

# Winnipeg Regional Health Authority

## Employee Engagement Scorecard Report

Date = September 18, 2013

Your Group = Winnipeg Regional Health Authority

Comparator = 2013 Best Employers

Number of Respondents = 10195

## Report Clarifications:

The St. Boniface Hospital and Riverview Health Centre had participated in the AON Hewitt EOS Survey in 2012. As a result only their past results are reflected in the Winnipeg Regional Health Authority 2012 statistics.

2013 is the first year that the following participated in the AON Hewitt EOS Survey

- ✓ WRHA Corporate
- ✓ WRHA Community
- ✓ Actionmarguerite
- ✓ Churchill Health Centre
- ✓ Concordia Hospital
- ✓ Deer Lodge Centre
- ✓ Grace Hospital
- ✓ Misericordia Health Centre
- ✓ Health Science Centre
- ✓ Riverview Health Centre
- ✓ St. Boniface Hospital
- ✓ Seven Oaks General Hospital
- ✓ Victoria Hospital

In next year's report the overall comparators will include the above.

# EMPLOYEE ENGAGEMENT SCORECARD

## Background Information

### What is engagement?

Engagement is a measure of an employee’s emotional and intellectual commitment to an organization. It measures the extent to which employees:

- **Say** – Consistently say positive things about their employer.
- **Stay** – Intend to stay with their employer.
- **Strive** – Strive to achieve above and beyond what is expected in their daily role.

### How is the engagement score determined?

Six questions measuring “Say”, “Stay” and “Strive” are used to calculate your engagement score. The engagement score is the percentage of survey respondents who are engaged. An individual respondent is engaged if, on average, the respondent “Agrees” or “Strongly Agrees” with the six engagement questions.

### About this scorecard

This scorecard provides the results from the Employee Engagement Survey.

This report contains:

- Results for your group (as defined by the report header) – for the current survey
- Results for your group (as defined by the report header) – for your previous survey (if applicable)
- Results for the overall organization (all survey respondents combined)
- A comparison group – average scores for a group of organizations in the Aon Hewitt database

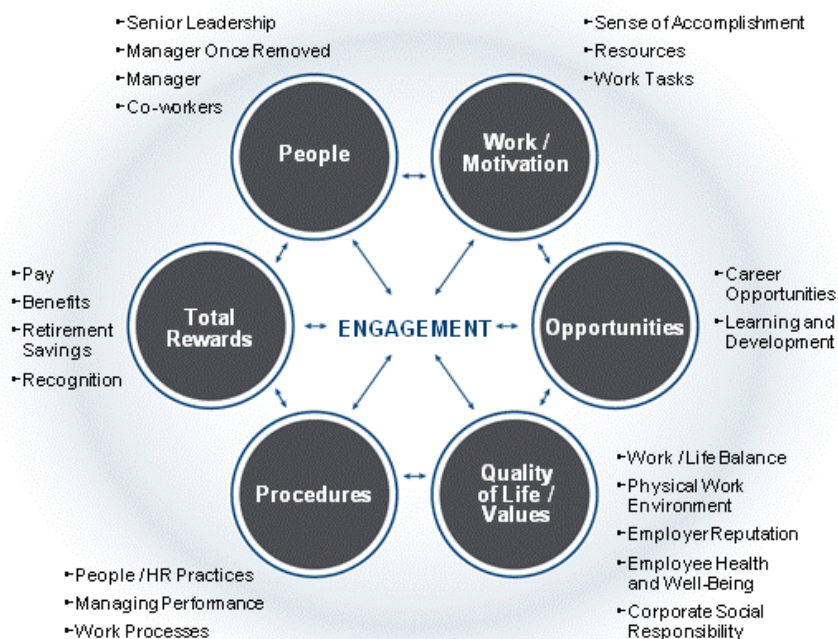
Please contact your survey coordinator if you have any questions.

### What influences employee engagement?

The engagement survey measures employee perceptions of 21 drivers that influence employee engagement. Positive or negative changes in employee perceptions of each driver impact the engagement score.

Each engagement driver is measured using a single, key question. For most drivers, additional questions are asked to provide insight into what is influencing employee perceptions of that driver.

Detailed results on the following pages have been grouped together for each driver.

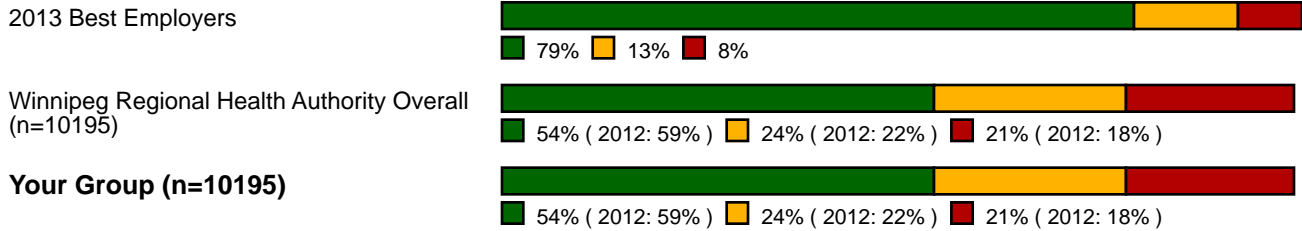


# YOUR ENGAGEMENT RESULTS

## Engagement

The engagement score is the percent of survey respondents who are engaged (those who are, for the most part, answering 'Agree' or 'Strongly Agree' to the six engagement questions). The Passive and Actively Disengaged scores are also shown - to provide insight into the degree of opportunity to engage more people (Passive are the people that would be easiest to move to Engaged).

■ Engaged ■ Passive ■ Actively Disengaged



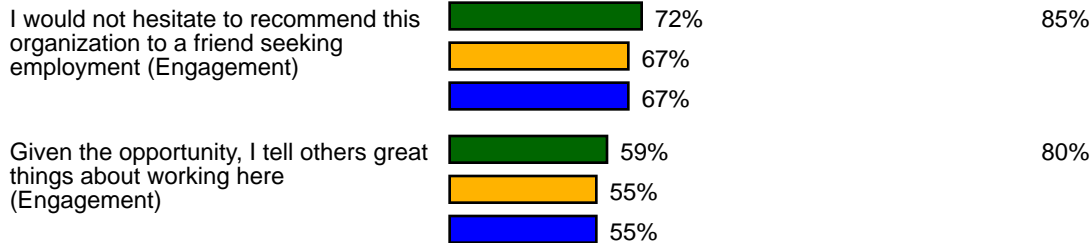
## Engagement Behaviours - % Agree / Strongly Agree

Scores in the table below show the percent of respondents who answer 'Agree' or 'Strongly Agree' to each of the six questions that are used to measure engagement.

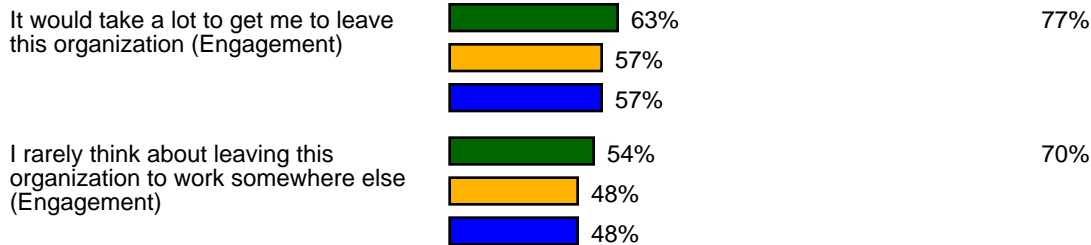
\* ■ Winnipeg Regional Health Authority 2012 ■ Winnipeg Regional Health Authority 2013 ■ Your Group

### 2013 Best Employers

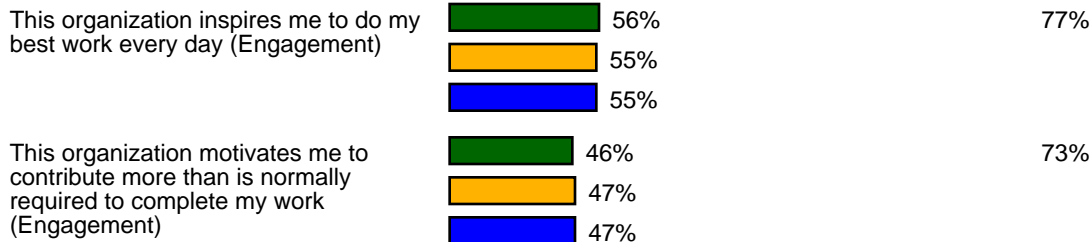
#### Say



#### Stay



#### Strive



\* The Winnipeg Regional Health Authority 2012 Results report only St. Boniface Hospital and Riverview Health Centre 2012 EOS Survey results.

## YOUR ENGAGEMENT DRIVER RESULTS

### Engagement Drivers - % Agree / Strongly Agree

One survey question is used to measure overall employee perceptions of each of the engagement driver areas. Scores in the table below show the percent of respondents who 'Agree' or 'Strongly Agree' with each statement.

Engagement Driver Questions	2013 Best Employers	Winnipeg Regional Health Authority Overall	Your Group 2013	Your Group 2013-2012 *
Benefits - Overall, this organization's benefits plan meets my (and my family's) needs well	78%	49%	49%	-4%
Career Opportunities - My future career opportunities here look good	70%	44%	44%	-3%
Corporate Social Responsibility - This is a socially and environmentally responsible organization	88%	54%	54%	3%
Co-workers - My co-workers respect my thoughts and feelings	85%	66%	66%	-6%
Employee Health and Well-Being - Employee health and well-being is strongly supported in this organization	82%	52%	52%	-1%
Employer Reputation - This organization is considered one of the best places to work for someone with my skills and experience	79%	56%	56%	-7%
Learning and Development - Employee learning and development is strongly supported in this organization	81%	51%	51%	-4%
Manager - My manager provides the support I need to succeed	75%	53%	53%	0%
Manager Once Removed - I see strong evidence of effective leadership from the person my manager reports to (my manager's manager)	75%	45%	45%	5%
Managing Performance - The way we manage performance here enables me to contribute as much as possible to our organization's success	71%	36%	36%	-2%
Pay - My pay is appropriate for the role I have in this organization	63%	42%	42%	-9%
People / HR Practices - Our people / HR practices create a positive work environment for me	80%	48%	48%	-4%
Physical Work Environment - The physical work environment is appropriate for the type of work I do	87%	64%	64%	-1%
Recognition - I receive appropriate recognition (beyond my pay and benefits) for my contributions and accomplishments	64%	33%	33%	-1%
Resources - The tools and resources provided by this organization help me to be as productive as possible	71%	46%	46%	-4%
Retirement Savings - Overall, this organization's retirement / savings plan(s) meets my (and my family's) needs well	73%	44%	44%	-4%
Senior Leadership - I see strong evidence of effective leadership from senior leaders (top executives)	80%	38%	38%	1%
Sense of Accomplishment - I get a sense of accomplishment from my work	82%	73%	73%	-1%
Work / Life Balance - The balance between my work and personal commitments is right for me	74%	64%	64%	0%
Work Processes - The work processes we have in place allow me to be as productive as possible	69%	51%	51%	-1%
Work Tasks - I truly enjoy my day-to-day work tasks	76%	66%	66%	0%

\* 'Your Group 2013-2012' Column calculates the difference (+/-) between the 2013 score and the 2012 score of St. Boniface Hospital and Riverview Health Centre 2012 EOS Survey.

## YOUR ENGAGEMENT DRIVER RESULTS (continued)

### Engagement Impacts - Opportunities / Threats (For Your Group)

How do you decide which areas to work on to improve employee engagement? Our experience shows that not all engagement drivers are equally important to employees, and that the drivers with the lowest scores are not necessarily the ones that have the greatest impact on improving employee engagement.

The table below shows which engagement drivers - if employee perceptions change - will have the greatest impact on improving employee engagement.

Opportunity - A rank of 1 indicates that the driver has the highest impact on improving engagement if perceptions of that driver improve, while a rank of 21 would have the lowest impact.

Threat - A rank of 1 indicates that the driver has the highest impact on eroding engagement if perceptions of that driver decline, while a rank of 21 would have the lowest impact.

Note: This analysis is only displayed for groups with 50 or more survey respondents due to statistical limitations.

Engagement Driver	Rank	
	Opportunity (Impact on Improving Engagement)	Threat (Impact on Eroding Engagement)
Benefits	18	19
Career Opportunities	4	14
Corporate Social Responsibility	10	5
Co-workers	21	12
Employee Health and Well-Being	10	9
Employer Reputation	7	3
Learning and Development	13	9
Manager	10	6
Manager Once Removed	7	15
Managing Performance	1	16
Pay	15	21
People / HR Practices	7	12
Physical Work Environment	18	9
Recognition	2	18
Resources	2	6
Retirement Savings	15	20
Senior Leadership	5	17
Sense of Accomplishment	15	1
Work / Life Balance	18	6
Work Processes	6	4
Work Tasks	14	2

## YOUR DETAILED RESULTS

### Detailed Results - % Agree / Strongly Agree

Scores in the table below show the percent of respondents who 'Agree' or 'Strongly Agree' with each statement. Questions are grouped and displayed by engagement driver.

Survey Questions	2013 Best Employers	Winnipeg Regional Health Authority Overall	Your Group 2013	Your Group 2013-2012 *
<b>Benefits</b>				
Benefits - Overall, this organization's benefits plan meets my (and my family's) needs well	78%	49%	49%	-4%
<b>Career Opportunities</b>				
Career Opportunities - My future career opportunities here look good	70%	44%	44%	-3%
My job is a good fit for my abilities and experience (Sense of Accomplishment, Career Opportunities, Work Tasks)	84%	80%	80%	0%
Senior leaders make me feel positive about the future of our organization (Senior Leadership, Career Opportunities)	78%	39%	39%	1%
There are sufficient opportunities within this organization for me to advance my career (Career Opportunities)	67%	37%	37%	-2%
I know what career opportunities are available to me at this organization (Career Opportunities)	73%	52%	52%	-3%
Career opportunities always go to the most qualified person (Career Opportunities)	57%	34%	34%	1%
I understand what is required to advance in this organization (Career Opportunities)	70%	49%	49%	-3%
This organization offers excellent career opportunities to employees who are strong performers (Career Opportunities)	71%	37%	37%	5%
There are sufficient opportunities within this organization for me to gain new skills (Learning and Development, Career Opportunities)	--	44%	44%	--
It is easy for employees to move to different roles in this organization (Career Opportunities, Learning and Development)	57%	34%	34%	-1%
My manager has had meaningful conversations with me about my development and/or career goals in the last year (Career Opportunities)	71%	40%	40%	-5%
<b>Corporate Social Responsibility</b>				
Corporate Social Responsibility - This is a socially and environmentally responsible organization	88%	54%	54%	3%
I feel this organization values diversity (Corporate Social Responsibility)	--	58%	58%	--
We have a work environment that is open and accepts individual differences (e.g. gender, race, ethnicity, sexual orientation, religion, age) (Corporate Social Responsibility)	89%	73%	73%	3%
This organization is fair, respectful and honest with customers / clients (Corporate Social Responsibility)	90%	61%	61%	-6%
This organization has an excellent reputation in our local community (Employer Reputation, Corporate Social Responsibility)	84%	55%	55%	-19%

\* 'Your Group 2013-2012' Column calculates the difference (+/-) between the 2013 score and the 2012 score of St. Boniface Hospital and Riverview Health Centre 2012 EOS Survey.

## YOUR DETAILED RESULTS (continued)

Survey Questions	2013 Best Employers	Winnipeg Regional Health Authority Overall	Your Group 2013	Your Group 2013-2012 *
<b>Co-workers</b>				
Co-workers - My co-workers respect my thoughts and feelings	85%	66%	66%	-6%
My co-workers work together to achieve our goals (Co-workers)	--	65%	65%	--
My co-workers share best practice and job knowledge with each other (Co-workers)	--	67%	67%	--
There is effective cooperation between different groups / departments in the organization (Co-workers)	--	44%	44%	--
<b>Employee Health and Well-Being</b>				
Employee Health and Well-Being - Employee health and well-being is strongly supported in this organization	82%	52%	52%	-1%
My work-related stress is manageable (Work / Life Balance, Employee Health and Well-Being)	75%	58%	58%	-3%
My manager supports my health and well-being where appropriate (Employee Health and Well-Being, Manager)	82%	59%	59%	-1%
<b>Employer Reputation</b>				
Employer Reputation - This organization is considered one of the best places to work for someone with my skills and experience	79%	56%	56%	-7%
This organization delivers on the promises it makes to its employees (Employer Reputation, People / HR Practices)	74%	33%	33%	-3%
I can clearly explain what makes working here different from other organizations (Employer Reputation)	77%	44%	44%	-3%
I am proud to be part of this organization (Sense of Accomplishment, Employer Reputation)	87%	67%	67%	-4%
The public image of this organization matches what it is like to work here (Employer Reputation, People / HR Practices)	79%	42%	42%	-7%
This organization has an excellent reputation in our local community (Employer Reputation, Corporate Social Responsibility)	84%	55%	55%	-19%
<b>Learning and Development</b>				
Learning and Development - Employee learning and development is strongly supported in this organization	81%	51%	51%	-4%
This organization supports the development of new ideas that contribute to our future success (Learning and Development)	--	41%	41%	--
There are sufficient opportunities within this organization for me to gain new skills (Learning and Development, Career Opportunities)	--	44%	44%	--
My manager works with me to find ways I can develop and grow in my job (Manager, Learning and Development)	70%	44%	44%	1%
This organization has an effective process to help me identify my development needs (Learning and Development)	67%	36%	36%	-1%
It is easy for employees to move to different roles in this organization (Career Opportunities, Learning and Development)	57%	34%	34%	-1%
<b>Manager</b>				

\* 'Your Group 2013-2012' Column calculates the difference (+/-) between the 2013 score and the 2012 score of St. Boniface Hospital and Riverview Health Centre 2012 EOS Survey.



## YOUR DETAILED RESULTS (continued)

Survey Questions	2013 Best Employers	Winnipeg Regional Health Authority Overall	Your Group 2013	Your Group 2013-2012 *
Manager - My manager provides the support I need to succeed	75%	53%	53%	0%
My manager inspires me to do my best work every day (Manager)	73%	50%	50%	0%
My manager recognizes my efforts and results (Manager, Recognition)	73%	56%	56%	4%
My manager effectively deals with poor performance in our team (Manager, Managing Performance)	65%	40%	40%	2%
My manager makes sure that we take the time to celebrate our successes (Manager, Recognition)	72%	45%	45%	-2%
My manager works with me to find ways I can develop and grow in my job (Manager, Learning and Development)	70%	44%	44%	1%
My manager holds people appropriately accountable for performance (Manager, Managing Performance)	--	46%	46%	--
My manager supports my health and well-being where appropriate (Employee Health and Well-Being, Manager)	82%	59%	59%	-1%
My manager keeps me regularly informed about what our team must do to meet our organization's objectives (Manager)	78%	55%	55%	-2%
<b>Manager Once Removed</b>				
Manager Once Removed - I see strong evidence of effective leadership from the person my manager reports to (my manager's manager)	75%	45%	45%	5%
<b>Managing Performance</b>				
Managing Performance - The way we manage performance here enables me to contribute as much as possible to our organization's success	71%	36%	36%	-2%
My manager provides valuable feedback throughout the year that helps me to improve my performance (Managing Performance)	73%	50%	50%	0%
My manager sets clear expectations and goals with me (Managing Performance)	74%	48%	48%	1%
My manager understands my job well enough to evaluate my performance (Managing Performance)	80%	58%	58%	-1%
My manager effectively deals with poor performance in our team (Manager, Managing Performance)	65%	40%	40%	2%
The way we manage performance here does a good job of identifying my strengths and improvement areas (Managing Performance)	70%	36%	36%	-3%
The way my performance is measured makes sense to me (Managing Performance)	66%	39%	39%	-6%
I understand how my work goals relate to this organization's goals (Managing Performance)	80%	49%	49%	-2%
My manager holds people appropriately accountable for performance (Manager, Managing Performance)	--	46%	46%	--
My manager has had meaningful conversations with me about my performance in the last year (Managing Performance)	76%	47%	47%	-5%
<b>Pay</b>				
Pay - My pay is appropriate for the role I have in this organization	63%	42%	42%	-9%

\* 'Your Group 2013-2012' Column calculates the difference (+/-) between the 2013 score and the 2012 score of St. Boniface Hospital and Riverview Health Centre 2012 EOS Survey.

## YOUR DETAILED RESULTS (continued)

Survey Questions	2013 Best Employers	Winnipeg Regional Health Authority Overall	Your Group 2013	Your Group 2013-2012 *
My performance has a significant impact on my pay (Pay)	60%	--	--	--
I am paid fairly for the contributions I make to this organization's success (Pay)	--	42%	42%	--
If this organization does well, I will appropriately share in its success (Pay)	67%	--	--	--
<b>People / HR Practices</b>				
People / HR Practices - Our people / HR practices create a positive work environment for me	80%	48%	48%	-4%
At work my opinion counts (Sense of Accomplishment, People / HR Practices)	73%	48%	48%	-1%
This organization delivers on the promises it makes to its employees (Employer Reputation, People / HR Practices)	74%	33%	33%	-3%
The public image of this organization matches what it is like to work here (Employer Reputation, People / HR Practices)	79%	42%	42%	-7%
<b>Physical Work Environment</b>				
Physical Work Environment - The physical work environment is appropriate for the type of work I do	87%	64%	64%	-1%
Workplace safety and security are considered important here (Physical Work Environment)	90%	69%	69%	-2%
<b>Recognition</b>				
Recognition - I receive appropriate recognition (beyond my pay and benefits) for my contributions and accomplishments	64%	33%	33%	-1%
My manager recognizes my efforts and results (Manager, Recognition)	73%	56%	56%	4%
My manager makes sure that we take the time to celebrate our successes (Manager, Recognition)	72%	45%	45%	-2%
I often get positive feedback for the work that I do (Recognition, Sense of Accomplishment)	70%	44%	44%	-3%
Recognition is applied consistently throughout this organization (Recognition)	57%	27%	27%	-2%
I feel valued and appreciated for my contributions to this organization (Recognition)	68%	38%	38%	-3%
<b>Resources</b>				
Resources - The tools and resources provided by this organization help me to be as productive as possible	71%	46%	46%	-4%
We have the people resources available to get our work done (Resources, Work / Life Balance)	62%	42%	42%	1%
I have the information I need to do my job well (Resources, Work Tasks)	76%	62%	62%	-4%
I have the tools and technology I need to do my job well (Resources, Work Tasks)	74%	56%	56%	-4%
<b>Retirement Savings</b>				

\* 'Your Group 2013-2012' Column calculates the difference (+/-) between the 2013 score and the 2012 score of St. Boniface Hospital and Riverview Health Centre 2012 EOS Survey.

## YOUR DETAILED RESULTS (continued)

Survey Questions	2013 Best Employers	Winnipeg Regional Health Authority Overall	Your Group 2013	Your Group 2013-2012 *
Retirement Savings - Overall, this organization's retirement / savings plan(s) meets my (and my family's) needs well	73%	44%	44%	-4%
<b>Senior Leadership</b>				
Senior Leadership - I see strong evidence of effective leadership from senior leaders (top executives)	80%	38%	38%	1%
Senior leaders are appropriately visible and accessible to employees (Senior Leadership)	--	34%	34%	--
Senior leaders provide clear direction for the future (Senior Leadership)	79%	40%	40%	4%
Senior leaders are open and honest in communication (Senior Leadership)	76%	40%	40%	6%
Senior leaders treat employees as this organization's most valued asset (Senior Leadership)	75%	38%	38%	4%
Senior leaders make me feel positive about the future of our organization (Senior Leadership, Career Opportunities)	78%	39%	39%	1%
Senior leaders consistently demonstrate our organization's values through their behaviour and actions (Senior Leadership)	80%	41%	41%	3%
Senior leaders make good business decisions (Senior Leadership)	80%	39%	39%	4%
Senior leaders are taking action to position our organization for long-term success (Senior Leadership)	85%	46%	46%	4%
Senior leaders act on employee feedback (Senior Leadership)	68%	32%	32%	3%
<b>Sense of Accomplishment</b>				
Sense of Accomplishment - I get a sense of accomplishment from my work	82%	73%	73%	-1%
My job is a good fit for my abilities and experience (Sense of Accomplishment, Career Opportunities, Work Tasks)	84%	80%	80%	0%
I am able to choose how best to complete my work (Work Tasks, Sense of Accomplishment)	--	68%	68%	--
At work my opinion counts (Sense of Accomplishment, People / HR Practices)	73%	48%	48%	-1%
I have sufficient influence and involvement in decisions about my job (Work Processes, Sense of Accomplishment)	67%	44%	44%	-1%
I often get positive feedback for the work that I do (Recognition, Sense of Accomplishment)	70%	44%	44%	-3%
I am proud to be part of this organization (Sense of Accomplishment, Employer Reputation)	87%	67%	67%	-4%
<b>Work / Life Balance</b>				
Work / Life Balance - The balance between my work and personal commitments is right for me	74%	64%	64%	0%
My work-related stress is manageable (Work / Life Balance, Employee Health and Well-Being)	75%	58%	58%	-3%
We have the people resources available to get our work done (Resources, Work / Life Balance)	62%	42%	42%	1%

\* 'Your Group 2013-2012' Column calculates the difference (+/-) between the 2013 score and the 2012 score of St. Boniface Hospital and Riverview Health Centre 2012 EOS Survey.

## YOUR DETAILED RESULTS (continued)

Survey Questions	2013 Best Employers	Winnipeg Regional Health Authority Overall	Your Group 2013	Your Group 2013-2012 *
<b>Work Processes</b>				
Work Processes - The work processes we have in place allow me to be as productive as possible	69%	51%	51%	-1%
I have sufficient influence and involvement in decisions about my job (Work Processes, Sense of Accomplishment)	67%	44%	44%	-1%
Our processes and procedures make it easier to achieve our organization's goals (Work Processes)	--	49%	49%	--
Our organization is structured in a way that helps us achieve our goals (Work Processes)	--	45%	45%	--
We have clear processes and procedures for how we do our work (Work Processes)	69%	55%	55%	-3%
<b>Work Tasks</b>				
Work Tasks - I truly enjoy my day-to-day work tasks	76%	66%	66%	0%
My job is a good fit for my abilities and experience (Sense of Accomplishment, Career Opportunities, Work Tasks)	84%	80%	80%	0%
I am able to choose how best to complete my work (Work Tasks, Sense of Accomplishment)	--	68%	68%	--
I have the information I need to do my job well (Resources, Work Tasks)	76%	62%	62%	-4%
I have the tools and technology I need to do my job well (Resources, Work Tasks)	74%	56%	56%	-4%
<b>Workforce Management</b>				
In our organization, we are attracting the people we need to be successful today and in the future (Workforce Management)	70%	40%	40%	-5%
In our organization, we are keeping the people we need to be successful today and in the future (Workforce Management)	63%	35%	35%	-3%
In our organization, we are promoting the people who are best equipped to help us be successful today and in the future (Workforce Management)	62%	33%	33%	-1%
I am confident that appropriate action will be taken as a result of this survey (Workforce Management)	68%	36%	36%	7%
<b>Manager Support</b>				
I get the support I need to successfully manage others (e.g. training, development, coaching, tools, time, resources) (Special Research) [applicable to people managers only]	77%	45%	45%	-8%
I have enough time each day to provide feedback and coaching to my team (Special Research) [applicable to people managers only]	61%	31%	31%	-5%
I have the tools and resources I need to provide valuable career advice to individuals on my team (Special Research) [applicable to people managers only]	72%	38%	38%	-9%
I have the training / development / coaching I need to provide valuable career advice to individuals on my team (Special Research) [applicable to people managers only]	73%	45%	45%	-7%

\* 'Your Group 2013-2012' Column calculates the difference (+/-) between the 2013 score and the 2012 score of St. Boniface Hospital and Riverview Health Centre 2012 EOS Survey.

## YOUR DETAILED RESULTS (continued)

Survey Questions	2013 Best Employers	Winnipeg Regional Health Authority Overall	Your Group 2013	Your Group 2013-2012 *
I receive effective feedback from my manager on how my leadership style influences my team (Special Research) [applicable to people managers only]	67%	43%	43%	-5%
I get the support I need to help people on my team improve their performance (e.g. training, development, coaching, tools, resources) (Special Research) [applicable to people managers only]	74%	42%	42%	-3%
I encourage my direct reports to provide me with feedback on my performance as a manager (Special Research) [applicable to people managers only]	77%	50%	50%	-7%
I can confidently explain our compensation programs to individuals on my team (Special Research) [applicable to people managers only]	75%	--	--	--
I can confidently explain how our compensation programs reward employees for strong performance (Special Research) [applicable to people managers only]	71%	--	--	--
I can confidently explain our organization's future direction to individuals on my team (Special Research) [applicable to people managers only]	80%	43%	43%	-7%

\* 'Your Group 2013-2012' Column calculates the difference (+/-) between the 2013 score and the 2012 score of St. Boniface Hospital and Riverview Health Centre 2012 EOS Survey.