

2018 FLEMING EMPLOYEE ENGAGEMENT SURVEY

Summary Report

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Executive Summary

Background

The web-based 2018 Employee Engagement Survey was conducted from November 20th to December 21st and was based on the Ontario Public Service (OPS) Employee Survey. The survey included 5 categories (My Job, My Workplace, My Career, My Leaders and Respectful Workplace) in which a series of statements were presented with 5 possible responses: 'Strongly Agree', 'Agree', 'Disagree', 'Strongly Disagree' and 'N/A'. Various analyses in this report provide a percentage breakdown of the 4 responses for each of the statements or categories and a count of N/A. In addition, 'Strongly Agree' and 'Agree' have been combined into a SA/A column and reported as 'agreement scores'.

A colour coded system is used throughout the report to easily identify agreement scores in the following three ranges:

< 65% Agreement	65% to 84% Agreement	> = 85% Agreement
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Methodology

Nature of Sample

The population for this survey included all employees at Fleming College during the Fall 2018 semester who met the following conditions:

- included all employees on payroll as of (Full-time: October 28th - November 10th; Part Time: October 7th – 20th)
- excluded student workers
- excluded HSA+D (faculty who work one week contracts)
- excluded contracted services (contract training, contracted teaching, Aramark, GDI, Follett, Paladin Security)

One thousand, one hundred and thirty-eight (1,138) Fleming employees met the above conditions.

Sample Size

A total of 797 valid survey responses were received between November 20th and December 21st, 2018 for a response rate of 70%. Seven of these responses were comments only, so the numerical reporting is based on a sample of 790 for all questions, unless otherwise stated.

Please note, some response calculations may not add to 100% due to rounding.

Population Representation in Survey Sample

The following tables provide comparisons of the respondents' division/school, campus, employee group, length of service and gender to the overall college population.

What division/school do you <u>primarily</u> work for?	College (N=1,138)		Survey Sample (N=790)		Response Rate
	N	%	N	%	
Academic Quality, Planning & Operations headed by Molly Westland	31	3%	15	2%	48%
Applied Research & Business Development headed by Brent Wootton	22	2%	18	2%	82%
Flexible Delivery headed by Brent Wootton	47	4%	14	2%	30%
Finance and Administration (including Physical Resources) headed by Brian Baker	56	5%	32	4%	57%
HSA+D / Employment Services headed by Sandra Dupret	63	6%	24	3%	38%
Human Resources headed by Shelley Mantik	21	2%	22	3%	105%
Information Technology Services headed by Roger Fitch	37	3%	26	4%	70%
International Education headed by James Boesch	33	3%	21	3%	64%
Marketing / Student Recruitment & Advancement headed by Drew Van Parys	24	2%	19	3%	79%
President's Office headed by Maureen Adamson	22	2%	13	2%	59%
Registrar's Office headed by Susan Kloosterman	35	3%	27	4%	77%
School of Business headed by Maxine Mann	77	7%	48	7%	62%
SENRS / Office of Sustainability headed by Brett Goodwin	159	14%	105	14%	66%
School of General Arts & Science headed by Sandra Dupret	79	7%	68	9%	86%
School of Health & Wellness headed by Carol Kelsey	126	11%	58	8%	46%
School of Justice & Community Development headed by Carol Kelsey	114	10%	75	10%	66%
School of Trades & Technology headed by Maxine Mann	98	9%	90	12%	92%
Student Services headed by Kristi Kerford	94	8%	60	8%	64%
I prefer not to answer/NR	-	-	55	-	-
TOTAL	1,138	100%	735	100%	70%

* Survey sample calculations are based on respondents who specified their division/school.

At which location do you predominately work?	College (N=1,138)		Survey Sample (N=790)		Response Rate
	N	%	N	%	
Sutherland - Peterborough	860	76%	564	75%	66%
Frost - Lindsay	241	21%	167	22%	69%
Cobourg	9	1%	4	1%	44%
Haliburton	28	3%	19	3%	68%
I prefer not to answer/NR	-	-	36	-	-
TOTAL	1,138	100%	754	100%	70%

* Survey sample calculations are based on respondents who specified their predominant work location (campus).

What employee group do you currently belong to?	College (N=1,138)		Survey Sample (N=790)		Response Rate
	N	%	N	%	%
Senior Management Team Members	16	1%	14	2%	88%
Administrators (other than SMT Members)	65	6%	57	7%	88%
Full-time Support Staff	273	24%	228	29%	84%
Part-time / Casual / Contract Support Staff	132	12%	80	10%	61%
Full-time Faculty	213	19%	176	22%	83%
Partial Load Faculty	169	15%	140	18%	83%
Part-time / Sessional Faculty	270	24%	78	10%	29%
Other	-	-	5	-	-
I prefer not to answer/NR	-	-	12	-	-
TOTAL	1,138	100%	773	100%	70%

* Survey sample calculations are based on respondents who specified their employee group.

How long have you worked for Fleming?	College (N=1,138)		Survey Sample (N=790)		Response Rate
	N	%	N	%	%
<1 year	182	16%	122	16%	67%
1-4 years	317	28%	176	23%	56%
5 to 9 years	248	22%	180	24%	73%
10 to 15 years	189	17%	110	14%	58%
16 to 20 years	82	7%	71	9%	87%
more than 20 years	120	11%	101	13%	84%
I prefer not to answer/NR	-	-	30	-	-
TOTAL	1,138	100%	760	100%	70%

* Survey sample calculations are based on respondents who specified how long they've worked for Fleming.

With which gender identity do you most identify?	College (N=1,138)		Survey Sample (N=790)		Response Rate
	N	%	N	%	%
Female	679	60%	411	60%	61%
Male	458	40%	262	39%	57%
Other	1	0%	7	1%	700%
I prefer not to answer/NR	-	-	110	-	-
TOTAL	1,138	100%	680	100%	70%

* Survey sample calculations are based on respondents who specified gender identity.

The survey sample is representative of all employee division/school populations within +-3%.

Both the 'Campus' and 'Gender identity' distributions in the sample reflect that of the population.

The survey sample is representative of all employee group populations within +-5% with the exception of 'Part-time/sessional faculty' which were under represented by 14%.

Employee length of service distribution in the sample are all representative of the population within +-5%.

Fleming's Level of Employee Engagement and Inclusion

Engagement

Six statements from the Fleming Employee Engagement Survey were identified as aspects of engagement. These statements were identified based on previous research conducted by the designers of the OPS Survey. The statements were rated based on a 4-point agreement scale: Strongly Agree=1, Agree=2, Disagree=3 and Strongly Disagree=4.

1. I am satisfied with my job.
2. I am inspired to give my very best.
3. I am satisfied with Fleming as a workplace.
4. I would recommend Fleming as a great place to work.
5. I would prefer to stay with Fleming, even if offered a similar job elsewhere.
6. I am proud to tell people I work for Fleming.

An *engagement score* was calculated for respondents who answered all 6 engagement questions (665 of the 790 respondents). This score was calculated by taking the sum of each respondent's response (Strongly Agree=1, Agree=2, Disagree=3 or Strongly Disagree=4) to these 6 questions and dividing the sum by 6. Each respondent's *engagement score* could range anywhere between an average value of 1.0 (indicating highest agreement) to 4.0 (indicating lowest agreement). Respondents were then classified into one of three **levels of engagement**:

- i. High Engagement (respondents with agreement of ≥ 1.0 and ≤ 2.0)
- ii. Medium Engagement (respondents with agreement of > 2.0 and < 3.0)
- iii. Low Engagement (respondents with agreement of ≥ 3.0 and ≤ 4.0)

Employee Engagement Index (EEI)

Using the classification and methodology described above, 73% of respondents in 2018 were classified as having **high** engagement (EEI).

Table 1: Employee Engagement Index

<i>Survey Year</i>	<i>2018</i>
<i>Employee Engagement Index (EEI) (% HIGH engagement)</i>	73%

Distribution of Employee Engagement

Table 2: Distribution of Engagement

<i>Proportion of Employees with high, medium and low levels of engagement (EEI)</i>	<i>2018</i>
<i>High Engagement (respondents with agreement of ≥ 1.0 and ≤ 2.0)</i>	73%
<i>Medium Engagement (respondents with agreement of > 2.0 and < 3.0)</i>	21%
<i>Low Engagement (respondents with agreement of ≥ 3.0 and ≤ 4.0)</i>	6%

Seventy-three percent (73%) of respondents in 2018 were classified as having high engagement, 21% were classified as having medium engagement and 6% had low engagement.

Inclusion

Five statements from the Fleming Employee Engagement Survey were identified as aspects of inclusion. These statements were identified based on previous research conducted by the designers of the OPS Survey. The statements were rated based on a 4-point agreement scale: Strongly Agree=1, Agree=2, Disagree=3 and Strongly Disagree=4.

1. At Fleming the process for making hiring decisions is fair.
2. The people I work with value my ideas and opinions.
3. I feel free to express opinions that diverge from those of management without fear of reprisal.
4. I have a positive working relationship with the person I report to.
5. I am treated respectfully at work.

An *inclusion score* was calculated for respondents who answered all 5 inclusion questions (561 of the 790 respondents). This score was calculated by taking the sum of each respondent's response (Strongly Agree=1, Agree=2, Disagree=3 or Strongly Disagree=4) to these 5 questions and dividing the sum by 5. Each respondent's *inclusion score* could range anywhere between an average value of 1.0 (indicating highest feelings of inclusion) to 4.0 (indicating lowest feelings of inclusion). Respondents were then classified into one of three ***levels of inclusion***:

- i. High Inclusion (respondents with inclusion of ≥ 1.0 and ≤ 2.0)
- ii. Medium Inclusion (respondents with inclusion of > 2.0 and < 3.0)
- iii. Low Inclusion (respondents with inclusion of ≥ 3.0 and ≤ 4.0)

Inclusion Index

Using the classification and methodology described above, 67% of respondents in 2018 were classified as having **high** inclusion.

Table 3: Inclusion Index

<i>Survey Year</i>	<i>2018</i>
<i>Employee Inclusion Index (EII)</i> <i>(% HIGH inclusion)</i>	67%

Distribution of Employee Inclusion

Table 4: Distribution of Inclusion

<i>Proportion of Employees with high, medium and low levels of inclusion</i>	<i>2018</i>
<i>High Inclusion (respondents with inclusion of ≥ 1.0 and ≤ 2.0)</i>	67%
<i>Medium Inclusion (respondents with inclusion of > 2.0 and < 3.0)</i>	27%
<i>Low Inclusion (respondents with inclusion of ≥ 3.0 and ≤ 4.0)</i>	6%

Sixty-seven percent (67%) of respondents in 2018 were classified as having high inclusion, 27% were classified as having medium inclusion and 6% had low inclusion.

Employee Engagement and Inclusion Indices by Division / School

Table 5: Engagement and Inclusion by Division / School

<i>Division / School</i>	<i>Engagement Index</i>	<i>Inclusion Index</i>
<i>Academic Quality, Planning & Operations</i>	33%	42%
<i>Applied Research & Business Development</i>	88%	94%
<i>Flexible Delivery</i>	77%	56%
<i>Finance and Administration (including Physical Resources)</i>	62%	52%
<i>HSA+D / Employment Services</i>	91%	100%
<i>Human Resources</i>	78%	95%
<i>Information Technology Services</i>	70%	52%
<i>International Education</i>	89%	87%
<i>Marketing / Student Recruitment & Advancement</i>	73%	82%
<i>President's Office</i>	75%	78%
<i>Registrar's Office</i>	60%	65%
<i>School of Business</i>	81%	73%
<i>SENRS / Office of Sustainability</i>	80%	70%
<i>School of General Arts & Science</i>	76%	67%
<i>School of Health & Wellness</i>	79%	60%
<i>School of Justice & Community Development</i>	69%	51%
<i>School of Trades & Technology</i>	82%	80%
<i>Student Services</i>	56%	61%
<i>I prefer not to answer / No Response</i>	51%	39%
OVERALL FLEMING COLLEGE INDEX	73%	67%

Scores falling below the Overall Fleming Engagement and Inclusion indexes are highlighted in red.

Key Findings of the Survey

DEMOGRAPHICS

Fleming has a larger proportion of mid-to long-service employees than newer employees. At the time of the survey, 57% of its employees have worked here for 5 years or more compared to 44% of employees that have been here 4 years or less. Long-service employees of 10 years or more account for 35% of the College population at the time of the survey.

At the time of the survey, there are more female (60%) employees than males (40%) at Fleming. The response rate to the survey was 61% for females and 57% for males.

42% of survey respondents report being over the age of 44; with 16% being under the age of 35.

27% of survey respondents speak other languages (besides English) with 13% speaking French (respondents selected all languages that applied).

9% of respondents identified with a sexual orientation OTHER THAN Heterosexual/Straight.

3% of respondents identified as Indigenous.

9% of respondents identified with an ethnicity OTHER THAN White.

12% of respondents identified as having a disability.

50% of respondents are a college or university graduate, with 28% of respondents having a post-graduate degree (Master's and/or PhD).

20% of survey respondents relocated from outside Peterborough/Lindsay/Cobourg/Haliburton to join Fleming.

STRENGTHS

Overall, Fleming employees, had the highest agreement [Strongly Agree / Agree (SA/A)] scores within the section **Respectful Workplace** which had an average of 88% SA/A. Another area of strength was the section **My Job** with an average of 81% SA/A. (See Table 11 and 6 below respectively).

Overall, the statements in the survey with the highest agreement scores (SA/A) are (Appendix 6, Table 1):

- *My work is interesting (95%)*
- *I have positive relations with my co-workers (95%)*
- *I can effectively handle conflict at work without involving my supervisor (95%)*
- *My job is a good fit with my skills and interests (94%)*
- *I have a positive working relationship with the person I report to (94%)*
- *My work gives students good value for their tuition dollars (91%)*
- *People in my department/school take pride in their work (90%)*
- *I have the independence I need to make decisions about my daily work (89%)*
- *Fleming values diversity in its employees (88%)*
- *I am satisfied with my job (88%)*
- *I am proud to tell people I work for Fleming (88%)*

AREAS FOR IMPROVEMENT

Overall, Fleming employees, had the lowest agreement (SA/A) scores within the section **Senior Management Team** (SMT) which had an average score of 60% SA/A (See Table 10 below).

Overall, the statements in the survey with the lowest agreement scores (SA/A) are (Appendix 6, Table 1):

- *Essential information flows effectively from employees to senior leaders (42%).*
- *Fleming does a good job recognizing and rewarding its employees (43%)*
- *There is good communication between my department/school and other departments/schools that we are involved with (45%)*
- *Essential information flows effectively from the Senior Management Team to staff (48%).*
- *The Senior Management Team provides clear direction (51%)*
- *The Senior Management Team makes timely decisions (55%)*
- *I have opportunities for career growth within Fleming (57%)*
- *The morale in my department/school is good (57%)*
- *I clearly understand the mandate and goals of Fleming (58%)*
- *The amount of professional development I have received while at Fleming has met my needs (60%)*
- *At Fleming the process for hiring decisions is fair (60%)*

Although **Respectful Workplace** had an average score of 88% SA/A, 97 survey respondents felt they had been *treated disrespectfully at work* and only 37% of those reported the *disrespectful behavior*.

Of the 29 survey respondents who requested accommodation for their disability, 21% reported they had NOT been provided with the *accommodation required to perform their job*.

43% of the survey respondents reported they do NOT have *written goals/objectives related to their work* and 38% Strongly Disagreed or Disagreed (SD/D) that they received *constructive feedback about their work on a regular basis* from the person they report to (see Table 9 below).

Conclusions

The Employee Engagement Survey sample was adequately representative of the total population in both demographics and employee groups. The survey response rate was 70% overall. When comparing responses between groups within the report (Appendix 3, Tables 5 – 8), a Chi-Square Test of Independence was performed to examine the significance of the relationship between variables. Results are reported where statistically significant relations occurred (with a 95% confidence level, $p < 0.05$).

Notably, the 2018 Employee Engagement Survey results indicated substantial strengths identified by all groups as well as areas for improvement. Overall, the levels of agreement to survey statements were relatively high with the overall agreement (SA/A) at **75%** (see Appendix 3, Table 2 for a breakdown of overall scores within the main survey categories by campus).

Although the Employee Engagement Index (EEI) is at 73%, the Employee Inclusion Index (EII) is lower at 67%. For a breakdown of EEI and EII by demographics, please see tables 1 through 4 in Appendix 1 & 2.

“Information Flow” between departments/schools/employees and “Direction” are key concerns across the College as related statements score at the bottom of a number of the analyses. Scores related to information flow and direction are low at both Sutherland and Frost and are also relatively low at Cobourg/Haliburton (Appendix 5, Tables 2a and 2b).

As we embark on major changes at Fleming with a new senior leadership team and a new Strategic Plan, it is not surprising that employees across the college feel that the *mandate and goals at Fleming* are not clearly understood (Appendix 6, Table 1).

2018 Fleming Employee Survey Results

In Tables 1 through 6, Agree and Strongly Agree have been combined to SA/A column for each statement. The SA/A column is rank-ordered from highest agreement to lowest agreement within each survey section.

MY JOB

Thinking about **your job**, please indicate your level of agreement for each of the following statements using the scale provided. Please respond to each statement. (If you feel that a statement does not apply to you or you don't know how to respond, please select N/A)

Table 6. MY JOB	SA/A (%)	Strongly Agree %	Agree %	Disagree %	Strongly Disagree %	NA/NR #
My work is interesting.	95	49	46	4	1	12
My job is a good fit with my skills and interests.	94	54	39	5	1	12
My work gives students good value for their tuition dollars.	91	40	52	7	2	64
I am satisfied with my job.	88	31	58	11	1	12
I feel that I am always learning something new in my job.	85	42	43	13	2	16
I am inspired to give my very best.	84	42	41	13	3	15
My work provides me with the right level of challenge.	84	38	46	14	2	13
I am paid fairly for the work I do.	81	30	51	14	5	17
I have a clear understanding of my job and what is expected of me.	80	33	47	17	3	12
My department/school is making an effort to improve service quality and/or quality of education.	80	29	52	14	5	37
The service and/or quality education my department/school provides meets the needs of diverse clients (e.g. disability, ethnicity).	79	24	55	17	4	57
I have the technology, equipment and other tools I need to do my job well.	73	22	51	22	6	17
I have support at work to provide a high level of service and/or quality education.	71	22	49	22	8	21
My workload is reasonable.	70	18	52	20	10	14
My physical work space allows me to contribute fully to my job.	69	22	47	20	11	25
The amount of stress I experience at work is reasonable.	68	15	53	22	10	15
TOTAL - MY JOB	81	32	49	15	5	

< 65%

65-84%

>84%

MY WORKPLACE

Now we would like to ask you a few questions about your workplace. “My workplace” includes the physical, social and cultural work environment where work is performed as well as the policies and processes that influence it.

Thinking about **your workplace** overall, please indicate your level of agreement for each of the following statements using the scale provided. Please respond to each statement. (If you feel that a statement does not apply to you or you don’t know how to respond, please select N/A)

Table 7. MY WORKPLACE	SA/A (%)	Strongly Agree %	Agree %	Disagree %	Strongly Disagree %	NA/NR #
People in my department/school take pride in their work.	90	39	51	8	2	32
I have the independence I need to make decisions about my daily work.	89	37	52	10	2	19
The team I work with usually completes its assignments by deadlines.	87	34	53	9	4	91
The people I work with in my department/school are competent and effective at their jobs.	85	35	50	13	2	27
Fleming does a good job of supporting employees with permanent or temporary disabilities.	83	26	58	12	4	316
I am satisfied with Fleming as a workplace.	82	26	56	14	4	18
I have support at work to balance my work and personal life.	78	22	56	18	4	45
I have a safe and healthy work environment.	78	26	52	16	5	22
Fleming hires and promotes people based on their skills, abilities and experience without regard to their gender, place of origin, ethnic origin, citizenship, sexual orientation, age, marital or family status, or disability.	77	26	51	17	7	92
Innovation is valued in my department/school	74	27	47	19	7	41
I am encouraged to take reasonable risks in doing my job.	73	20	53	22	6	76
I am satisfied with the amount of involvement I have in decisions that affect my work.	69	22	47	24	7	31
Overall, I feel valued as a Fleming employee.	65	20	45	24	11	17
Fleming provides the support I need to adapt to changes in my job or work environment.	64	13	51	28	8	82
At Fleming the process for making hiring decisions is fair.	60	13	48	26	13	149
The morale in my department/school is good.	57	17	40	27	16	32
There is good communication between my department/school and other departments/schools that we are involved with.	45	10	36	35	20	111
Fleming does a good job recognizing and rewarding its employees.	43	9	34	39	17	114
TOTAL - MY WORKPLACE	72	24	49	20	8	
	< 65%		65-84%	>84%		

MY CAREER at Fleming College

Thinking about ***your career***, please indicate your level of agreement for each of the following statements using the scale provided. Please respond to each statement. (If you feel that a statement does not apply to you or you don't know how to respond, please select N/A)

Table 8. MY CAREER at Fleming College	SA/A (%)	Strongly Agree %	Agree %	Disagree %	Strongly Disagree %	NA/NR #
I am proud to tell people I work for Fleming.	88	40	49	11	1	46
I would recommend Fleming as a great place to work.	79	25	54	17	4	48
I would prefer to stay with Fleming, even if offered a similar job elsewhere.	79	29	51	17	4	62
I am encouraged to pursue and participate in professional development opportunities.	66	16	49	28	7	60
The quality of professional development I have received while at Fleming is very good.	64	15	50	26	10	121
The amount of professional development I have received while at Fleming has met my needs.	60	13	47	29	11	129
I have opportunities for career growth within Fleming.	57	12	46	34	9	87
TOTAL - MY CAREER	71	22	49	23	6	

< 65%

65-84%

>84%

MY LEADERS

This section is divided into 2 parts:

1. The person I report to
2. The Senior Management Team

The Person I Report to

Please indicate your level of agreement for each of the following statements using the scale provided. Please respond to each statement. (If you feel that a statement does not apply to you or you don't know how to respond, please select N/A)

Table 9. The Person I Report to	SA/A (%)	Strongly Agree %	Agree %	Disagree %	Strongly Disagree %	NA/NR #
The person I report to... Encourages teamwork.	85	36	50	9	6	89
The person I report to... Acts in ways consistent with his/her words.	84	35	50	10	6	77
My supervisor supports me in getting my work done.	84	38	46	11	5	80
The person I report to... Is an effective leader.	82	36	47	13	5	81
I am satisfied with the quality of supervision I receive.	82	36	46	13	5	50
The person I report to... Makes timely decisions.	79	28	51	15	7	85
The person I report to... Takes the time to handle the people aspects of the job.	79	35	43	14	7	89
Keeps me informed of things that I need to The person I report to... know.	76	30	46	18	6	48
The person I report to... Consults me on decisions that affect my work.	73	34	40	20	7	68
I am well rewarded (in terms of praise and recognition) for the level of effort I put into my job.	68	21	47	23	9	92
The person I report to... Gives me constructive feedback about my work on a regular basis.	63	25	38	28	10	128
TOTAL - THE PERSON I REPORT TO	78	32	46	16	6	
<div> <div>< 65%</div> <div>65-84%</div> <div>>84%</div> </div>						

For which of the following reasons do you feel you are not well rewarded (in terms of praise and recognition) for the level of effort you put into your job? (Select all that apply) (N = 225)

- 51% = I do not receive personalized praise/recognition
- 42% = Praise/recognition is infrequent
- 17% = Praise/recognition is not timely
- 16% = Praise/recognition is not sincere
- 37% = Work is not valued
- 14% = Other
- 6% = I prefer not to answer

Do you have written objectives/goals related to your work?

45% = Yes

43% = No

12% = N/A

When was your most recent formal performance review with your current supervisor?

(A performance review is a one-on-one discussion with your supervisor of performance achieved and your learning and development goals)

27% = Within the last 12 months

7% = 1 - 2 years ago

11% = More than 2 years ago

32% = Never

23% = N/A – I have a new supervisor

1% = No Response

The Senior Management Team...

Thinking about the **Senior Management Team**, please indicate your level of agreement for each of the following statements using the scale provided. Please respond to each statement. (If you don't know how to respond, please select "I don't Know").

Table 10. The Senior Management Team...	SA/A (%)	Strongly Agree %	Agree %	Disagree %	Strongly Disagree %	NA/NR #
I know how my work contributes to the achievement of Fleming's goals.	77	22	56	18	5	143
I have confidence in my Senior Management Team Leader.	73	32	41	16	11	163
Fleming is on the right track in its planning for the future.	66	16	51	25	9	318
I have confidence in the Senior Management Team.	65	15	50	25	10	242
The Senior Management Team is genuinely interested in the well-being of employees.	62	16	45	25	13	261
I clearly understand the mandate and goals of Fleming.	58	12	46	34	9	171
The Senior Management Team makes timely decisions.	55	15	40	33	13	321
The Senior Management Team provides clear direction.	51	13	38	36	14	244
Essential information flows effectively from the Senior Management Team to staff.	48	11	37	34	17	211
Essential information flows effectively from employees to senior leaders.	42	10	33	39	18	262
TOTAL - SMT	60	16	44	28	12	

< 65%

65-84%

>84%

RESPECTFUL WORKPLACE

Fleming is committed to fostering and sustaining a respectful workplace. A respectful workplace is one that values courteous conduct, positive communication, professional working relationships, dignity and inclusion.

Thinking about **your workplace**, please indicate your level of agreement for each of the following statements using the scale provided. Please respond to each statement. (If you feel that a statement does not apply to you or you don't know how to respond, please select N/A)

Table 11. RESPECTFUL WORKPLACE	SA/A (%)	Strongly Agree %	Agree %	Disagree %	Strongly Disagree %	NA/NR #
I have positive relations with my co-workers.	95	48	48	4	1	32
I can effectively handle conflict at work without involving my supervisor.	95	36	59	4	1	58
I have a positive working relationship with the person I report to.	94	46	48	4	2	69
Fleming values diversity in its employees.	88	30	58	10	3	148
I am treated respectfully at work.	87	41	46	11	2	31
The people I work with value my ideas and opinions.	86	31	56	11	3	29
I feel free to express opinions that diverge from those of management without fear of reprisal.	73	27	46	20	7	64
TOTAL - RESPECTFUL WORKPLACE	88	37	51	9	3	

< 65%

65-84%

>84%

If you feel you have been treated disrespectfully at work, what was the nature of the disrespectful behaviour? (Select all that apply) (N=97)

- 37% = Rude or discourteous behaviour (e.g. swearing, dismissive body language)
- 38% = Gossip (e.g. 'talking behind your back')
- 78% = Minimizing your skills, experience and opinions (e.g. belittling, demeaning, patronizing, condescending)
- 8% = I prefer not to answer
- 4% = Other, please specify

Has the disrespectful behaviour had a negative impact on you? (N=97)

- 91% = Yes
- 4% = No
- 5% = I prefer not to answer

In the last 6 months, how many times did you experience disrespectful behaviour in the workplace? (N=97)

- 18% = 1-2 times
- 38% = 3-10 times
- 17% = 11-20 times
- 8% = More than 20 times
- 20% = I prefer not to answer / No Response

From whom did you experience the disrespectful behaviour? (Select all that apply) (N=97)

- 45% = Co-worker(s)
- 60% = Individual(s) with authority over me
- 1% = Individual(s) working for me
- 28% = Individual(s) from other departments/schools within Fleming
- 19% = Students
- 5% = Other
- 10% = I prefer not to answer

Did you report the disrespectful behaviour? (N=97)

- 37% = Yes
- 49% = No
- 14% = I prefer not to answer

To whom did you report the disrespectful behaviour? (Select all that apply) (N=36)

- 47% = The individual being disrespectful
- 72% = Your supervisor/manager
- 14% = Your supervisor/manager's senior leader
- 50% = Your union (if applicable)
- 25% = Human Resources
- 6% = Manager of Student Rights & Responsibilities
- 3% = Security
- 11% = Other
- 8% = I prefer not to answer

Has the issue been resolved? (N=36)

- 8% = Yes
- 50% = No
- 22% = I don't know
- 20% = I prefer not to answer / No Response

SECTION SUMMARY BY DIVISION / SCHOOL

Table 12 shows agreement scores for each of the six sections in the survey by Division / School. Division / School section scores falling below overall Fleming scores are highlighted in red.

Table 12: Section Summary by Division / School

Division / School	% Strongly Agree / Agree						
	OVERALL (ALL SECTIONS)	MY JOB	MY WORKPLACE	MY CAREER	PERSON I REPORT TO	SMT	RESPECTFUL WORKPLACE
Academic Quality, Planning & Operations	55%	70%	52%	43%	56%	38%	73%
Applied Research & Business Development	89%	90%	91%	85%	90%	84%	94%
Flexible Delivery	78%	80%	77%	74%	88%	57%	92%
Finance and Administration (including Physical Resources)	68%	79%	62%	69%	69%	42%	84%
HSA+D / Employment Services	94%	91%	94%	88%	98%	92%	100%
Human Resources	82%	82%	82%	77%	87%	68%	98%
Information Technology Services	71%	80%	66%	68%	73%	55%	85%
International Education	88%	89%	88%	81%	94%	83%	95%
Marketing / Student Recruitment & Advancement	80%	84%	80%	72%	83%	65%	97%
President's Office	83%	88%	81%	75%	82%	77%	96%
Registrar's Office	70%	73%	59%	63%	85%	49%	89%
School of Business	83%	88%	81%	82%	90%	65%	92%
SENRS / Office of Sustainability	76%	82%	75%	71%	74%	63%	88%
School of General Arts & Science	78%	84%	72%	77%	86%	57%	91%
School of Health & Wellness	72%	80%	72%	67%	74%	56%	84%
School of Justice & Community Development	68%	74%	66%	64%	63%	55%	85%
School of Trades & Technology	84%	86%	82%	81%	86%	75%	93%
Student Services	64%	74%	60%	60%	68%	40%	80%
I prefer not to answer / No Response	63%	69%	58%	58%	66%	46%	81%
FLEMING AGREEMENT SCORE	75%	81%	72%	71%	78%	60%	88%

Scores falling below the Fleming agreement score are highlighted in red.

MORE ABOUT YOU

With which gender identity do you most identify?

- 52% = Female
- 33% = Male
- 0% = Trans or Transgender
- 0% = Two-Spirit
- 0% = Gender Variant / Non-Conforming
- 0% = I don't identify with any of the above
- 14% = I prefer not to answer / No Response

What is your sexual orientation?

- 3% = Asexual
- 2% = Bisexual
- 1% = Gay
- 1% = Lesbian
- 0% = Questioning
- 70% = Straight or Heterosexual
- 2% = I don't identify with any of the above
- 21% = I prefer not to answer / No Response

Do you identify as an Indigenous person, that is, First Nation (status or non-status), Métis or Inuit?

- 86% = No
- 2% = Yes, First Nations
- 1% = Yes, Métis
- 0% = Yes, Inuk
- 11% = I prefer not to answer / No Response

Do you identify as... (You may check more than one category)

- 1% = Arab
- 1% = Black
- 1% = Chinese
- 0% = Filipino
- 0% = Japanese
- 0% = Korean
- 1% = Latin American
- 1% = South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)
- 0% = Southeast Asian (e.g. Cambodian, Indonesian, Laotian, Vietnamese, etc.)
- 0% = West Asian (e.g. Afghan, Iranian, etc.)
- 72% = White
- 4% = Other
- 14% = I prefer not to answer / No Response

Disability

The Ontario Human Rights Code defines “disability” as a broad range and degree of conditions, some visible and some not visible. A disability may have been present from birth, caused by an accident, or developed over time. There are physical, mental and learning disabilities, mental disorders, hearing or vision disabilities, epilepsy, drug and alcohol dependencies, environmental sensitivities, and other conditions.

Based on the definition above, do you have a disability?

- 12% = Yes
- 75% = No
- 13% = I prefer not to answer / No Response

Does your disability require accommodation on the job (e.g. physical accommodation, adjustment to hours of work or nature of work, accessibility support) that are critical in the performance of your work? (*N* = 94)

- 38% = Yes
- 53% = No
- 8% = I prefer not to answer / No Response

Have you requested the accommodation(s) you need to perform your job? (*N* = 36)

- 81% = Yes
- 17% = No
- 3% = I prefer not to answer

Have you been provided with the accommodation(s) you require to perform your job? (*N* = 29)

- 72% = Yes
- 21% = No
- 7% = I prefer not to answer

What is the highest level of formal education you have completed?

- 0% = Grade / elementary school
- 0% = Some high school
- 1% = High school graduate
- 4% = Some college (vocational, technical college, or CEGEP)
- 26% = College graduate (vocational, technical college, or CEGEP)
- 4% = Some university
- 24% = University graduate (Bachelor’s degree)
- 6% = Post-graduate certificate
- 28% = Post-graduate or higher (Master’s and/or PhD)
- 8% = I prefer not to answer / No Response

What is your age?

- 2% = <25
- 14% = 25-34
- 19% = 35-44
- 22% = 45-54
- 20% = 55 +
- 24% = I prefer not to answer / No Response

What languages do you speak? (Select all that apply)

- 0% = Cantonese
- 0% = Cree
- 90% = English
- 13% = French
- 2% = German
- 1% = Hindi
- 1% = Italian
- 0% = Inuktitut
- 0% = Mandarin
- 1% = Ojibway
- 0% = Other Indigenous Language
- 3% = Spanish
- 6% = Other
- 9% = I prefer not to answer / No Response

Did you relocate from outside of Peterborough/Lindsay/Cobourg/Haliburton to join Fleming?

- 20% = Yes
- 74% = No
- 6% = I prefer not to answer / No Response

Comments

MAIN REASONS FOR RELOCATING

- Job opportunity / career growth / opportunity
- Closer to family
- Location / community / Peterborough / smaller city
- Commute
- Passion for teaching
- Past student
- Pay / benefits
- Reputation of Fleming / reputation of Fleming workplace

WHAT WOULD NEED TO CHANGE FOR YOU TO WANT TO STAY AT FLEMING

- Feel valued as an employee / feel heard / have a voice
- More hours / equal pay for contract / offered full-time employment / job security
- More student focused / Improve the quality of education / be more current in our thinking, products, processes
- Improved leadership
- More respectful work environment / fair treatment / support staff treated as equal
- Increased moral / attitudes
- Better communication
- Improved management

Respondents were asked what was working well in the workplace and what could be done to improve their workplace. Thematic analysis of the comments was completed and the following strengths and improvement themes were identified in 2018. For comparison purposes 2011, 2013 and 2015 results are also included.

STRENGTHS 2011	STRENGTHS 2013	STRENGTHS 2015	WORKING WELL IN THE WORKPLACE 2018
PEOPLE – supportive coworkers, caring, work well together, team, dedicated, helpful, knowledgeable	PEOPLE – supportive coworkers, caring, coworkers work well together, team, dedicated, helpful, friendly, respectful	PEOPLE – supportive coworkers, team, friendly, helpful, respectful	PEOPLE <ul style="list-style-type: none"> ▪ Team, teamwork ▪ Co-worker support, supportive workplace ▪ Passionate staff, love for the job, quality staff, work ethic, dedicated staff ▪ Collaboration ▪ Positive relations with peers
SPACE – improvements, modernized, clean	SPACE – safe, clean, effective work space, appearance	STUDENTS – contact, making a difference, student centered	Leadership <ul style="list-style-type: none"> ▪ Chair, dean, manager, open to my concerns - supportive - responsive ▪ New president, new leadership, new management, new chair ▪ Leadership, management, supervisor
AUTONOMY – flexibility, latitude within role	AUTONOMY – flexibility, independence, empowerment	AUTONOMY – flexibility, independence, empowerment	STUDENTS <ul style="list-style-type: none"> ▪ Student's first ▪ The students
STUDENTS – contact, making a DIFFERENCE, student focused	STUDENTS – contact, making a difference, student centered	POSITIVE – friendly, enjoy work	POSITIVE <ul style="list-style-type: none"> ▪ Respect ▪ Feel valued ▪ Atmosphere, friendly workplace
PD – training, growth opportunities	PD – growth opportunities, Common Block Development, CE Offerings, resources, job shadowing	COMPENSATION – good for area, good benefits, flexible hours	AUTONOMY <ul style="list-style-type: none"> ▪ Independence ▪ Opportunity to innovate - be creative
POSITIVE – friendly, enjoy work	POSITIVE – friendly, enjoy work	SPACE – good location, appearance	QUALITY <ul style="list-style-type: none"> ▪ Quality education ▪ Faculty ▪ Teaching ▪ Variety in teaching
STABILITY – good compensation, stable organization	COMPENSATION – good compensation, generous, good benefits, flexible hours	PD – growth opportunities	
LEADERSHIP – improvements, effective	LEADERSHIP – effective, good, supportive	STABILITY – Job security	

IMPROVEMENT AREAS (2011)	IMPROVEMENT AREAS (2013)	IMPROVEMENT AREAS (2015)	IMPROVEMENT AREAS (2018)
COMMUNICATION – collaboration, meaningful (college wide, across departments schools/within departments schools/from management/leadership)	COMMUNICATION – more effective (college wide, across departments schools/within departments schools/from management/leadership), eliminate silos, more timely, listen to those in the trenches, more focused	COMMUNICATION – more effective (college wide, across departments schools/within departments schools/from management/leadership), eliminate silos, more timely, listen to those in the trenches	COMMUNICATION <ul style="list-style-type: none"> ▪ Improve communication ▪ Improve collaboration, collaboration between departments ▪ More effective communication, communication between departments ▪ Get rid of silos
EQUITY – fairness (across employee groups, within areas/departments/schools)	EQUITY – fairness (across employee groups, within areas/departments/schools), part-time/partial load	ACCOUNTABILITY – address performance issues, do what you say	LEADERSHIP <ul style="list-style-type: none"> ▪ Need clear direction, goals, vision, strategic priorities, benchmarks ▪ Improve leadership ▪ More accountable leaders, managers ▪ Fewer managers ▪ Less micro management ▪ More consistent management, leadership ▪ Increase in trust ▪ More transparent
CAPACITY – need for class size decreases, more manageable workload, more staff, more focus	CAPACITY – more manageable workload, more staff, more focus, more balance	EQUITY – fairness (across employee groups, within areas/departments/schools), PT/PL	EQUITY <ul style="list-style-type: none"> ▪ Equal pay for equal work ▪ Equality and fairness for part time employees ▪ Job security for part time employees ▪ Increase in hours for PT-PL ▪ Value part time employees ▪ Increased support for PT/PL faculty ▪ Fair hiring practices ▪ Hire more full time employees
ACCOUNTABILITY – hold to this, address performance issues	ACCOUNTABILITY – hold to this, address performance issues	CAPACITY – more manageable workload, more staff, more focus, more balance	RECOGNITION <ul style="list-style-type: none"> ▪ Feel valued ▪ Employee growth, advancement ▪ Respect
LEADERSHIP	LEADERSHIP – more visibility, more effective, more genuine consultation/collaboration, improved decision-making, more accountability, more inspirational, more	LEADERSHIP – more cooperation with other leaders, more effective, more consultation/collaboration, improved decision-making, more accountability, more inspirational, more listening, empower	DECISION MAKING <ul style="list-style-type: none"> ▪ Have a voice ▪ Listen to faculty expertise ▪ Listen to employee concerns & ideas ▪ Be involved in decision making ▪ Be heard

IMPROVEMENT AREAS (2011)	IMPROVEMENT AREAS (2013)	IMPROVEMENT AREAS (2015)	IMPROVEMENT AREAS (2018)
	listening	employees, personal agendas	
RECOGNITION – more meaningful, more of it	RECOGNITION – more meaningful, more of it	RECOGNITION – more meaningful, more of it, timely, PT/PL needs improvement	ENVIRONMENT <ul style="list-style-type: none"> ▪ Inadequate office space, poor quality, more ergonomic ▪ Poorly renovated faculty office space ▪ A-wing office not confidential or secure ▪ Better ventilation, fix heating system (no heat or freezing) ▪ Healthy and safety improvements, safer working environment, get rid of mould in A-wing ▪ Improve H&S leadership
	DECISION MAKING – more involvement of others, more effective, more student focused	DECISION MAKING – more involvement of front line staff, more effective, more student focused, stick to decisions, make them fact based	
PD – more of it, improved orientation for new staff	PD – more of it, improved orientation for new staff	PD – more of it, improved orientation for new staff	
ENVIRONMENT – classrooms, washrooms, parking, IT	ENVIRONMENT – space improvements, washrooms, IT, office space, cleanliness, classroom space, health	ENVIRONMENT – space improvements, washrooms, office space, classroom space	

APPENDIX 1: ENGAGEMENT BY DEMOGRAPHICS

Table 1: Employee Group	High Engagement	Medium Engagement	Low Engagement
Senior Management Team Members	85%	8%	8%
Administrators (other than Senior Management Team Members)	67%	26%	6%
Full-time Support Staff	64%	26%	10%
Part-time / Casual / Contract Support Staff	83%	16%	1%
Full-time Faculty	71%	25%	4%
Partial Load Faculty	82%	15%	3%
Part-time / Sessional Faculty	80%	19%	2%
Other/ I prefer not to answer / No Response	50%	17%	33%
TOTAL	73%	21%	6%

Table 2: Campus	High Engagement	Medium Engagement	Low Engagement
Sutherland - Peterborough	71%	22%	7%
Frost - Lindsay	78%	18%	4%
Cobourg / Haliburton	91%	9%	0%
I prefer not to answer / No Response	67%	33%	0%
TOTAL	73%	21%	6%

Scores falling below the Overall Fleming Employee Engagement Index of 73% are highlighted in red.

APPENDIX 1 Continued

Table 3: Length of Employment	High Engagement	Medium Engagement	Low Engagement
<1 year	89%	7%	4%
1-4 years	80%	15%	5%
5 to 9 years	65%	28%	7%
10 to 15 years	67%	25%	8%
16 to 20 years	65%	25%	11%
more than 20 years	69%	30%	1%
I prefer not to answer / No Response	56%	31%	13%
TOTAL	73%	21%	6%

Table 4: Gender Identity	High Engagement	Medium Engagement	Low Engagement
Female	75%	20%	5%
Male	73%	22%	5%
Other / I prefer not to answer / No Response	64%	25%	11%
TOTAL	73%	21%	6%

Scores falling below the Overall Fleming Employee Engagement Index of 73% are highlighted in red.

APPENDIX 2: INCLUSION BY DEMOGRAPHICS

Table 1: Employee Group	High Inclusion	Medium Inclusion	Low Inclusion
Senior Management Team Members	85%	15%	0%
Administrators (other than Senior Management Team Members)	81%	19%	0%
Full-time Support Staff	58%	36%	6%
Part-time / Casual / Contract Support Staff	72%	23%	5%
Full-time Faculty	61%	32%	7%
Partial Load Faculty	77%	20%	3%
Part-time / Sessional Faculty	77%	15%	9%
Other/ I prefer not to answer / No Response	60%	20%	20%
TOTAL	67%	27%	6%

Table 2: Campus	High Inclusion	Medium Inclusion	Low Inclusion
Sutherland - Peterborough	66%	29%	5%
Frost - Lindsay	72%	20%	9%
Cobourg / Haliburton	94%	6%	0%
I prefer not to answer / No Response	47%	47%	6%
TOTAL	67%	27%	6%

Scores falling below the Overall Fleming Employee Inclusion Index of 67% are highlighted in red.

APPENDIX 2 Continued

Table 3: Length of Employment	High Inclusion	Medium Inclusion	Low Inclusion
<1 year	91%	6%	3%
1-4 years	76%	21%	3%
5 to 9 years	68%	26%	6%
10 to 15 years	59%	34%	7%
16 to 20 years	47%	45%	8%
more than 20 years	49%	43%	8%
I prefer not to answer / No Response	58%	42%	0%
TOTAL	67%	27%	6%

Table 4: Gender Identity	High Inclusion	Medium Inclusion	Low Inclusion
Female	66%	29%	5%
Male	72%	22%	5%
Other / I prefer not to answer / No Response	57%	36%	8%
TOTAL	67%	27%	6%

Scores falling below the Overall Fleming Employee Inclusion Index of 67% are highlighted in red.

APPENDIX 3: SURVEY SECTION BY DEMOGRAPHICS

[Table 1: Employee Group](#)

	% Strongly Agree / Agree					
	MY JOB	MY WORKPLACE	MY CAREER	PERSON I REPORT TO	SMT	RESPECTFUL WORKPLACE
Senior Management Team Members	89%	87%	83%	91%	83%	95%
Administrators (other than Senior Management Team Members)	80%	76%	74%	87%	62%	91%
Full-time Support Staff	75%	65%	66%	73%	51%	85%
Part-time / Casual / Contract Support Staff	85%	80%	77%	83%	76%	92%
Full-time Faculty	79%	66%	69%	75%	47%	84%
Partial Load Faculty	86%	82%	76%	83%	77%	94%
Part-time / Sessional Faculty	86%	80%	73%	74%	70%	93%
Other	99%	99%	83%	100%	97%	100%
I prefer not to answer / No Response	65%	52%	52%	63%	35%	72%
	81%	72%	71%	78%	60%	88%

[Table 2: Campus](#)

	% Strongly Agree / Agree					
	MY JOB	MY WORKPLACE	MY CAREER	PERSON I REPORT TO	SMT	RESPECTFUL WORKPLACE
Sutherland - Peterborough	80%	71%	71%	78%	59%	88%
Frost - Lindsay	83%	73%	71%	76%	61%	88%
Cobourg / Haliburton	94%	93%	88%	98%	89%	99%
I prefer not to answer / No Response	79%	71%	60%	76%	63%	86%
	81%	72%	71%	78%	60%	88%

< 65%

65% to 84%

> = 85%

APPENDIX 3 Continued

[Table 3: Length of Employment](#)

	% Strongly Agree / Agree					
	MY JOB	MY WORKPLACE	MY CAREER	PERSON I REPORT TO	SMT	RESPECTFUL WORKPLACE
<1 year	91%	90%	86%	88%	88%	95%
1-4 years	83%	80%	78%	83%	71%	91%
5 to 9 years	78%	68%	63%	75%	55%	87%
10 to 15 years	76%	66%	66%	76%	51%	86%
16 to 20 years	75%	63%	64%	73%	41%	83%
more than 20 years	81%	63%	71%	69%	45%	84%
I prefer not to answer / No Response	67%	60%	55%	70%	39%	79%
	81%	72%	71%	78%	60%	88%

[Table 4: Gender Identity](#)

	% Strongly Agree / Agree					
	MY JOB	MY WORKPLACE	MY CAREER	PERSON I REPORT TO	SMT	RESPECTFUL WORKPLACE
Female	81%	72%	71%	79%	58%	89%
Male	83%	76%	74%	80%	65%	89%
Other / I prefer not to answer / No Response	75%	65%	63%	69%	53%	83%
	81%	72%	71%	78%	60%	88%

< 65%

65% to 84%

> = 85%

APPENDIX 3 Continued

Table 5:

Statements of Significance (<i>Chi Square p < 0.05</i>)	Employee Group							
	% Strongly Agree / Agree							
	Senior Management Team Members	Administrators (other than Senior Management Team Members)	Full-time Support Staff	Part-time / Casual / Contract Support Staff	Full-time Faculty	Partial Load Faculty	Part-time / Sessional Faculty	Other/ I prefer not to answer/ NR
MY JOB - My workload is reasonable	64	61	63	85	64	82	76	73
MY JOB - My physical work space allows me to contribute fully to my job.	93	83	68	73	64	59	77	86
MY JOB - The amount of stress I experience at work is reasonable	64	66	60	84	57	77	85	53
MY JOB - I have support at work to provide a high level of service and/or quality education.	86	63	68	85	62	79	71	57
WORKPLACE - At Fleming the process for making hiring decisions is fair.	93	89	45	55	62	68	66	58
WORKPLACE - I am satisfied with the amount of involvement I have in decisions that affect my work.	93	70	62	76	63	77	75	71
WORKPLACE - The morale in my department/school is good.	79	63	43	67	46	77	71	39
WORKPLACE - Overall, I feel valued as a Fleming employee.	93	72	57	77	58	74	71	50
WORKPLACE - Fleming does a good job recognizing and rewarding its employees.	64	49	29	57	34	64	53	50
WORKPLACE - There is good communication between my department/school and other departments/schools that we are involved with.	79	50	34	56	31	68	60	46
WORKPLACE - Fleming provides the support I need to adapt to changes in my job or work environment.	77	69	57	80	55	74	73	42
CAREER - I have opportunities for career growth within Fleming.	85	64	48	59	62	63	55	50
LEADERS - The person I Report to... Gives me constructive feedback about my work on a regular basis.	85	85	67	64	54	61	49	58
LEADERS - I am well rewarded (in terms of praise and recognition) for the level of effort I put into my job.	100	86	67	78	59	66	64	67
SMT - Essential information flows effectively from the Senior Management Team to staff.	64	48	35	62	36	72	68	63
SMT - Essential information flows effectively from employees to senior leaders.	67	43	30	60	28	64	56	50
SMT - I clearly understand the mandate and goals of Fleming.	71	54	51	63	49	76	56	89
RESPECTFUL WORKPLACE - I feel free to express opinions that diverge from those of management without fear of reprisal.	93	79	67	84	63	82	81	69

APPENDIX 3 Continued

Table 6

	Campus			
	% Strongly Agree / Agree			
Statements of Significance (<i>Chi Square p < 0.05</i>)	Sutherland / CREW - Peterborough	Frost – Lindsay	Cobourg/ Haliburton	I prefer not to answer /NR
MY JOB - My physical work space allows me to contribute fully to my job.	64	80	96	71
WORKPLACE - At Fleming the process for making hiring decisions is fair.	62	55	94	44
WORKPLACE - I am encouraged to take reasonable risks in doing my job.	69	83	96	78
WORKPLACE - Overall, I feel valued as a Fleming employee.	63	69	96	59
CAREER - I am encouraged to pursue and participate in professional development opportunities.	67	61	86	53
LEADERS – The person I report to... Gives me constructive feedback about my work on a regular basis.	63	58	95	56
SMT - Essential information flows effectively from employees to senior leaders.	41	44	85	35
SMT - The Senior Management Team is genuinely interested in the well-being of employees.	60	63	94	75

APPENDIX 3 Continued

[Table 7](#)

Statements of Significance (<i>Chi Square p < 0.05</i>)	Length of Employment						
	% Strongly Agree / Agree						
	<1 year	1-4 years	5 to 9 years	10 to 15 years	16 to 20 years	more than 20 years	I prefer not to answer /NR
MY JOB - The amount of stress I experience at work is reasonable.	88	73	65	57	61	62	46
MY JOB - My physical work space allows me to contribute fully to my job.	79	63	69	63	63	79	52
MY JOB - I have support at work to provide a high level of service and/or quality education.	92	74	65	62	55	70	58
WORKPLACE - At Fleming the process for making hiring decisions is fair.	89	71	56	49	48	43	48
WORKPLACE - I am satisfied with the amount of involvement I have in decisions that affect my work.	87	80	64	63	57	55	58
WORKPLACE - The morale in my department/school is good.	83	73	51	43	37	42	32
WORKPLACE - Overall, I feel valued as a Fleming employee.	91	74	61	56	49	55	48
WORKPLACE - Fleming does a good job recognizing and rewarding its employees.	77	58	37	31	29	30	14
WORKPLACE - There is good communication between my department/school and other departments/schools that we are involved with.	70	57	40	37	34	30	32
CAREER - The quality of professional development I have received while at Fleming is very good.	80	74	54	60	62	69	33
CAREER - The amount of professional development I have received while at Fleming has met my needs.	78	66	52	59	56	54	52
CAREER - I am encouraged to pursue and participate in professional development opportunities.	80	71	61	63	53	63	52
CAREER - I have opportunities for career growth within Fleming.	84	70	47	49	49	44	38
LEADERS – The person I report to... Is an effective leader.	94	90	80	81	71	72	68
LEADERS – The person I report to... Keeps me informed of things that I need to know.	87	82	75	73	72	65	72
LEADERS – I am well rewarded (in terms of praise and recognition) for the level of effort I put into my job.	82	72	65	61	64	61	57
SMT - The Senior Management Team makes timely decisions.	87	69	49	44	23	39	38
SMT - The Senior Management Team is genuinely interested in the well-being of employees.	94	78	58	55	33	42	35
SMT - The Senior Management Team provides clear direction.	90	64	48	38	17	32	20
SMT - Essential information flows effectively from employees to senior leaders.	77	57	34	36	14	26	14
SMT - I clearly understand the mandate and goals of Fleming.	75	60	55	58	52	46	35
SMT - I have confidence in the Senior Management Team.	95	79	60	53	40	51	42
RESPECTFUL WORKPLACE - I feel free to express opinions that diverge from those of management without fear of reprisal.	90	81	72	70	57	61	54

APPENDIX 3 Continued

Table 8

Statements of Significance (<i>Chi Square p < 0.05</i>)	Gender Identity		
	% Strongly Agree / Agree		
	Female	Male	Other/ I prefer not to answer/NR
MY JOB - My workload is reasonable.	67	78	64
MY JOB - The service and/or quality education my department/school provides meets the needs of diverse clients (e.g. disability, ethnicity).	78	85	70
JOB - The amount of stress I experience at work is reasonable.	69	73	51
WORKPLACE - I have a safe and healthy work environment.	75	85	73
WORKPLACE - At Fleming the process for making hiring decisions is fair.	57	69	49
WORKPLACE - I have the independence I need to make decisions about my daily work.	87	93	83
WORKPLACE - The team I work with usually completes its assignments by deadlines.	90	81	89
WORKPLACE - The morale in my department/school is good.	61	56	46
WORKPLACE - Overall, I feel valued as a Fleming employee.	65	70	54
WORKPLACE - There is good communication between my department/school and other departments/schools that we are involved with.	42	52	40
WORKPLACE - Fleming provides the support I need to adapt to changes in my job or work environment.	63	72	50
CAREER - I have opportunities for career growth within Fleming.	55	64	51
CAREER - I would recommend Fleming as a great place to work.	79	84	71
LEADERS - Is an effective leader.	82	87	72
SMT - The Senior Management Team makes timely decisions.	52	61	44
SMT - The Senior Management Team is genuinely interested in the well-being of employees.	60	69	49
SMT - The Senior Management Team provides clear direction.	46	60	40
SMT - Essential information flows effectively from employees to senior leaders.	36	52	39
RESPECTFUL WORKPLACE - I feel free to express opinions that diverge from those of management without fear of reprisal.	74	76	62
RESPECTFUL WORKPLACE - I am treated respectfully at work.	90	89	74

APPENDIX 4: THE PERSON I REPORT TO BY DEMOGRAPHICS

Table 1a: Employee Group	% Strongly Agree / Agree							
Q12. The person I report to...	Is an effective leader	Keeps me informed of things that I need to know	Consults me on decisions that affect my work	Gives me constructive feedback about my work on a regular basis	Makes timely decisions	Acts in ways consistent with his/her words	Takes the time to handle the people aspects of the job	Encourages teamwork
	(N=709)	(N=742)	(N=722)	(N=662)	(N=705)	(N=713)	(N=701)	(N=701)
Senior Management Team Members	100%	93%	86%	85%	93%	93%	83%	93%
Administrators (other than SMT Members)	85%	85%	84%	85%	83%	89%	84%	91%
Full-time Support Staff	74%	68%	67%	67%	71%	81%	67%	79%
Part-time / Casual / Contract Support Staff	86%	84%	77%	64%	84%	89%	86%	89%
Full-time Faculty	82%	74%	75%	54%	78%	81%	82%	84%
Partial Load Faculty	92%	83%	79%	61%	87%	90%	87%	92%
Part-time / Sessional Faculty	80%	74%	67%	49%	73%	85%	76%	89%
Other / I prefer not to answer	75%	79%	64%	58%	83%	67%	82%	77%
ALL DIVISIONS	82%	76%	73%	63%	79%	84%	79%	85%

Table 1b: Employee Group	% Strongly Agree / Agree		
Q13 / Q14	I am satisfied with the quality of supervision I receive.	My supervisor supports me in getting my work done.	I am well rewarded (in terms of praise and recognition) for the level of effort I put into my job.
	(N=740)	(N=710)	(N=698)
Senior Management Team Members	86%	86%	100%
Administrators (other than SMT Members)	86%	93%	86%
Full-time Support Staff	82%	83%	67%
Part-time / Casual / Contract Support Staff	90%	88%	78%
Full-time Faculty	78%	80%	59%
Partial Load Faculty	86%	88%	66%
Part-time / Sessional Faculty	76%	79%	64%
Other / I prefer not to answer	77%	75%	67%
ALL DIVISIONS	82%	84%	68%

APPENDIX 4 Continued

Table 2a: Campus	% Strongly Agree / Agree							
Q12. The person I report to...	Is an effective leader	Keeps me informed of things that I need to know	Consults me on decisions that affect my work	Gives me constructive feedback about my work on a regular basis	Makes timely decisions	Acts in ways consistent with his/ her words	Takes the time to handle the people aspects of the job	Encourages teamwork
	(N=709)	(N=742)	(N=722)	(N=662)	(N=705)	(N=713)	(N=701)	(N=701)
Sutherland / CREW - Peterborough	82%	76%	73%	63%	78%	85%	78%	85%
Frost - Lindsay	80%	71%	72%	58%	77%	80%	78%	86%
Cobourg / Haliburton	100%	100%	91%	95%	100%	100%	95%	100%
I prefer not to answer / NR	78%	83%	72%	56%	79%	85%	77%	75%
ALL DIVISIONS	82%	76%	73%	63%	79%	84%	79%	85%

Table 2b: Campus	% Strongly Agree / Agree		
Q13 / Q14	I am satisfied with the quality of supervision I receive.	My supervisor supports me in getting my work done.	I am well rewarded (in terms of praise and recognition) for the level of effort I put into my job.
	(N=740)	(N=710)	(N=698)
Sutherland / CREW - Peterborough	82%	84%	67%
Frost - Lindsay	82%	81%	66%
Cobourg / Haliburton	100%	100%	95%
I prefer not to answer / NR	81%	80%	72%
ALL DIVISIONS	82%	84%	68%

< 65%

65% to 84%

> = 85%

APPENDIX 4 Continued

Table 3a: Length of Service	% Strongly Agree / Agree							
Q12. The person I report to...	Is an effective leader	Keeps me informed of things that I need to know	Consults me on decisions that affect my work	Gives me constructive feedback about my work on a regular basis	Makes timely decisions	Acts in ways consistent with his/ her words	Takes the time to handle the people aspects of the job	Encourages teamwork
	(N=709)	(N=742)	(N=722)	(N=662)	(N=705)	(N=713)	(N=701)	(N=701)
<1 year	94%	87%	83%	77%	91%	92%	91%	95%
1-4 years	90%	82%	78%	64%	86%	91%	85%	89%
5-9 years	80%	75%	69%	57%	73%	81%	78%	87%
10-15 years	81%	73%	74%	61%	75%	83%	73%	83%
16-20 years	71%	72%	71%	61%	76%	76%	72%	83%
>20 years	72%	65%	64%	56%	69%	79%	66%	73%
I prefer not to answer / NR	68%	72%	73%	59%	74%	82%	63%	73%
ALL DIVISIONS	82%	76%	73%	63%	79%	84%	79%	85%

Table 3b: Length of Service	% Strongly Agree / Agree		
Q13 / Q14	I am satisfied with the quality of supervision I receive.	My supervisor supports me in getting my work done.	I am well rewarded (in terms of praise and recognition) for the level of effort I put into my job.
	(N=740)	(N=710)	(N=698)
<1 year	90%	89%	82%
1-4 years	83%	86%	72%
5-9 years	81%	83%	65%
10-15 years	80%	89%	61%
16-20 years	79%	81%	64%
>20 years	79%	76%	61%
I prefer not to answer / NR	77%	72%	56%
ALL DIVISIONS	82%	84%	68%

< 65%

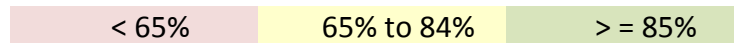
65% to 84%

> = 85%

APPENDIX 4 Continued

Table 4a: Gender Identity	% Strongly Agree / Agree							
Q12. The person I report to...	Is an effective leader	Keeps me informed of things that I need to know	Consults me on decisions that affect my work	Gives me constructive feedback about my work on a regular basis	Makes timely decisions	Acts in ways consistent with his/ her words	Takes the time to handle the people aspects of the job	Encourages teamwork
	(N=709)	(N=742)	(N=722)	(N=662)	(N=705)	(N=713)	(N=701)	(N=701)
Female	82%	77%	74%	64%	81%	87%	80%	87%
Male	87%	80%	76%	63%	80%	85%	80%	88%
Other / I prefer not to answer / No Response	72%	67%	64%	58%	65%	75%	69%	73%
ALL DIVISIONS	82%	76%	73%	63%	79%	84%	79%	85%

Table 4b: Gender Identity	% Strongly Agree / Agree		
Q13 / Q14	I am satisfied with the quality of supervision I receive.	My supervisor supports me in getting my work done.	I am well rewarded (in terms of praise and recognition) for the level of effort I put into my job.
	(N=740)	(N=710)	(N=698)
Female	82%	85%	68%
Male	85%	84%	70%
Other / I prefer not to answer / No Response	76%	80%	60%
ALL DIVISIONS	82%	84%	68%



APPENDIX 5: THE SENIOR MANAGEMENT TEAM BY DEMOGRAPHICS

<u>Table 1a: Employee Group by SMT</u>	% Strongly Agree / Agree					
Q18. Thinking about the Senior Management Team	I have confidence in the Senior Management Team.	The Senior Management Team makes timely decisions.	The Senior Management Team is genuinely interested in the well-being of employees.	The Senior Management Team provides clear direction.	Essential information flows effectively from the Senior Management Team to staff.	I have confidence in my Senior Management Team Leader.
	(N=548)	(N=469)	(N=529)	(N=546)	(N=579)	(N=627)
Senior Management Team Members	85	92	100	75	64	92
Administrators (other than SMT Members)	67	52	75	41	48	87
Full-time Support Staff	56	43	51	36	35	65
Part-time / Casual / Contract Support Staff	88	69	84	65	62	96
Full-time Faculty	47	36	46	43	36	65
Partial Load Faculty	81	79	75	71	72	77
Part-time / Sessional Faculty	78	68	74	73	68	75
Other / I prefer not to answer /NR	50	56	56	63	63	64
ALL DIVISIONS	65	55	62	51	48	73

<u>Table 1b: Employee Group by SMT</u>	% Strongly Agree / Agree			
Q19. Please indicate your level of agreement for each of the following statements using the scale provided.	Fleming is on the right track in its planning for the future.	Essential information flows effectively from employees to senior leaders.	I clearly understand the mandate and goals of Fleming.	I know how my work contributes to the achievement of Fleming's goals.
	(N=472)	(N=528)	(N=619)	(N=647)
Senior Management Team Members	92	67	71	93
Administrators (other than SMT Members)	61	43	54	84
Full-time Support Staff	58	30	51	75
Part-time / Casual / Contract Support Staff	87	60	63	81
Full-time Faculty	46	28	49	67
Partial Load Faculty	83	64	76	88
Part-time / Sessional Faculty	80	56	56	76
Other / I prefer not to answer /NR	40	50	89	88
ALL DIVISIONS	66	42	58	77

APPENDIX 5 Continued

Table 2a: Campus by SMT	% Strongly Agree / Agree					
Q18. Thinking about the Senior Management Team	I have confidence in the Senior Management Team.	The Senior Management Team makes timely decisions.	The Senior Management Team is genuinely interested in the well-being of employees.	The Senior Management Team provides clear direction.	Essential information flows effectively from the Senior Management Team to staff.	I have confidence in my Senior Management Team Leader.
	(N=548)	(N=469)	(N=529)	(N=546)	(N=579)	(N=627)
Sutherland / CREW - Peterborough	64	53	60	49	46	71
Frost - Lindsay	63	56	63	54	50	75
Cobourg / Haliburton	89	89	94	79	81	96
I prefer not to answer / NR	71	50	75	58	47	77
ALL DIVISIONS	65	55	62	51	48	73

Table 2b: Campus by SMT	% Strongly Agree / Agree			
Q19. Please indicate your level of agreement for each of the following statements using the scale provided.	Fleming is on the right track in its planning for the future.	Essential information flows effectively from employees to senior leaders.	I clearly understand the mandate and goals of Fleming.	I know how my work contributes to the achievement of Fleming's goals.
	(N=472)	(N=528)	(N=619)	(N=647)
Sutherland / CREW - Peterborough	65	41	57	77
Frost - Lindsay	62	44	55	79
Cobourg / Haliburton	88	85	94	94
I prefer not to answer / NR	82	35	60	70
ALL DIVISIONS	66	42	58	77

< 65%

65% to 84%

> = 85%

APPENDIX 5 Continued

Table 3a: Length of Employment by SMT	% Strongly Agree / Agree					
Q18. Thinking about the Senior Management Team	I have confidence in the Senior Management Team.	The Senior Management Team makes timely decisions.	The Senior Management Team is genuinely interested in the well-being of employees.	The Senior Management Team provides clear direction.	Essential information flows effectively from the Senior Management Team to staff.	I have confidence in my Senior Management Team Leader.
	(N=548)	(N=469)	(N=529)	(N=546)	(N=579)	(N=627)
<1 year	95	87	94	90	85	96
1-4 years	79	69	78	64	65	83
5-9 years	60	49	57	48	43	70
10-15 years	53	44	55	38	36	66
16-20 years	40	23	33	17	24	59
>20 years	51	39	42	32	29	58
I prefer not to answer / NR	42	38	35	20	23	60
ALL DIVISIONS	65	55	62	51	48	73

Table 3b: Length of Employment by SMT	% Strongly Agree / Agree			
Q19. Please indicate your level of agreement for each of the following statements using the scale provided.	Fleming is on the right track in its planning for the future.	Essential information flows effectively from employees to senior leaders.	I clearly understand the mandate and goals of Fleming.	I know how my work contributes to the achievement of Fleming's goals.
	(N=472)	(N=528)	(N=619)	(N=647)
<1 year	90	77	75	88
1-4 years	79	57	60	77
5-9 years	62	34	55	74
10-15 years	46	36	58	74
16-20 years	51	14	52	79
>20 years	53	26	46	72
I prefer not to answer / NR	36	14	35	77
ALL DIVISIONS	66	42	58	77

APPENDIX 5 Continued

Table 4a: Gender Identity by SMT	% Strongly Agree / Agree					
Q18. Thinking about the Senior Management Team	I have confidence in the Senior Management Team.	The Senior Management Team makes timely decisions.	The Senior Management Team is genuinely interested in the well-being of employees.	The Senior Management Team provides clear direction.	Essential information flows effectively from the Senior Management Team to staff.	I have confidence in my Senior Management Team Leader.
	(N=548)	(N=469)	(N=529)	(N=546)	(N=579)	(N=627)
Female	65	52	60	46	44	73
Male	69	61	69	60	54	78
Other / I prefer not to answer / NR	54	44	49	40	47	61
ALL DIVISIONS	65	55	62	51	48	73

Table 4b: Gender Identity by SMT	% Strongly Agree / Agree			
Q19. Please indicate your level of agreement for each of the following statements using the scale provided.	Fleming is on the right track in its planning for the future.	Essential information flows effectively from employees to senior leaders.	I clearly understand the mandate and goals of Fleming.	I know how my work contributes to the achievement of Fleming's goals.
	(N=472)	(N=528)	(N=619)	(N=647)
Female	67	36	58	77
Male	69	52	58	77
Other / I prefer not to answer / No Response	55	39	55	79
ALL DIVISIONS	66	42	58	77

< 65%
65% to 84%
> = 85%

APPENDIX 6: STATEMENTS SORTED HIGH TO LOW ON AGREEMENT

(% STRONGLY AGREE / AGREE)

Table 1	Statement	# Responses	% Strongly Agree / Agree
My JOB	My work is interesting.	778	95%
RESPECTFUL WORKPLACE	I have positive relations with my co-workers.	758	95%
RESPECTFUL WORKPLACE	I can effectively handle conflict at work without involving my supervisor.	732	95%
My JOB	My job is a good fit with my skills and interests.	778	94%
RESPECTFUL WORKPLACE	I have a positive working relationship with the person I report to.	721	94%
My JOB	My work gives students good value for their tuition dollars.	726	91%
MY WORKPLACE	People in my department/school take pride in their work.	758	90%
MY WORKPLACE	I have the independence I need to make decisions about my daily work.	771	89%
RESPECTFUL WORKPLACE	Fleming values diversity in its employees.	642	88%
My JOB	I am satisfied with my job.	778	88%
MY CAREER	I am proud to tell people I work for Fleming.	744	88%
RESPECTFUL WORKPLACE	I am treated respectfully at work.	759	87%
MY WORKPLACE	The team I work with usually completes its assignments by deadlines.	699	87%
RESPECTFUL WORKPLACE	The people I work with value my ideas and opinions.	761	86%
My JOB	I feel that I am always learning something new in my job.	774	85%
MY LEADERS	The person I report to... Encourages teamwork.	701	85%
MY WORKPLACE	The people I work with in my department/school are competent and effective at their jobs.	763	85%
My JOB	I am inspired to give my very best.	775	84%
My JOB	My work provides me with the right level of challenge.	777	84%
MY LEADERS	The person I report to... Acts in ways consistent with his/her words.	713	84%
MY LEADERS	My supervisor supports me in getting my work done.	710	84%

Table 1	Statement	# Responses	% Strongly Agree / Agree
MY WORKPLACE	Fleming does a good job of supporting employees with permanent or temporary disabilities.	474	83%
MY LEADERS	The person I report to... Is an effective leader.	709	82%
MY LEADERS	I am satisfied with the quality of supervision I receive.	740	82%
MY WORKPLACE	I am satisfied with Fleming as a workplace.	772	82%
My JOB	I am paid fairly for the work I do.	773	81%
My JOB	I have a clear understanding of my job and what is expected of me.	778	80%
My JOB	My department/school is making an effort to improve service quality and/or quality of education.	753	80%
My JOB	The service and/or quality education my department/school provides meets the needs of diverse clients (e.g. disability, ethnicity).	733	79%
MY LEADERS	The person I report to... Makes timely decisions.	705	79%
MY LEADERS	The person I report to... Takes the time to handle the people aspects of the job.	701	79%
MY CAREER	I would recommend Fleming as a great place to work.	742	79%
MY CAREER	I would prefer to stay with Fleming, even if offered a similar job elsewhere.	728	79%
MY WORKPLACE	I have support at work to balance my work and personal life.	745	78%
MY WORKPLACE	I have a safe and healthy work environment.	768	78%
SMT	I know how my work contributes to the achievement of Fleming's goals.	647	77%
MY WORKPLACE	Fleming hires and promotes people based on their skills, abilities and experience without regard to their gender, place of origin, ethnic origin, citizenship, sexual orientation, age, marital or family status, or disability.	698	77%
MY LEADERS	The person I report to... Keeps me informed of things that I need to know.	742	76%
MY WORKPLACE	Innovation is valued in my department/school	749	74%
RESPECTFUL WORKPLACE	I feel free to express opinions that diverge from those of management without fear of reprisal.	726	73%
My JOB	I have the technology, equipment and other tools I need to do my job well.	773	73%
MY LEADERS	The person I report to... Consults me on decisions that affect my work.	722	73%
SMT	I have confidence in my Senior Management Team Leader.	627	73%
MY WORKPLACE	I am encouraged to take reasonable risks in doing my job.	714	73%
My JOB	I have support at work to provide a high level of service and/or quality education.	769	71%
My JOB	My workload is reasonable.	776	70%
My JOB	My physical work space allows me to contribute fully to my job.	765	69%

Table 1	Statement	# Responses	% Strongly Agree / Agree
MY WORKPLACE	I am satisfied with the amount of involvement I have in decisions that affect my work.	759	69%
My JOB	The amount of stress I experience at work is reasonable.	775	68%
MY LEADERS	I am well rewarded (in terms of praise and recognition) for the level of effort I put into my job.	698	68%
MY CAREER	I am encouraged to pursue and participate in professional development opportunities.	730	66%
SMT	Fleming is on the right track in its planning for the future.	472	66%
MY WORKPLACE	Overall, I feel valued as a Fleming employee.	773	65%
SMT	I have confidence in the Senior Management Team.	548	65%
MY WORKPLACE	Fleming provides the support I need to adapt to changes in my job or work environment.	708	64%
MY CAREER	The quality of professional development I have received while at Fleming is very good.	669	64%
MY LEADERS	The person I report to... Gives me constructive feedback about my work on a regular basis.	662	63%
SMT	The Senior Management Team is genuinely interested in the well-being of employees.	529	62%
MY WORKPLACE	At Fleming the process for making hiring decisions is fair.	641	60%
MY CAREER	The amount of professional development I have received while at Fleming has met my needs.	661	60%
SMT	I clearly understand the mandate and goals of Fleming.	619	58%
MY WORKPLACE	The morale in my department/school is good.	758	57%
MY CAREER	I have opportunities for career growth within Fleming.	703	57%
SMT	The Senior Management Team makes timely decisions.	469	55%
SMT	The Senior Management Team provides clear direction.	546	51%
SMT	Essential information flows effectively from the Senior Management Team to staff.	579	48%
MY WORKPLACE	There is good communication between my department/school and other departments/schools that we are involved with.	679	45%
MY WORKPLACE	Fleming does a good job recognizing and rewarding its employees.	676	43%
SMT	Essential information flows effectively from employees to senior leaders.	528	42%