brightest graduate and professional students	17				
Rate the University in terms of dealing fairly with student academic issues	44				
Rate quality of labs	75				
Rate dealing with timetabling and scheduling issues	78				
I receive high quality support from other University units on which I depend to do my work effectively	66				
Average		54.0	25.4	20.6	33.5
Standard Deviation		15.5	13.8	10.8	22.8
Avg+1SD		69.5	39.2	31.4	56.2
Avg-1SD		38.6	11.6	9.7	10.7

Summary by Category - Nursing

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
Confidence in Leadership	3	30.7	44.7	24.3	6.3
University Issues	2	45.5	16.0	38.5	7.0
Pay & Benefits	3	36.0	39.0	24.7	11.3
Respect & Recognition	8	42.6	28.0	29.1	13.5
Performance & Work Demands	4	51.5	21.0	27.5	24.0
Collaboration	3	46.3	32.0	21.3	25.0
Resources	8	52.0	23.3	24.6	27.4
Supervision	6	56.2	19.8	24.2	32.0
Learning & Research Focus	6	44.8	47.8	7.3	37.5
Image & Reputation	9	56.8	27.9	15.4	41.3
Enablement	4	65.3	13.0	21.8	43.5
Development Opportunities	2	62.5	23.5	14.0	48.5
Fac/Inst/Admin Unit	4	66.8	16.0	17.3	49.5
Authority & Empowerment	3	73.0	7.7	19.7	53.3
Engagement	5	68.6	16.4	15.2	53.4
Clear & Promising Direction	4	68.3	20.5	11.5	56.8
Grand Total	74	54.0	25.4	20.6	33.5
Average (over categories)		54.2	24.8	21.0	33.1
Standard Deviation (over categories)		12.6	11.3	7.6	17.4
Avg+1SD		66.8	36.1	28.6	50.5
Avg-1SD		41.6	13.5	13.4	15.8

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Schulich School

Note: includes results for all 69 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate the University in terms of providing the funding to support your department's needs	45	15.0	16.0	69.0	-54.0
The University's governance system gives me adequate opportunity to express my views	5	25.0	20.0	55.0	-30.0
All in all the University is effectively managed and well run	9	25.0	25.0	51.0	-26.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	21.0	37.0	43.0	-22.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	20.0	38.0	42.0	-22.0
Rate the University in terms of the overall effectiveness of communication at the University	28	29.0	31.0	40.0	-11.0
Rate dealing with timetabling and scheduling issues	78	30.0	32.0	39.0	-9.0
The University is doing a good job of attracting the best and brightest staff	15	25.0	43.0	32.0	-7.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	24.0	46.0	31.0	-7.0
The University motivates me to contribute more than what is required	24	41.0	14.0	45.0	-4.0
The University operates with integrity in its interactions with faculty and staff	13	38.0	23.0	39.0	-1.0
Rate the University in terms of responding effectively to changes in the learning environment	40	28.0	44.0	28.0	0.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	32.0	35.0	32.0	0.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	32.0	35.0	32.0	0.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	33.0	34.0	33.0	0.0
The University values the work I do	12	41.0	19.0	40.0	1.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	40.0	22.0	37.0	3.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	33.0	36.0	30.0	3.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	38.0	28.0	34.0	4.0
The University is among the top universities in Canada	8	36.0	32.0	32.0	4.0
The University is doing a good job of attracting the best and brightest graduate and professional students	17	39.0	26.0	35.0	4.0
I am aware of the role that the General Faculties Council plays within the University	4	45.0	14.0	41.0	4.0
I have the resources I need to do my work effectively	69	46.0	12.0	42.0	4.0
There are no significant barriers at work to doing my work well	70	41.0	23.0	36.0	5.0
I am aware of the role that the Board of Governors plays within the University	3	48.0	9.0	43.0	5.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	32.0	41.0	27.0	5.0
The University is doing a good job of attracting the best and brightest undergrad students	16	38.0	34.0	28.0	10.0
The University is doing a good job of attracting the best and brightest faculty	14	40.0	31.0	29.0	11.0
The University supports me in achieving a reasonable balance between my work life and my personal life	25	46.0	19.0	35.0	11.0
Conditions in my job allow me to be as productive as I can be	57	48.0	16.0	36.0	12.0
Diversity of opinion is valued and respected at the University	21	45.0	22.0	33.0	12.0
I am paid fairly for the work I do	67	43.0	26.0	31.0	12.0
Rate the University in terms of being focused on, and supporting, research	43	39.0	36.0	25.0	14.0
Rate the University in terms of being focused on learners and their needs	42	36.0	43.0	20.0	16.0
Rate the University in terms of maintaining high standards of academic excellence	38	40.0	40.0	21.0	19.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	48.0	25.0	28.0	20.0
Overall, how would you rate your satisfaction working at the University at the present time	79	48.0	26.0	26.0	22.0
I receive high quality support from other University units on which I depend to do my work effectively	66	45.0	32.0	23.0	22.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	48.0	27.0	25.0	23.0
The University has the talent we need for future success	22	50.0	25.0	25.0	25.0
Rate the University in terms of your opportunity for learning and professional development	35	46.0	34.0	21.0	25.0
Rate the University in terms of treating you with respect as an individual	32	48.0	32.0	20.0	28.0
The University has established a good reputation for providing quality education	18	51.0	26.0	22.0	29.0
Rate quality of labs	75	45.0	39.0	16.0	29.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	60.0	12.0	28.0	32.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	50.0	32.0	18.0	32.0
I would recommend the University as a place to work	20	52.0	29.0	19.0	33.0
I feel motivated to go beyond my formal job responsibilities	65	59.0	14.0	26.0	33.0
Rate quality of classrooms	74	50.0	33.0	17.0	33.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	57.0	19.0	24.0	33.0
I am optimistic about the future of the University	11	57.0	20.0	23.0	34.0
Rate "the person to whom you report" in terms of solving people problems	49	57.0	22.0	22.0	35.0
I would recommend my faculty/institute/administrative unit as a place to work	56	60.0	16.0	24.0	36.0
I believe the University's goals are the right ones for the University at this time	2	51.0	34.0	15.0	36.0
Rate overall working conditions	72	52.0	32.0	16.0	36.0
Rate quality of technology and computer equipment	76	49.0	38.0	12.0	37.0

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate quality of your workspace	73	55.0	28.0	17.0	38.0
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	57.0	24.0	19.0	38.0
I am able to accomplish all that is required of me most days	71	62.0	14.0	23.0	39.0
I receive clear feedback on how well I do my work	63	65.0	10.0	25.0	40.0
I feel proud to work for the University	10	61.0	20.0	19.0	42.0
Rate the University in terms of establishing strong partnerships with the community	41	56.0	30.0	14.0	42.0
Rate the University in terms of dealing fairly with student academic issues	44	52.0	39.0	10.0	42.0
Rate the University in terms of providing employee benefits that meet your needs	37	55.0	33.0	12.0	43.0
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	64.0	16.0	20.0	44.0
I understand the relationship between my job and the University's strategies and goals	6	58.0	30.0	12.0	46.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	67.0	14.0	19.0	48.0
I have opportunities to have my ideas adopted and put into use	58	67.0	16.0	17.0	50.0
There is good cooperation between my colleagues/co-workers	61	67.0	16.0	17.0	50.0
The University is highly regarded in the Calgary community	7	67.0	17.0	16.0	51.0
I have a clear understanding of how my performance is evaluated	62	68.0	16.0	16.0	52.0
The work I do makes good use of my skills and abilities	59	68.0	17.0	14.0	54.0
I have an understanding of the University's strategies and goals	1	68.0	17.0	14.0	54.0
I have the information I need to do my work well	68	65.0	26.0	9.0	56.0
I feel proud to work for my faculty/institute/ administrative unit	55	72.0	13.0	15.0	57.0
The University has established a good reputation for conducting quality research	19	71.0	14.0	14.0	57.0
The University expects a high level of performance from faculty and staff	23	72.0	15.0	13.0	59.0
I have the authority to carry out my work/responsibilities effectively	64	75.0	10.0	14.0	61.0
I have the opportunity to do challenging and interesting work	60	78.0	9.0	13.0	65.0
Based on your career plans, how long are you likely to continue working at the University	80	72.0	27.0	1.0	71.0
Average		48.5	25.5	26.0	22.5
Standard Deviation		14.7	9.7	11.7	24.8
Avg+1SD		63.1	35.2	37.7	47.3
Avg-1SD		33.8	15.8	14.3	-2.3

Summary by Category - Schulich

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
Confidence in Leadership	3	34.3	25.0	40.7	-6.3
Respect & Recognition	8	35.4	27.8	36.9	-1.5
University Issues	2	46.5	11.5	42.0	4.5
Collaboration	4	40.3	29.3	30.5	9.8
Development Opportunities	2	39.0	34.5	26.5	12.5
Resources	10	42.4	30.3	27.3	15.1
Learning & Research Focus	7	39.3	39.7	21.3	18.0
Pay & Benefits	3	43.7	31.7	24.3	19.3
Image & Reputation	10	48.9	26.3	24.6	24.3
Engagement	6	55.5	21.7	22.7	32.8
Enablement	4	58.8	16.3	24.8	34.0
Performance & Work Demands	4	60.3	14.8	24.8	35.5
Supervision	6	58.3	20.0	22.0	36.3
Fac/Inst/Admin Unit	4	60.0	17.0	23.0	37.0
Clear & Promising Direction	4	58.5	25.3	16.0	42.5
Authority & Empowerment	3	69.0	17.3	13.3	55.7
Grand Total	80	48.5	25.5	26.0	22.5
Average (over categories)		49.4	24.3	26.3	23.1
Standard Deviation (over categories)		10.7	7.8	7.9	17.1
Avg+1SD		60.1	32.1	34.2	40.2
Avg-1SD		38.7	16.4	18.4	6.0

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Science

Note: includes results for all 173 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
All in all the University is effectively managed and well run	9	13.0	25.0	62.0	-49.0
Rate the University in terms of providing the funding to support your department's needs	45	13.0	25.0	62.0	-49.0
The University's governance system gives me adequate opportunity to express my views	5	22.0	24.0	55.0	-33.0
Rate the University in terms of the overall effectiveness of communication at the University	28	21.0	31.0	49.0	-28.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	17.0	41.0	42.0	-25.0
The University motivates me to contribute more than what is required	24	30.0	16.0	53.0	-23.0
The University is doing a good job of attracting the best and brightest staff	15	23.0	33.0	44.0	-21.0
The University is among the top universities in Canada	8	29.0	23.0	49.0	-20.0
The University supports me in achieving a reasonable balance between my work life and my personal live	25	33.0	17.0	50.0	-17.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	23.0	37.0	39.0	-16.0
The University is doing a good job of attracting the best and brightest undergrad students	16	24.0	37.0	39.0	-15.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	24.0	40.0	36.0	-12.0
The University values the work I do	12	36.0	17.0	47.0	-11.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	26.0	37.0	36.0	-10.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	27.0	39.0	34.0	-7.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	25.0	43.0	32.0	-7.0
The University is doing a good job of attracting the best and brightest graduate and professional students	17	34.0	26.0	40.0	-6.0
The University operates with integrity in its interactions with faculty and staff	13	34.0	27.0	40.0	-6.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	32.0	31.0	37.0	-5.0
There are no significant barriers at work to doing my work well	70	40.0	16.0	44.0	-4.0
Conditions in my job allow me to be as productive as I can be	57	42.0	13.0	45.0	-3.0
I receive high quality support from other University units on which I depend to do my work effectively	66	36.0	25.0	39.0	-3.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	30.0	38.0	32.0	-2.0
Rate the University in terms of responding effectively to changes in the learning environment	40	25.0	49.0	26.0	-1.0
Rate quality of labs	75	34.0	33.0	34.0	0.0
I am aware of the role that the Board of Governors plays within the University	3	44.0	14.0	42.0	2.0
I have the resources I need to do my work effectively	69	42.0	21.0	37.0	5.0
Rate dealing with timetabling and scheduling issues	78	36.0	34.0	31.0	5.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	32.0	40.0	27.0	5.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	34.0	38.0	27.0	7.0
Overall, how would you rate your satisfaction working at the University at the present time	79	45.0	18.0	37.0	8.0
Rate quality of classrooms	74	31.0	46.0	23.0	8.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	39.0	30.0	30.0	9.0
Rate the University in terms of being focused on learners and their needs	42	33.0	44.0	23.0	10.0
Rate the University in terms of being focused on, and supporting, research	43	40.0	31.0	29.0	11.0
The University has established a good reputation for providing quality education	18	43.0	25.0	32.0	11.0
The University is doing a good job of attracting the best and brightest faculty	14	43.0	25.0	32.0	11.0
Diversity of opinion is valued and respected at the University	21	42.0	29.0	29.0	13.0
I am aware of the role that the General Faculties Council plays within the University	4	47.0	18.0	34.0	13.0
I believe the University's goals are the right ones for the University at this time	2	36.0	43.0	21.0	15.0
Rate the University in terms of establishing strong partnerships with the community	41	37.0	43.0	21.0	16.0
Rate the University in terms of maintaining high standards of academic excellence	38	37.0	44.0	20.0	17.0
I receive clear feedback on how well I do my work	63	49.0	20.0	31.0	18.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	44.0	32.0	24.0	20.0
I am paid fairly for the work I do	67	51.0	18.0	30.0	21.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	47.0	27.0	26.0	21.0
Rate the University in terms of your opportunity for learning and professional development	35	44.0	33.0	23.0	21.0
Rate overall working conditions	72	46.0	30.0	24.0	22.0
I would recommend the University as a place to work	20	52.0	19.0	29.0	23.0
Rate the University in terms of treating you with respect as an individual	32	44.0	35.0	21.0	23.0
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	49.0	26.0	25.0	24.0
Rate "the person to whom you report" in terms of solving people problems	49	51.0	22.0	27.0	24.0
I am optimistic about the future of the University	11	53.0	20.0	27.0	26.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	51.0	25.0	25.0	26.0
Rate quality of your workspace	73	49.0	28.0	23.0	26.0

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate quality of technology and computer equipment	76	42.0	45.0	13.0	29.0
The University is highly regarded in the Calgary community	7	53.0	23.0	24.0	29.0
I have a clear understanding of how my performance is evaluated	62	58.0	15.0	27.0	31.0
I understand the relationship between my job and the University's strategies and goals	6	55.0	23.0	22.0	33.0
I feel proud to work for the University	10	56.0	22.0	22.0	34.0
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	55.0	27.0	18.0	37.0
The University has the talent we need for future success	22	55.0	27.0	18.0	37.0
I am able to accomplish all that is required of me most days	71	64.0	11.0	26.0	38.0
I feel motivated to go beyond my formal job responsibilities	65	62.0	15.0	24.0	38.0
I have opportunities to have my ideas adopted and put into use	58	62.0	15.0	23.0	39.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	58.0	23.0	19.0	39.0
Rate the University in terms of providing employee benefits that meet your needs	37	53.0	33.0	14.0	39.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	59.0	22.0	18.0	41.0
I would recommend my faculty/institute/administrative unit as a place to work	56	59.0	24.0	17.0	42.0
Rate the University in terms of dealing fairly with student academic issues	44	51.0	39.0	9.0	42.0
There is good cooperation between my colleagues/co-workers	61	63.0	17.0	19.0	44.0
I have an understanding of the University's strategies and goals	1	65.0	16.0	19.0	46.0
I feel proud to work for my faculty/institute/ administrative unit	55	64.0	20.0	16.0	48.0
I have the information I need to do my work well	68	67.0	14.0	19.0	48.0
The work I do makes good use of my skills and abilities	59	73.0	8.0	20.0	53.0
The University expects a high level of performance from faculty and staff	23	73.0	12.0	15.0	58.0
The University has established a good reputation for conducting quality research	19	70.0	18.0	12.0	58.0
I have the opportunity to do challenging and interesting work	60	76.0	10.0	15.0	61.0
Based on your career plans, how long are you likely to continue working at the University	80	72.0	21.0	6.0	66.0
I have the authority to carry out my work/responsibilities effectively	64	80.0	10.0	9.0	71.0
Average		44.1	26.6	29.3	14.9
Standard Deviation		15.5	10.1	12.0	25.8
Avg+1SD		59.6	36.7	41.2	40.7
Avg-1SD		28.6	16.5	17.3	-11.0

Summary by Category - Science

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
Confidence in Leadership	3	23.0	32.0	45.0	-22.0
Respect & Recognition	8	31.8	30.6	37.6	-5.9
Collaboration	4	34.3	28.5	37.3	-3.0
Resources	10	36.7	33.2	30.3	6.4
University Issues	2	45.5	16.0	38.0	7.5
Learning & Research Focus	7	35.4	41.9	22.9	12.6
Image & Reputation	10	44.7	24.9	30.5	14.2
Development Opportunities	2	41.5	31.5	26.5	15.0
Performance & Work Demands	4	51.0	15.8	33.5	17.5
Pay & Benefits	3	45.3	30.3	23.7	21.7
Engagement	6	52.8	18.5	28.5	24.3
Supervision	6	49.7	26.8	23.5	26.2
Enablement	4	57.8	11.8	31.0	26.8
Clear & Promising Direction	4	52.3	25.5	22.3	30.0
Fac/Inst/Admin Unit	4	57.3	23.3	19.3	38.0
Authority & Empowerment	3	69.7	13.0	17.0	52.7
Grand Total	80	44.1	26.6	29.3	14.9
Average (over categories)		45.5	25.2	29.2	16.4
Standard Deviation (over categories)		11.7	8.4	7.7	17.9
Avg+1SD		57.2	33.6	36.9	34.3
Avg-1SD		33.9	16.9	21.4	-1.5

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Social Work

Note: includes results for all 33 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate the University in terms of providing the funding to support your department's needs	45	13.0	53.0	34.0	-21.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	28.0	38.0	34.0	-6.0
All in all the University is effectively managed and well run	9	34.0	28.0	38.0	-4.0
The University's governance system gives me adequate opportunity to express my views	5	38.0	22.0	41.0	-3.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	22.0	53.0	25.0	-3.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	34.0	31.0	34.0	0.0
The University is doing a good job of attracting the best and brightest staff	15	26.0	52.0	23.0	3.0
The University is doing a good job of attracting the best and brightest undergrad students	16	32.0	39.0	29.0	3.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	28.0	47.0	25.0	3.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	28.0	47.0	25.0	3.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	29.0	48.0	23.0	6.0
I am paid fairly for the work I do	67	44.0	19.0	38.0	6.0
The University supports me in achieving a reasonable balance between my work life and my personal live	25	44.0	19.0	38.0	6.0
Rate the University in terms of the overall effectiveness of communication at the University	28	34.0	44.0	22.0	12.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	42.0	29.0	29.0	13.0
The University is among the top universities in Canada	8	47.0	19.0	34.0	13.0
The University operates with integrity in its interactions with faculty and staff	13	41.0	31.0	28.0	13.0
The University is doing a good job of attracting the best and brightest faculty	14	35.0	45.0	19.0	16.0
The University is doing a good job of attracting the best and brightest graduate and professional students	17	39.0	39.0	23.0	16.0
The University has established a good reputation for providing quality education	18	53.0	13.0	34.0	19.0
The University values the work I do	12	50.0	19.0	31.0	19.0
Rate the University in terms of being focused on learners and their needs	42	41.0	41.0	19.0	22.0
I receive high quality support from other University units on which I depend to do my work effectively	66	50.0	25.0	25.0	25.0
The University motivates me to contribute more than what is required	24	55.0	16.0	29.0	26.0
Rate quality of classrooms	74	50.0	27.0	23.0	27.0
Rate the University in terms of responding effectively to changes in the learning environment	40	41.0	47.0	13.0	28.0
I believe the University's goals are the right ones for the University at this time	2	50.0	30.0	20.0	30.0
Rate the University in terms of maintaining high standards of academic excellence	38	43.0	47.0	10.0	33.0
Conditions in my job allow me to be as productive as I can be	57	56.0	22.0	22.0	34.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	55.0	26.0	19.0	36.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	55.0	26.0	19.0	36.0
Rate the University in terms of treating you with respect as an individual	32	56.0	25.0	19.0	37.0
Diversity of opinion is valued and respected at the University	21	63.0	13.0	25.0	38.0
The University is highly regarded in the Calgary community	7	56.0	28.0	16.0	40.0
I would recommend the University as a place to work	20	63.0	16.0	22.0	41.0
There are no significant barriers at work to doing my work well	70	63.0	16.0	22.0	41.0
The University has the talent we need for future success	22	63.0	16.0	22.0	41.0
I receive clear feedback on how well I do my work	63	61.0	19.0	19.0	42.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	59.0	25.0	16.0	43.0
Overall, how would you rate your satisfaction working at the University at the present time	79	63.0	19.0	19.0	44.0
I am optimistic about the future of the University	11	67.0	10.0	23.0	44.0
Rate the University in terms of dealing fairly with student academic issues	44	52.0	41.0	7.0	45.0
I have the resources I need to do my work effectively	69	59.0	28.0	13.0	46.0
Rate the University in terms of your opportunity for learning and professional development	35	63.0	22.0	16.0	47.0
I have a clear understanding of how my performance is evaluated	62	66.0	16.0	19.0	47.0
Rate quality of your workspace	73	66.0	16.0	19.0	47.0
Rate the University in terms of providing employee benefits that meet your needs	37	58.0	32.0	10.0	48.0
I understand the relationship between my job and the University's strategies and goals	6	68.0	13.0	19.0	49.0
Rate the University in terms of establishing strong partnerships with the community	41	52.0	45.0	3.0	49.0
I am aware of the role that the General Faculties Council plays within the University	4	70.0	10.0	20.0	50.0
I feel proud to work for the University	10	72.0	9.0	19.0	53.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	71.0	16.0	13.0	58.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	69.0	22.0	9.0	60.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	71.0	19.0	10.0	61.0
I have an understanding of the University's strategies and goals	1	71.0	19.0	10.0	61.0
I am aware of the role that the Board of Governors plays within the University	3	81.0	0.0	19.0	62.0
Rate quality of technology and computer equipment	76	69.0	25.0	6.0	63.0

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
I feel motivated to go beyond my formal job responsibilities	65	78.0	9.0	13.0	65.0
There is good cooperation between my colleagues/co-workers	61	78.0	9.0	13.0	65.0
The work I do makes good use of my skills and abilities	59	82.0	2.0	16.0	66.0
I have the information I need to do my work well	68	75.0	16.0	9.0	66.0
Rate overall working conditions	72	69.0	28.0	3.0	66.0
I have opportunities to have my ideas adopted and put into use	58	75.0	19.0	6.0	69.0
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	80.0	10.0	10.0	70.0
Rate "the person to whom you report" in terms of solving people problems	49	81.0	10.0	10.0	71.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	84.0	3.0	13.0	71.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	78.0	16.0	6.0	72.0
I would recommend my faculty/institute/administrative unit as a place to work	56	78.0	16.0	6.0	72.0
Rate the University in terms of being focused on, and supporting, research	43	75.0	22.0	3.0	72.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	81.0	9.0	9.0	72.0
Rate dealing with timetabling and scheduling issues	78	73.0	27.0	0.0	73.0
I feel proud to work for my faculty/institute/ administrative unit	55	81.0	13.0	6.0	75.0
The University has established a good reputation for conducting quality research	19	78.0	19.0	3.0	75.0
The University expects a high level of performance from faculty and staff	23	81.0	13.0	6.0	75.0
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	81.0	13.0	6.0	75.0
Based on your career plans, how long are you likely to continue working at the University	80	79.0	21.0	0.0	79.0
I am able to accomplish all that is required of me most days	71	88.0	6.0	6.0	82.0
I have the opportunity to do challenging and interesting work	60	88.0	9.0	3.0	85.0
I have the authority to carry out my work/responsibilities effectively	64	91.0	3.0	6.0	85.0
Rate quality of labs	75				
Average		59.0	23.5	17.6	41.4
Standard Deviation		18.5	13.3	10.2	26.8
Avg+1SD		77.5	36.8	27.8	68.1
Avg-1SD		40.5	10.2	7.5	14.6

Summary by Category - Social Work

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
Confidence in Leadership	3	35.0	35.0	30.0	5.0
Respect & Recognition	8	42.3	29.4	28.5	13.8
Pay & Benefits	3	43.3	29.7	27.3	16.0
Collaboration	4	46.0	32.8	21.3	24.8
Image & Reputation	10	51.0	28.3	20.9	30.1
Development Opportunities	2	59.0	24.0	17.5	41.5
Learning & Research Focus	7	51.9	38.3	10.1	41.7
Resources	9	58.1	28.0	14.0	44.1
Performance & Work Demands	4	64.8	15.0	20.5	44.3
Clear & Promising Direction	4	64.0	18.0	18.0	46.0
Engagement	6	68.3	15.0	17.0	51.3
University Issues	2	75.5	5.0	19.5	56.0
Enablement	4	72.3	12.3	15.8	56.5
Supervision	6	79.7	10.2	10.2	69.5
Fac/Inst/Admin Unit	4	77.0	16.0	7.0	70.0
Authority & Empowerment	3	80.3	12.7	7.0	73.3
Grand Total	79	59.0	23.5	17.6	41.4
Average (over categories)		60.5	21.8	17.8	42.7
Standard Deviation (over categories)		14.5	10.0	7.1	20.5
Avg+1SD		75.0	31.9	24.9	63.3
Avg-1SD		46.0	11.8	10.7	22.2

Questions Sorted by Increasing (%Favourable - %Unfavourable) - Veterinary Medicine

Note: includes results for all 39 respondents (all employee groups)

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
I am aware of the role that the General Faculties Council plays within the University	4	21.0	21.0	59.0	-38.0
All in all the University is effectively managed and well run	9	21.0	31.0	49.0	-28.0
I am aware of the role that the Board of Governors plays within the University	3	26.0	21.0	54.0	-28.0
Rate the University in terms of encouraging cooperation and sharing of ideas and resources	30	22.0	35.0	43.0	-21.0
The University's governance system gives me adequate opportunity to express my views	5	19.0	42.0	39.0	-20.0
The University is among the top universities in Canada	8	36.0	23.0	41.0	-5.0
Rate the University in terms of providing the funding to support your department's needs	45	29.0	37.0	34.0	-5.0
Rate the University in terms of the overall effectiveness of communication at the University	28	29.0	37.0	34.0	-5.0
Rate the University in terms of the trust and confidence you have in the University's Executive Leadership Team	26	23.0	51.0	26.0	-3.0
Rate the University in terms of applying policies and work rules equitably/fairly	31	31.0	36.0	33.0	2.0
The University motivates me to contribute more than what is required	24	42.0	16.0	42.0	0.0
The University is doing a good job of attracting the best and brightest staff	15	33.0	33.0	33.0	0.0
I receive high quality support from other University units on which I depend to do my work effectively	66	41.0	21.0	38.0	3.0
Rate the University in terms of being innovative in the way it operates (using new technologies or creative approaches to improve effectiveness)	39	37.0	32.0	32.0	5.0
Rate the University in terms of your pay considering the pay of people doing similar work	36	36.0	33.0	31.0	5.0
The University supports me in achieving a reasonable balance between my work life and my personal life	25	46.0	13.0	41.0	5.0
Rate "the person to whom you report" in terms of letting you know how you are doing on your job on a regular basis	53	39.0	26.0	34.0	5.0
The University values the work I do	12	37.0	34.0	29.0	8.0
Rate the University in terms of the effort it makes to get the ideas and opinions of people like you	29	41.0	26.0	33.0	8.0
The University operates with integrity in its interactions with faculty and staff	13	41.0	31.0	28.0	13.0
The University is doing a good job of attracting the best and brightest undergrad students	16	36.0	42.0	22.0	14.0
Diversity of opinion is valued and respected at the University	21	42.0	31.0	28.0	14.0
Conditions in my job allow me to be as productive as I can be	57	56.0	3.0	41.0	15.0
Rate the University in terms of demonstrating care and concern for its faculty and staff	33	38.0	38.0	23.0	15.0
I receive clear feedback on how well I do my work	63	46.0	23.0	31.0	15.0
The University has the talent we need for future success	22	47.0	24.0	29.0	18.0
I am paid fairly for the work I do	67	49.0	21.0	31.0	18.0
I have a clear understanding of how my performance is evaluated	62	46.0	26.0	28.0	18.0
Rate the University in terms of the Executive Leadership Team being open and honest in communications with faculty and staff	27	41.0	38.0	22.0	19.0
I believe the University's goals are the right ones for the University at this time	2	39.0	44.0	17.0	22.0
Rate the University in terms of your opportunity for reaching personal career objectives	34	46.0	31.0	23.0	23.0
There are no significant barriers at work to doing my work well	70	59.0	8.0	33.0	26.0
I understand the relationship between my job and the University's strategies and goals	6	49.0	28.0	23.0	26.0
Rate the University in terms of responding effectively to changes in the learning environment	40	43.0	40.0	17.0	26.0
Rate the University in terms of treating you with respect as an individual	32	49.0	28.0	23.0	26.0
Rate the leadership of your faculty/institute/administrative unit in terms of allocating its human resources in an effective manner	47	47.0	34.0	18.0	29.0
The University is doing a good job of attracting the best and brightest graduate and professional students	17	46.0	38.0	16.0	30.0
I have the resources I need to do my work effectively	69	59.0	13.0	28.0	31.0
Rate the University in terms of dealing fairly with student academic issues	44	43.0	46.0	11.0	32.0
Rate "the person to whom you report" in terms of solving people problems	49	53.0	26.0	21.0	32.0
I have an understanding of the University's strategies and goals	1	56.0	21.0	23.0	33.0
Rate "the person to whom you report" in terms of taking action on your problems or complaints	51	58.0	18.0	24.0	34.0
Rate dealing with timetabling and scheduling issues	78	59.0	18.0	24.0	35.0
Rate the University in terms of your opportunity for learning and professional development	35	54.0	28.0	18.0	36.0
The University has established a good reputation for providing quality education	18	51.0	35.0	14.0	37.0
Rate the University in terms of providing employee benefits that meet your needs	37	55.0	26.0	18.0	37.0
Overall, how would you rate your satisfaction working at the University at the present time	79	64.0	10.0	26.0	38.0
I have the authority to carry out my work/responsibilities effectively	64	64.0	10.0	26.0	38.0
Rate "the person to whom you report" in terms of helping you resolve work-related problems	48	57.0	24.0	19.0	38.0
Rate "the person to whom you report" in terms of dealing fairly with everyone - playing no favourites	50	59.0	21.0	21.0	38.0
Rate the University in terms of maintaining high standards of academic excellence	38	50.0	39.0	11.0	39.0
The work I do makes good use of my skills and abilities	59	64.0	13.0	23.0	41.0
Rate the University in terms of being focused on learners and their needs	42	47.0	47.0	6.0	41.0

Detailed Results - Veterinary Medicine

Question	Q#	Favourable	Neutral	Unfavourable	Fav-Unfav
Rate "the person to whom you report" in terms of encouraging you to come up with new or better ways of doing things	52	62.0	18.0	21.0	41.0
I feel motivated to go beyond my formal job responsibilities	65	69.0	5.0	26.0	43.0
I have the information I need to do my work well	68	64.0	15.0	21.0	43.0
I would recommend the University as a place to work	20	68.0	11.0	21.0	47.0
Rate the leadership of your unit in terms of the trust and confidence you have in them	46	58.0	32.0	11.0	47.0
The University is doing a good job of attracting the best and brightest faculty	14	62.0	24.0	14.0	48.0
Rate the University in terms of being focused on, and supporting, research	43	64.0	22.0	14.0	50.0
I am able to accomplish all that is required of me most days	71	69.0	13.0	18.0	51.0
Rate availability of equipment, supplies, materials, etc. that you need to do your job	77	64.0	23.0	13.0	51.0
Rate quality of technology and computer equipment	76	61.0	32.0	8.0	53.0
The University expects a high level of performance from faculty and staff	23	69.0	15.0	15.0	54.0
Rate the University in terms of establishing strong partnerships with the community	41	60.0	34.0	6.0	54.0
Rate overall working conditions	72	67.0	21.0	13.0	54.0
All in all my faculty/institute/administrative unit is effectively managed and well run	54	69.0	18.0	13.0	56.0
The University is highly regarded in the Calgary community	7	74.0	8.0	18.0	56.0
There is good cooperation between my colleagues/co-workers	61	74.0	8.0	18.0	56.0
I would recommend my faculty/institute/administrative unit as a place to work	56	69.0	23.0	8.0	61.0
The University has established a good reputation for conducting quality research	19	74.0	13.0	13.0	61.0
Rate quality of your workspace	73	69.0	23.0	8.0	61.0
I feel proud to work for the University	10	77.0	8.0	15.0	62.0
I am optimistic about the future of the University	11	67.0	28.0	5.0	62.0
Based on your career plans, how long are you likely to continue working at the University	80	74.0	15.0	10.0	64.0
I have opportunities to have my ideas adopted and put into use	58	82.0	5.0	13.0	69.0
Rate quality of classrooms	74	78.0	13.0	9.0	69.0
I have the opportunity to do challenging and interesting work	60	79.0	13.0	8.0	71.0
Rate quality of labs	75	84.0	6.0	9.0	75.0
I feel proud to work for my faculty/institute/ administrative unit	55	87.0	5.0	8.0	79.0
Average		52.7	24.3	23.1	29.6
Standard Deviation		16.4	11.4	11.6	26.0
Avg+1SD		69.1	35.7	34.7	55.6
Avg-1SD		36.3	12.8	11.5	3.6

Summary by Category - Vet Med

Category	#Q	Favourable	Neutral	Unfavourable	Fav-Unfav
University Issues	2	23.5	21.0	56.5	-33.0
Confidence in Leadership	3	28.3	40.0	32.3	-4.0
Respect & Recognition	8	37.3	33.3	29.5	7.8
Collaboration	4	41.5	25.3	33.3	8.3
Pay & Benefits	3	46.7	26.7	26.7	20.0
Performance & Work Demands	4	51.8	18.8	29.5	22.3
Development Opportunities	2	50.0	29.5	20.5	29.5
Image & Reputation	10	52.8	25.5	21.5	31.3
Supervision	6	54.7	22.2	23.3	31.3
Learning & Research Focus	7	49.1	37.1	13.9	35.3
Clear & Promising Direction	4	52.8	30.3	17.0	35.8
Enablement	4	64.5	9.3	26.3	38.3
Engagement	6	65.7	10.8	23.3	42.3
Resources	10	61.7	22.0	16.4	45.3
Authority & Empowerment	3	70.0	10.0	20.0	50.0
Fac/Inst/Admin Unit	4	70.8	19.5	10.0	60.8
Grand Total	80	52.7	24.3	23.1	29.6
Average (over categories)		51.3	23.8	25.0	26.3
Standard Deviation (over categories)		13.8	9.1	10.7	23.0
Avg+1SD		65.1	32.9	35.7	49.3
Avg-1SD		37.5	14.7	14.3	3.4