



NARRATIVE
RESEARCH

2024 EMPLOYEE ENGAGEMENT STUDY

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HALIFAX

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Introduction

This report presents the results of Halifax Regional Municipality's **2024 Employee Engagement Study** undertaken by Narrative Research (NR) on behalf of Halifax Regional Municipality (HRM). The overall purpose of the study was to obtain an understanding of current employee attitudes, perceptions, and opinions regarding their employment with HRM.

The data collection for this study took place between October 7 and November 11, 2024. All employees (n=4,329) were invited to participate via either an online or a paper survey. In total, 2,200 usable surveys were received by Narrative Research, resulting in an overall rounded response rate of 51 percent for the entire population surveyed.

Where applicable, results of the current study are compared with the Narrative Research Employee Opinion Database of Atlantic Canadian organizations. As a result of Narrative Research's extensive experience in the field of employee opinion research, our company has developed a robust database of Atlantic Canadian employee opinions. This database draws information together from organizations ranging from small to large in size, comprising public, private, and not for profit sector organizations, in addition to union and non-union environments across the region.

Finally, it should be noted that percentages reported may not always total to 100% due to rounding, and where multiple responses were permitted, the totals will likely exceed 100%. This report includes a concise **Executive Summary**, the key **Conclusions**, as well as the **Detailed Analysis** of the data and a **Study Methodology** section.



Executive Summary

In October-November 2024 surveying was undertaken for the **2024 Employee Engagement Study**, administered by Narrative Research (NR) on behalf of Halifax Regional Municipality (HRM). The survey was administered to HRM employees across all Business Units and was made available via an online survey (by means of access code on a printed survey card) as well as paper survey packets. The overall purpose of the study was to understand employee attitudes, perceptions, and opinions regarding their employment at HRM. Results are compared with previous surveys where feasible, as well as Narrative Research's database norms for Atlantic Canadian workplaces, again where applicable. Opportunities for improvement, or areas of focus, are determined by several analytics including the comparison of HRM to these database norms overall and specifically to municipalities, and to 2022 HRM results, as well as regression and gap analyses.

Notable results arising from the survey include a majority of HRM employees indicating they have a high level of commitment *to HRM*, and while just one-quarter perceive that HRM has a high level of commitment *to them as employees*, the proportion perceiving a high level of commitment from their employer has grown markedly this year. The majority of HRM employees once again report that they are satisfied with their job, on par with other organizations in the region. As well, assessment of supervisors remains generally positive, however, favourable assessments of senior management are less robust. This is a commonplace finding in larger workplaces, where communications from senior management typically are, for example, more diffuse.

To better understand the workplace engagement levels of HRM employees, Narrative Research generated an Employee Engagement Index and identified the key drivers of Employee Engagement at HRM. The Index incorporates three key survey questions. This year, the municipality's Employee Engagement Index score is 67, similar to that obtained in 2022, and on par with Narrative Research's norm for Atlantic Canada (AC) for a similar, though not exactly matching, engagement model (the AC norm is 71). The Employee Engagement key driver analysis was performed to identify which workplace facets could have the greatest influence or impact on employee engagement at HRM. Four factors were identified via this analysis. These include employees thinking that they *have the opportunity to influence decisions that affect their work*, being *treated in a respectful manner at work*, thinking *members of the Senior Management team in their Business Unit are approachable*, and believing *physical workplace safety is a priority in their Business Unit*. Improving workplace scores on these regression-derived factors thus could have the greatest impact on HRM's levels of workplace engagement overall. Among these four factors, there is the most opportunity to improve in employees' belief that they have the opportunity to influence decisions that impact their work, followed by agreement that members of the Senior Management team in their Business Unit are approachable. Indeed, results suggest these two areas should be priority areas for improvement for the organization.

A Net Promoter Score of -8 was calculated for HRM, indicating that employees are *slightly more likely to not recommend* than to *recommend HRM* as a good place to work, on par with the 2022 result. In an ever-increasing competitive landscape for employee recruitment and retention, this result suggests that timely remedial action to address employee concerns is recommended.



In terms of comparison to regional norms contained in Narrative Research's Atlantic Canadian Database of Employee Opinion, it is revealed that although HRM lags behind Atlantic Canadian norms across several metrics, the Municipality is somewhat less likely to trail the region at present as compared to in 2022 (this year HRM is below the regional norm on 22 statements as compared to 33 in 2022). That said, HRM still exceeds the database figure in relation to one statement, that being *my employment is secure at HRM*. When HRM is compared solely to other Atlantic Canadian municipalities in Narrative Research's database (of which there are six such organizations), the survey results indicate that across 29 comparable statements, HRM is on par with the other municipalities on 16 metrics, below on 11, and above on two measures.

Analysis of survey topics where there is an opportunity for HRM to improve performance overall reveals certain themes. Four of these measures pertain to the area of *employee recognition*, namely, employees being recognized for their achievements by their Business Unit, being fairly compensated in terms of salary, being satisfied with their benefits package, and being treated in a respectful manner at work. Four measures relate to *health and safety*: I can balance the demands of my work life with the demands of my personal/family life, physical workplace safety is a priority in my Business Unit, my Business Unit leaders are interested in the overall well-being of their employees, and my workplace is a physically healthy environment. Meanwhile, three measures pertain to *performance and productivity*: I have opportunity to influence decisions that affect my work, I have the necessary tools and resources to do my job well, and I find my job too stressful.

In comparison with 2022 results, employee opinion has in general, improved or stayed the same across most measures. Although there remains room to improve on several metrics, in Narrative Research's experience the general improvement over the past two years across various metrics suggests that HRM is headed in the right direction and has made strides since 2022. The relatively few measures for which a decline is noted include the belief among employees that they are fairly compensated in terms of salary, and satisfaction with their benefits package. Given the current inflationary environment and recent attendant increases to the cost of living, Narrative Research has found that dissatisfaction with wages and benefits to be increasingly prevalent within many organizations across Atlantic Canada, and the Municipality is no exception.

Narrative Research performed a gap analysis to identify differences between employee expectations, on the one hand, and perceptions of HRM performance, on the other hand. A gap score is calculated as *the percentage of employees who rate a factor as critically important, but do not completely or mostly agree that their employer performs well on that factor*. A higher gap score indicates a greater discrepancy between expectation and performance, and often identifies an opportunity for employer remedial action. Similar to 2022 findings, HRM employees offer the largest or highest gap scores in regard to *being fairly compensated in terms of salary*, and *having confidence in the job being done by the Senior Management team of their Business Unit*. This year, there is also a large gap in terms of *employee satisfaction with their benefits package*.



Overall, the 2024 survey results and various analyses indicate that while there continues to be opportunities to strengthen engagement and satisfaction, modest improvements have been made in this regard since 2022. The survey results suggest that enhanced efforts to prioritize *employee recognition* may be warranted, as well as demonstrated interest in *health and safety* (related to both physical safety and mental health). Likewise, the survey results indicate an opportunity to bolster employee empowerment by taking action with respect to particular *performance and productivity* metrics, specifically the notion that employees have the opportunity to influence decisions that affect their jobs, given that this statement emerged as a key driver of engagement in 2024.



Conclusions

Importance: *When evaluating HRM's Business Units as a place to work, secure employment, respectful treatment, and feeling physically safe are most likely to be viewed as critically important.*

Across the 15 workplace factors examined in this research, at least eight in ten employees consider each of them to be important (either critically, or important but not critical). Approximately eight in ten employees agree that having secure employment and being treated in a respectful manner are 'critically important,' closely followed by feeling physically safe at work. Moreover, the following are considered critically important by at least two in three employees: pension, feeling psychologically safe at work, salary, satisfying the needs of the public, and benefits.

Commitment: *A majority of employees indicate a high level of commitment towards their Business Unit, while a growing minority perceive their Business Unit as highly committed to them.*

Seven in ten employees express a high level of commitment to their Business Unit, an increase compared to 2022 (when the query inquired concerning 'the municipality,' whereas in 2024 the question focussed upon commitment vis-à-vis the Business Unit). Typical among employees in Narrative Research's database, the corresponding perceived level of commitment of the employer to the employee is considerably lower. HRM's research this year is no exception with one-quarter of employees believing their Business Unit is highly committed to them, although perceived commitment in this regard is notably improved compared to 2022. Indeed, these measures are now at or above the regional norm.

Strategic Direction: *In general, employee understanding of the connection between their work and the overall goals of their Business Unit and HRM is improved this year.*

Although HRM continues to fall below average when compared to Narrative Research's Atlantic Canadian normative database regarding employee understanding of strategic direction (that is, the municipality's *Plan on a Page*), great strides have been made this with respect to employee understanding of how their work supports the overall goals the organization. Introduced this year, there is also strong awareness of the Respectful Workplace Policy, and to a lesser extent, of the new Whistleblower Policy.

Employee Engagement: *Similar to 2022, overall employee engagement is moderate with just over seven in ten employees being engaged to some degree.*

It is positive to note that sizable majorities of HRM employees generally feel motivated to do a good job and would recommend their Business Unit as a place to work. A slimmer majority feel a sense of pride in the accomplishments of HRM. Results across all three measures are consistent with 2022. Moreover, on the Employee Engagement Index, HRM scores a 67 out of 100, slightly lower than the regional norm of 71, suggesting an opportunity for a stronger performance with respect to employee engagement. Overall, employee engagement at HRM is slightly lower than in other surveyed workplaces in Atlantic Canada. Specifically, just over one in ten HRM employees exhibit a high level of engagement, and four in ten have medium engagement, two in ten have low engagement, with the remaining three in ten being disengaged. The degree of engagement varies by Business Unit with employees in Human Resources, Legal and Legislative Services, Planning and Development, and the Chief Administrative Office having the highest levels of engagement.



This year, four key drivers of employment engagement emerged from the regression analysis. These include employees perceiving that they *have the opportunity to influence decisions that affect their work*, being *treated in a respectful manner at work*, thinking *members of the Senior Management team in their Business Unit are approachable*, and believing *physical workplace safety is a priority in their Business Unit*. Improving workplace scores on these regression-derived factors thus could have the greatest impact on HRM's levels of workplace engagement overall. Among these four factors, there is the most opportunity to improve in employees' belief they have the opportunity to influence decisions that impact their work, followed by agreement that members of the Senior Management team in their Business Unit approachable.

Management: *While assessments of supervisors across various dimensions are fairly robust in general, ratings of direct supervisors tend to be more positive than those for the senior management team.*

Employee opinions of their supervisory managers are generally positive and increasingly so this year compared to 2022, with over eight in ten employees agreeing that their direct supervisor is approachable and seven in ten having confidence in the job being done by their supervisor. Assessment of their supervisor's fairness is on par with 2022 and lower among HRM employees compared with other Atlantic Canadian organizations, suggesting a potential opportunity for improvement in this regard.

Generally, senior management and Business Unit Executive Directors/Chiefs are not perceived as positively as direct supervisors, a common finding in research of this type. That said, perceptions of senior management are up somewhat this year, with six in ten employees finding senior management members approachable, and one-half of employees having confidence in the job being done by senior management. The latter falls below the average in comparison to other Atlantic Canadian organizations, while approachability of senior management is on par.

Satisfaction: *Job satisfaction at HRM is similar to that of other Atlantic Canadian organizations.*

Ratings of job satisfaction are improved this year, sitting at seven in ten, while satisfaction with one's Business Unit is less robust at six in ten. This increase in job satisfaction ratings brings HRM on par with the Atlantic Canadian norm for 2024. Furthermore, three-quarters agree they feel generally positive about their work, a notable improvement compared to 2022 when employees were asked the extent to which they agree their morale is generally positive at work. Unchanged from 2022, a majority also continue to agree they have a daily opportunity to do what they do best, on par with other organizations in the region.

Professional Development: *While there remains room to improve perceptions of professional development, agreement across related statements is generally increased this year compared to 2022.*

As evident in both 2018 and 2022, HRM employees generally do not perceive robust professional development opportunities being available to them. That said, notable improvements have been made compared to 2022 in this regard. Specifically, six in ten agree their supervisor or manager encourages their development, while slightly fewer agree they are given a fair opportunity to compete for positions when they become available, or that they are given fair opportunity to pursue related training.



Encouragement of development and opportunity to pursue training are below the database norm, while being given a fair opportunity to compete for positions is on par. Perceptions are less positive in terms of access to opportunities to help develop careers, and whether or not learning and skills development are top priorities. Less than one-half agree with each of these statements, although it should be noted that agreement related to learning being a priority has increased since 2022. Access to opportunities to help develop their career is on par with 2022 results.

Performance and Productivity: The 2024 results related to performance and productivity are in general the same or better than those in 2022, although having necessary tools and resources, and the opportunity to influence decisions that affect ones' job, continue to be opportunities for improvement.

Agreement across numerous performance and productivity metrics is moderately strong, with some statements on par with the regional norm and some falling below. Specifically, eight in ten employees agree they are held accountable for their performance, and three-quarters agree they can effectively deal with the amount of work assigned to them - both of which are on par with the regional normative average and 2022. Notably below the norm is agreement that employees have the necessary tools and resources to do their job well, although this remains consistent with 2022 results. Although still less than one-half (and below the regional norm), an increased proportion this year agree they have an opportunity to influence decisions that affect their work. Meanwhile, one-quarter of HRM employees find their job to be too stressful, down versus 2022 (a positive outcome) but still less favourable than the database norm.

Employee Recognition: Although agreement on most employee recognition metrics is the same or better this year compared to 2022, there is an opportunity to re-examine salary and benefits.

Agreement across certain aspects of employee recognition are fairly positive, and in certain instances are the same or better relative to 2022. Specifically, three-quarters agree they are treated in a respectful manner at work, and that their work team values their contribution, while just under seven in ten agree their pension plan provides good value, their contributions are valued by their supervisor/manager, and they feel included in their workplace (a new measure this year). Agreement is less robust in terms of being recognized for achievement by their Business Unit, being fairly compensated in terms of salary, and being satisfied with their benefits package, all of which fall below the norm. It is also worth noting that unlike other statements, perceptions of salary and benefits are notably less positive this year than in 2022.

General Working Conditions: The 2024 survey results for general working conditions are mixed, with certain strengths but also some evident opportunities for growth.

Similar to 2022 results and above the Atlantic Canadian norm, eight in ten HRM employees agree their employment is secure at HRM. Also at or above 2022 results, just slightly fewer agree that they are treated fairly within their work team and there is good co-operation among co-workers, the latter of which is on par with other organizations in the region. Meanwhile, six in ten agree the municipality satisfies the needs of the public, falling below both 2022 levels and the regional norm. Less robust still is agreement that employees are encouraged by their direct manager/supervisor to be innovative and/or suggest new approaches to their work, although it should be noted that agreement is notably improved compared to 2022. A new measure this year, one-half agree their Business Units provides opportunities for employees to interact.



Health and Safety: Health and safety results suggest that although circumstances are improving, there are opportunities to more so facilitate a psychologically safe and mentally healthy work environment.

Seven in ten employees agree they can balance the demands of their work life with the demands of their personal/family life, and two-thirds agree that physical workplace safety is a priority in their Business Unit, both of which are on par with 2022 but fall below the Atlantic Canadian norm.

Less robust – albeit up notably this year – are perceptions that employee health and wellness is a priority at their Business Unit, and that Business Unit leaders are interested in the overall well-being of their employees. When the latter statement is compared, it falls short of the Atlantic Canadian norm. New statements posed this year related to health and safety yield a variety of results. A large majority agree they are aware of the Employee Family Assistance Program, while a slight majority agree their workplace is a physically healthy environment, and that psychological health and safety is a priority in my Business Unit. Meanwhile, a minority of employees agree their workplace encourages discussing mental health concerns at work.

Communications: Improvements are evident across most aspects of communication, although there is room to improve perceptions that collaboration with other Business Units is a top priority.

While several new communications statements were posed this year, agreement on most of those that were also posed in 2022 is the same or better. Specifically, seven in ten agree their supervisor keeps them well-informed as to what is expected, up compared to 2022 and now on par with the regional norm. Similarly, agreement that the municipality provides sufficient information about current organizational initiatives and changes is also up this year, although it falls below the regional norm. Agreement that employees are given regular feedback is consistent with 2022 but falls well below the Atlantic Canada norm, while agreement that their Business Unit encourages collaboration with other Business Units has dropped below 2022 levels. Agreement on new statements related to communication is moderately strong.

Important Workplace Changes: Employees offer an array of suggestions for the municipality to improve its workplace with top recommendations including better salary/benefits, better management, and hiring more staff.

When asked to identify the single most important change that could be made to improve the workplace, better salaries and benefits, improved management, and hiring more staff are the most cited responses.

Gap Scores: In most areas, the difference between what employees expect and how employers perform remains relatively modest, but the disparity has increased notably with respect to salary and benefits.

To more fully understand differences in employee *expectations* vis-à-vis the *perceived performance* of HRM as an employer, a gap analysis was performed. The gap score is calculated as the percentage of employees who rate a statement as critically important, but do not completely or mostly agree that their employer performs near optimally in that regard. Generally speaking, the results of this line of inquiry indicate gap scores are moderate at HRM, with the largest gaps tied to being fairly compensated in terms of salary, followed by being fairly compensated in terms of a benefits package. Notably, the gap scores for both of these metrics have increased since 2022.



Net Promoter Score: HRM's Business Units have a negative Net Promoter Score, on par with 2022.

The Net Promoter Score is a measure of the likelihood of HRM employees to recommend their Business Unit as a good place to work. In this instance, the population of employees is separated into categories of "Promoters," "Passives," and "Detractors," based on their willingness to recommend their Business Unit. Overall, HRM as a collective of Business Units has a Net Promoter Score of -8, indicating that HRM's employee Detractor population is a somewhat bigger segment than its employee Promoters.

Database Comparison: The municipality is somewhat less likely to lag behind other organizations in the region as compared to 2022.

Another overall indicator of workplace performance is derived by comparing HRM's survey results to those contained in Narrative Research's Employee Opinion Database for Atlantic Canada. Across many survey metrics it is found that HRM is generally on par vis-à-vis the database. Specifically, HRM exceeds the average database rating solely in relation to *my employment is secure*, while trailing the Atlantic norm on 22 statements, and being on par for remaining nine for which comparator information is available.

Database Municipalities Comparison: HRM is generally on par with other municipalities in Atlantic Canada.

As an extra step in the study's database analysis, agreement among HRM employees has been compared to employees at other Atlantic Canadian municipalities on applicable statements. When 29 statements are compared, HRM outperforms other municipalities on two, trails on 11, and is on par on 16 relative to the other six municipalities in Narrative Research's database.



Recommendations

HRM overall engagement survey recommendations: Deploying an employee engagement improvement plan

This section of the report documents overall survey recommendations designed to assist the Municipality to deploy an employee engagement improvement plan following the completion of the 2024 employee engagement survey.

The recommended high-level deployment steps include the following:

1. Consider adding “Employee Engagement” to HRM’s corporate strategic plan. Alternatively, consider adding an Employee Engagement item to each Business Unit’s strategic plan. This is a highly effective way to align the improvement initiative with Business Unit goals and ensure sustained focus, making it a long-term priority. It signals to employees that investing in employee engagement is important to the Municipality.
2. Within each Business Unit, communicate the survey results transparently. Share key findings with employees, acknowledge areas for improvement, and outline next steps. This helps to confirm commitment to action.
3. Form grassroots-level employee task forces focused on improving engagement within their own team or Business Unit. In forming these task forces, ensure that a cross-section of employees at various levels are involved. Seek out employees who are supportive peer leaders and influencers to be part of this task force.
4. With the employee task force, managers should thoroughly review the overall and Business Unit results, including the Business Unit’s recommendations. As necessary, initiate further input-seeking activities from employees across the Business Unit such as focus groups, pulse surveys, or individual interviews.
5. With the task force, identify critical areas that need improvement and create targeted action plans. It is recommended to use a 2x2 prioritization matrix to evaluate proposed ideas based on their expected impact versus effort. Prioritize ideas by addressing high-impact, low-effort (quick wins) first, while long-term goals should be addressed iteratively.
6. Develop measurable and actionable Key Performance Indicators (KPIs) related to the selected priorities, and monitor them on a regular basis. Consider the use of follow-up surveys to measure the impact of implemented improvements and refine strategies based on feedback.
7. Finally, to effectively marketing the improvements back to employees is a key component of the employee engagement improvement plan. Consider a corporate-wide branding approach with a strong name, tagline, and logo to create a sense of messaging unity and momentum.



It is recommended in this regard that the Municipality develop branded communications that highlight key actions and quick wins being implemented across HRM, ensuring frequent updates that emphasize messages such as “We listened” and “Senior leadership is acting on your feedback.” As well, it is important to engage leadership in these efforts through interactive initiatives such as a roadshow, providing employees with direct opportunities to see and discuss progress related to improvement efforts. Alternatively, it would be helpful to share branded, monthly updates via email or existing employee newsletters or other communications vehicles. Making these updates visible and frequent will help employees see the impact of their feedback, reinforcing their sense of ownership in making or sustaining their Business Unit (as) a great place to work.

Set your teams up for success! The following constitute a note on best practices related to the employee engagement improvement initiatives:

1. Train and support managers to address engagement issues within their teams. Equip them with tools for communicating results, navigating conversations related to potential improvement ideas, and holding regular check-ins and feedback sessions.
2. Employee Engagement Survey Task forces should focus on one or two (and certainly no more than three) priorities per year.
3. Create channels for ongoing feedback, such as pulse surveys or open forums, ensuring employees continue to feel heard, and adjust the engagement improvement plan accordingly.
4. Recognize and provide positive incentives to employees who participate in the task forces or who provide ‘above and beyond’ follow-up input.
5. Branding your corporate employee engagement improvement plan helps enhance communication and fosters buy-in.



Detailed Analysis

The Detailed Analysis sections provide the in-depth analysis of the results organized into key topics. Given that a large proportion of items are on a 5-point agreement scale, the analysis focuses on the percentage *agreeing*, which represents the sum of ratings of employees who ‘completely’ or ‘mostly’ agree with a survey statement.

The analysis herein in certain instances places an emphasis upon the percentage of employees who *disagree*, represented by the sum of ratings of those who either ‘completely’ or ‘mostly’ disagree with a survey statement. Variations in the extent to which employees *agree* with a statement often corresponds to variations in the percentage of *neutral* (that is, a *neither agree nor disagree* response by an employee) as well as *disagreement* responses, rather than solely a reflection of outright disagreement. In Narrative Research’s experience, such a pattern usually reflects more uncertainty on the part of employees, rather than extensive discontent. Discontent is usually reflected in elevated outright disagreement ratings across a large number of measures. In this regard, results where at least one-third of employees disagree are noted.

Please note that in the report, commentary is frequently made concerning comparisons between and among various classification groups of HRM employees. For example, length of tenure with HRM and management/non-management are two distinctions utilized in the analysis below. As well, employees were asked if they are within an employment equity group, defined in the survey as comprised collectively of racially visible people, women, Indigenous, persons with disabilities, and 2SLGBTQIA+ individuals. Survey results are analyzed in this report comparing, for example, those within one or more of these constituent employment equity groups, on the one hand, to those not within one or more of the employment equity constituent groups, on the other hand.

Throughout this analysis, “HRM” and “the municipality” are often used in place of “Halifax Regional Municipality.”

Overall results are presented below, followed by differences across employee characteristics and Business Units. In analyzing differences across Business Units, a difference of at least 10 percentage points from the overall percentage was used as the guide to systematically examine differences. In analyzing differences across employee characteristics (referred to as subgroup differences), a difference of at least 10 percentage points from their counterparts was used as a guide.

When comparing the results to Narrative Research’s normative database of Atlantic Canadian organizations, a difference of five percentage points was used as a guide. Similarly, when comparing results year-over-year, a minimum difference of five percentage points was used as a guide to denote change.

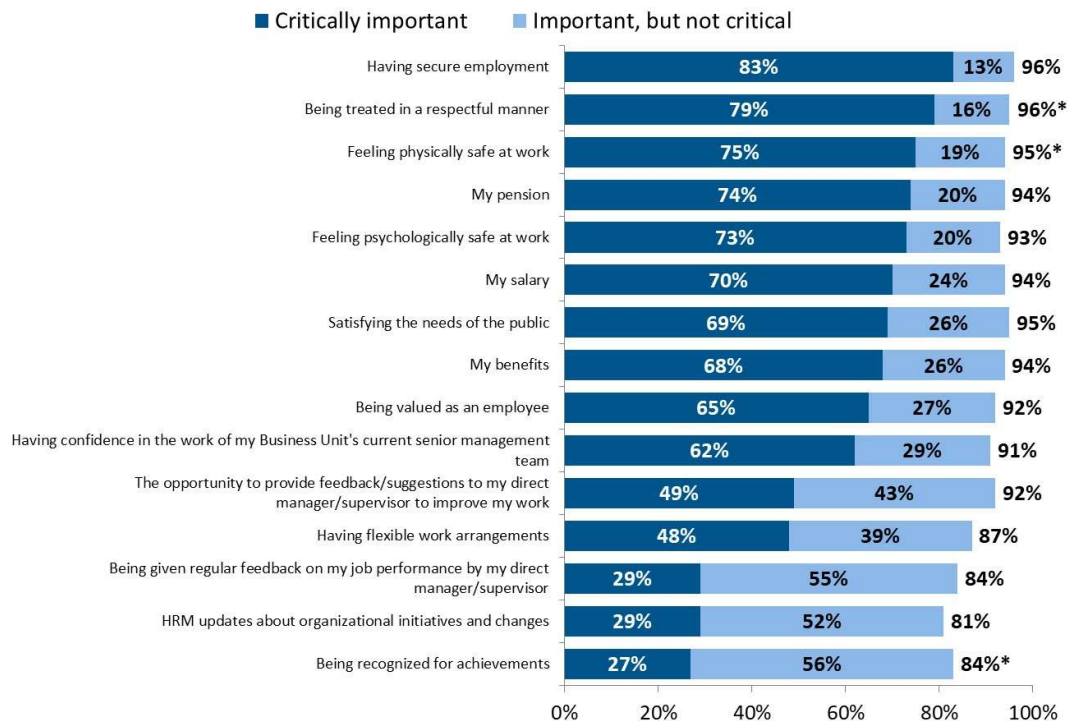


Factors of Importance to the Workplace

When evaluating their Business Unit as a place to work, secure employment, respectful treatment, and feeling physically safe are most likely to be viewed as critically important.

- All statements are considered to be important by at least 81%, on par with the 2022 results, although two years ago the question focussed upon the municipality, not the Business Units.
- **Having secure employment** (83%) has the greatest proportion of employees stating it is ‘critically important’ when evaluating their Business Unit, followed by **being treated in a respectful manner** (79%) and **feeling physically safe at work** (75%).
- **Pension** (74%), **feeling psychologically safe at work** (73%), **salary** (70%), **satisfying the needs of the public** (69%), **benefits** (68%), **being valued as an employee** (65%), and **having confidence in the work of their Business Unit’s senior management team** (62%) are viewed by the majority of employees as critically important.
- Approximately one-half of employees regard **having the opportunity to provide feedback/suggestions to their manager** (49%) and **having flexible working arrangements** (48%) as critically important.
- Least critically important are **being given feedback on their job performance by their supervisor or manager** (29%), **receiving HRM updates about organizational initiatives and changes** (29%), and **being recognized for achievements** (27%).

Evaluating Business Unit As a Place to Work



Q.1a-o: How important is each of the following in terms of evaluating your Business Unit as a place to work? (2024 n=2,191-2,200) *Due to rounding.



Variations across Employee Characteristics

- In terms of importance ratings (that is, providing ratings of *critically important* or *important*, by *not critical*) the following Business Units have results 10 or more points greater than the overall HRM result:
 - **Having flexible work arrangements:** Human Resources (100%), Chief Administrative Office (100%), Information Technology (98%), and Planning and Development (97%);
 - **Being recognized for achievements :** Human Resources (96%);
 - **Being given regular feedback on my job performance :** Chief Administrative Office (95%) and Human Resources (94%); and
 - **HRM updates about organizational initiatives and changes:** Human Resources (96%) and Information Technology (92%).
- The following subgroup differences are also noted:
 - Those aware of their Business Unit's Executive Director/Chief are more likely to say **their benefits** are of importance when evaluating their Business Unit as a place to work than those who are unaware (95% versus 85%);
 - Non-unionized employees are more likely than those who are unionized to consider receiving **HRM updates about organizational initiatives and changes** as important when evaluating their Business Unit as a workplace (88% versus 78%); and
 - Those with less than 5 years tenure (93%) are notably more likely to consider **flexible work arrangements** important when evaluating their Business Unit as a place to work than those with 20+ years tenure (82%).

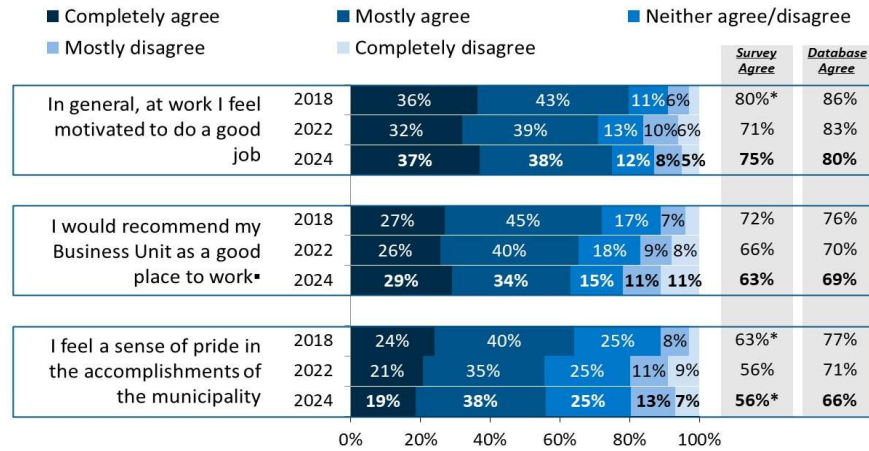
Employee Engagement

Similar to 2022, overall employee engagement is moderate, with just over seven in ten employees being engaged to some degree.

- On par with 2022 but decreasing compared to 2018, three-quarters (75%, compared with 71% in 2022) of employees **feel motivated to do a good job** .
 - Compared to other organizations in Atlantic Canada, agreement that they **feel motivated to do a good job** is slightly below the norm (75% versus 80% as the Atlantic Canadian employee database norm).
- Consistent with 2022, just under two-thirds (63%, compared with 66% in 2022) of employees **would recommend their business unit as a good place to work** .
 - Compared to other organizations in Atlantic Canada, agreement that they **would recommend their business unit as a good place to work** is slightly below the norm (63% versus 69% from the Narrative Research normative database).
- On par with 2022, under six in ten employees (56% in both 2022 and 2024) **feel a sense of pride in the accomplishments of the municipality** .
 - Compared with other organizations in Atlantic Canada, fewer HRM employees **feel a sense of pride in the accomplishments of the municipality** (56% versus 66% as the norm).



Employee Engagement



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.9: I would recommend my Business Unit as a good place to work. *Previously I would recommend the municipality/HRM as a good place to work. (2018 n=2,154; 2022 n=1,735; 2024 n=2,197) | Q.13: In general, at work I feel motivated to do a good job. (2018 n=2,156; 2022 n=1,736; 2024 n=2,196) | Q.15: I feel a sense of pride in the accomplishments of the municipality. Previously HRM. (2018 n=2,151; 2022 n=1,737; 2024 n=2,197) *Due to rounding. Mentions of 4% or less are represented as a bar.

Employee Engagement Index

Narrative Research calculated an **Employee Engagement Index** result for HRM, based on Narrative Research’s engagement model. The Employee Engagement Index examines key aspects that, once combined, measure overall employee engagement. Specifically, the Index includes employee ratings on the following questions:

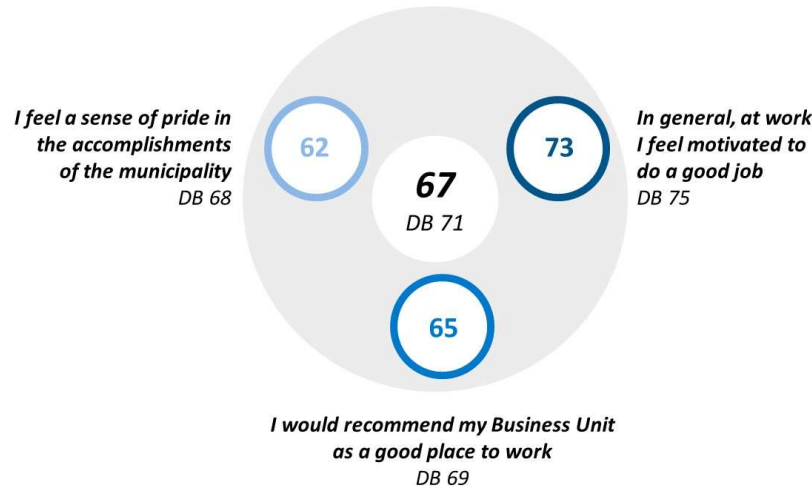
- I would recommend my Business Unit as a good place to work (Q9);
- In general, at work I feel motivated to do a good job (Q13); and
- I feel a sense of pride in the accomplishments of the municipality (Q15).

In calculating engagement scores for each employee, ratings on each of these three questions were averaged and transformed into a scale ranging from a low of 0 to a high of 100. Thus, the maximum possible score on the index is 100, while the minimum is 0. Only respondents with answers to all engagement index questions were included. Similar to 2022 results, the current overall measurement for HRM is 67 (versus 66 in 2022), a figure that is modestly below Narrative Research’s norm for Atlantic Canada of 71 recorded using a similar (though not exactly matching) Index model.

The current Employee Engagement Index results for the various organizations in Narrative Research’s database, range from a low of 48 to a high of 82, compared to a low of 45 and a high of 85 in 2022. With this in mind, an opportunity for HRM to improve the incidence of employee engagement in its workplace is presented.



2024 Employee Engagement Index



Average of Q.9, Q.13, Q.15 [Index goes from 0-100].

Note: Only respondents with answers to all engagement index questions were included in this index. (n=2,192)

Perhaps the greatest opportunity for HRM to increase employee engagement is to focus on those areas of the municipality where engagement levels are lowest. Examination of engagement across the various Business Units reveals considerable variation. Specifically, employees in Human Resources have the highest engagement index score, followed by those in Legal and Legislative Services, and Planning and Development. That said, once again employees working for Halifax Regional Police have the lowest score.

<i>Business Unit</i>	<i>Engagement Index</i>	<i>Ranking</i>
Human Resources	85	#1
Legal and Legislative Services	84	#2
Planning and Development	82	#3
Chief Administrative Office	81	#4
Community Safety	80	#5
Information Technology	78	#6
Finance and Asset Management	76	#7
Parks and Recreation	73	#8
Public Works	73	#8
Halifax Regional Fire and Emergency	68	#10
Property Fleet and Environment	62	#11
Halifax Transit	58	#12
Halifax Regional Police	51	#13

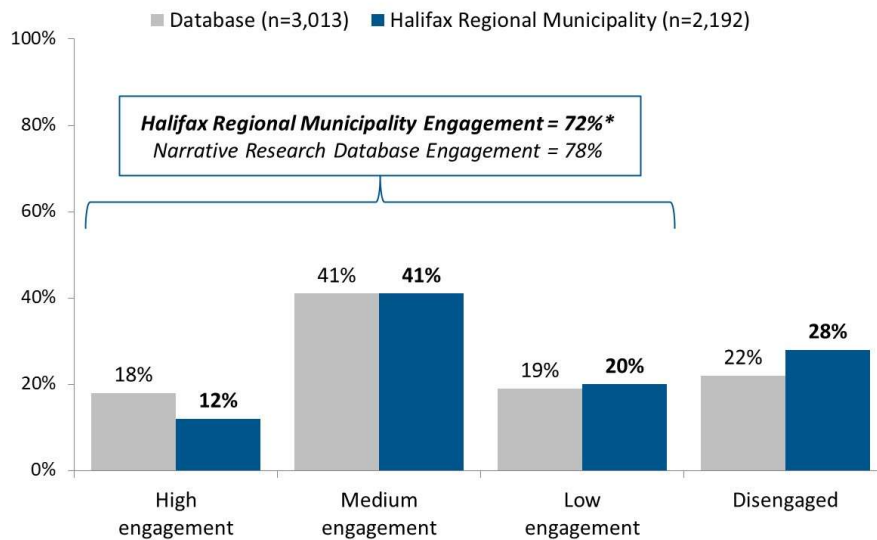


Employee Engagement Profile

The employee engagement profile provides added analysis of employee engagement levels. The profile is calculated based on the same three profiling questions as in the Employee Engagement Index. Only employees with answers to all three of these survey questions are included in the profile, and responses dictate whether an employee has a *low, medium, or high level of engagement, or is disengaged*. A higher engagement level often correlates with a higher affinity for their work and employer.

- This year’s employee engagement profile is on par with 2022, a total of 41% of HRM employees have a **medium level** of engagement, and 12% are classified as having a **high level** of engagement. A total of 20% of HRM employees have a **low level** of engagement, while 28% are **disengaged**.
 - In relation to Narrative Research’s normative database, the proportion of HRM employees with a high level of engagement is below the average percentage across Atlantic Canadian workplaces (18% for the database), while the level of disengaged HRM employees is above the percentage of disengaged employees across Atlantic Canadian workplaces (22% for the database). The proportion of HRM employees with medium and low levels of engagement is on par with the percentage of medium and low-level engagement across Atlantic Canadian workplaces.

2024 Employee Engagement Profile



Note: Only respondents with answers to all engagement index questions were included in this table. *Due to rounding.

- The degree of **engagement** varies by Business Unit, with employees in Legal and Legislative Services (99%), Human Resources (97%), Planning and Development (96%), and the Chief Administrative Office (94%) having the highest proportion of engaged employees.
- The highest levels of **disengagement** are evident among the Halifax Transit (44%) and Halifax Regional Police (51%).



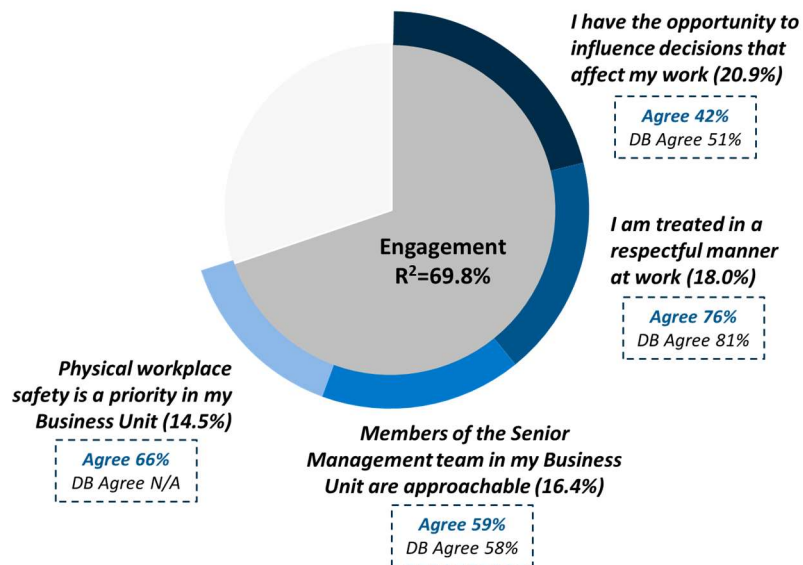
Key Drivers of Employee Engagement

A multiple regression or ‘key drivers’ analysis was performed to identify the survey measures or factors most closely associated with employee engagement in HRM’s workplace. Drivers are variables for which variations across respondents best predict the score of another (usually more general) variable also known as the criterion variable, which in this case is the level of engagement of the employee.

By analyzing agreement ratings on an assortment of survey measures, the main influencers of employee engagement can be suggested. The amount of variation in the criterion variable that can be explained by these identified drivers can vary. For example, multiple regression models that explain 20% to 30% of the variance are considered weak, whereas models that explain 60% or more of the variance are considered strong.

The 2024 key drivers’ analysis indicates that there are four factors that currently most strongly correlated with employee engagement at HRM. These include employees perceiving that they **have the opportunity to influence decisions that affect their work**, being **treated in a respectful manner at work**, thinking **members of the Senior Management team in their Business Unit are approachable**, and believing **physical workplace safety is a priority in their Business Unit**. With a coefficient of $R^2= 69.8\%$, this is a very strong regression or key drivers model, indicating that 69.8% of variability in the ratings can be accounted for via the model. Based on the current levels of agreement among HRM employees on each of these four drivers, the opportunity to raise employee engagement in the HRM workplace is presented.

Drivers of Engagement



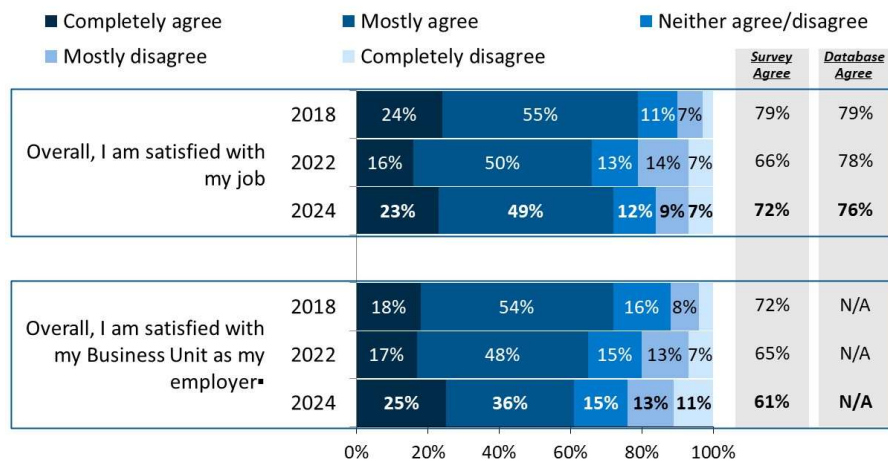


Employee Satisfaction

Job satisfaction is similar to that of other Atlantic Canadian organizations.

- Increasing this year relative to 2022, seven in ten (72%, up from 66%) employees agree that **overall, they are satisfied with their job**. On par with 2022, (61%, versus 65% in 2022) agree that **overall, they are satisfied with their Business Unit as their employer*** (in 2022 the question asked vis-à-vis the municipality rather than the Business Unit).
 - When comparing **overall job satisfaction** with in 2022, results are on par with the norm this year (72% versus 76%).
- Compared to 2022, more employees ‘completely agree’ with each statement this year.

Employment Satisfaction



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.5: Overall, I am satisfied with my job. (2018 n=2,152; 2022 n=1,738; 2024 n=2,198) | Q.6: Overall, I am satisfied with my Business Unit as my employer. *Previously HRM in 2018, and the municipality in 2022. (2018 n=2,151; 2022 n=1,737; 2024 n=2,197) Mentions of 4% or less are represented as a bar.

Variations across employee characteristics regarding Question 5: Overall, I am satisfied with my job:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal and Legislative Services (96%), Chief Administrative Office (88%), Community Safety (88%), Human Resources (87%), and Information Technology (84%).
- The following Business Units had results 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (60%) and Halifax Transit (59%).
- The following subgroup differences are also noted:
 - Those who are aware of their Business Unit’s Executive Director/Chief are more likely to agree as compared to those who are not aware (75% versus 54%);



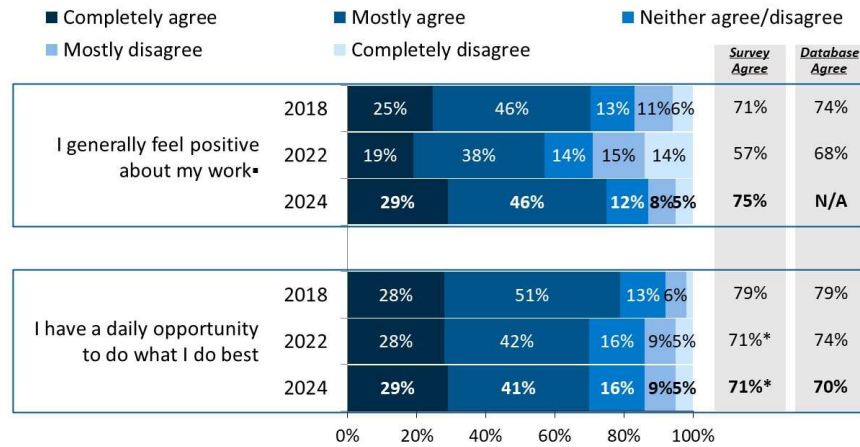
- Non-Union member employees are more likely to agree than employees who are union members (85% versus 66%);
- Employees who are a part of an employment equity group are more likely to agree than employees who are not (77% versus 66%); and
- Employees who have a tenure of less than 5 years (80%) are more likely to agree than employees who have a tenure of 5-9 years and 10-19 years (64% and 67%, respectively). Meanwhile employees with a tenure of 20+ years are more likely to agree than employees with a tenure of 5-9 years (75% versus 64%).

Variations across employee characteristics regarding Question 6: Overall, I am satisfied with my Business Unit as my employer.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (89%), Legal and Legislative Services (88%), Community Safety (85%), Planning and Development (85%), Information Technology (83%), Chief Administrative Office (78%), Finance and Asset Management (76%), Parks and Recreation (76%), and Public Works (71%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (47%) and Halifax Regional Police (39%).
- The following subgroup differences are also noted:
 - Those aware of their Business Unit's Executive Director/Chief are more likely to agree than those who are not (63% versus 47%);
 - Non-union member employees are more likely than union member employees to agree (81% versus 52%);
 - Employees who are a part of an employment equity group are more likely to agree compared to those who are not (67% versus 54%); and
 - Those with a tenure of less than 5 years (74%) are more likely to agree compared to those who have longer tenures.
- Increasing substantially this year, three-quarters of employees (75%, up from 57%) ***generally feel positive about their work*** . It is important to note, however, that this year the question wording changed from ***my morale at work is generally positive*** . On par with the 2022 survey result, seven in ten employees (71%) agree that they ***have the daily opportunity to do what they do best*** .
 - In comparison to Narrative Research's employee opinion database, HRM scores on par with other organizations in Atlantic Canada (70% is the regional norm) with regards to employees having the daily opportunity to do what they do best.



Employment Satisfaction



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.7: I have a daily opportunity to do what I do best. (2018 n=2,155; 2022 n=1,738; 2024 n=2,198) | Q.16: I generally feel positive about my work. *Previously My morale at work is generally positive. (2018 n=2,145; 2022 n=1,735; 2024 n=2,196)
 *Due to rounding. Mentions of 4% or less are represented as a bar.

Variations across employee characteristics regarding Question 7: I have a daily opportunity to do what I do best.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (90%), Community Safety (88%), Legal and Legislative Services (86%), Planning and Development (86%), Information Technology (85%), and Chief Administrative Office (83%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (49%).
- The following subgroup differences are also noted:
 - Those who are aware of their Business Unit’s Executive Director/Chief are more likely to agree as compared to those who are not aware (73% versus 57%);
 - Non-union member employees are more likely to agree compared to employees who are union members (82% versus 66%); and
 - Employees who have a tenure of less than 5 years (77%) are more likely to agree than employees who have a tenure of 5-9 years (66%).

Variations across employee characteristics regarding Question 16: I generally feel positive about my work.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal and Legislative Services (94%), Human Resources (93%), Community Safety (91%), Information Technology (90%), Chief Administrative Office (89%), and Planning and Development (85%).
- The following Business Unit agreement results are 10 or more points less than HRM’s overall:



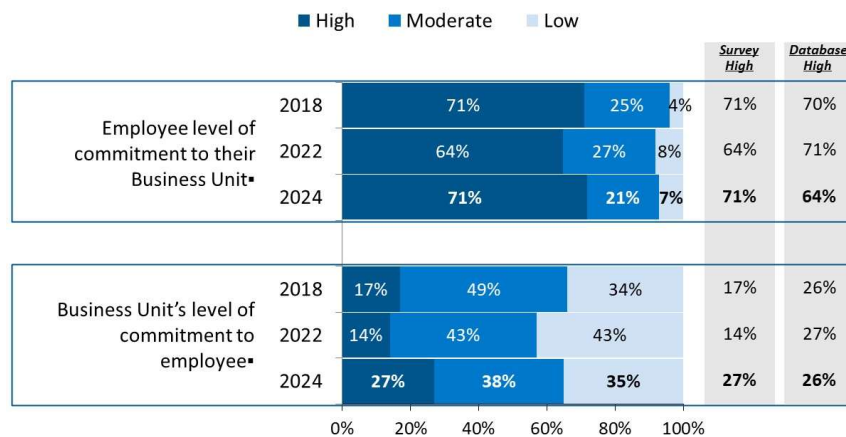
- Halifax Transit (64%) and Halifax Regional Police (58%).
- The following subgroup differences are also noted:
 - Those who are aware of their Business Unit’s Executive Director/Chief are more likely to agree as compared to those who are not aware (77% versus 59%);
 - Non-Union member employees are more likely to agree than employees who are union members (88% versus 69%); and
 - Employees with a tenure of less than 5 years (84%) are more likely to agree compared to employees with a tenure of 5-9 years and 10-19 years (68% and 69%, respectively).

Workplace Commitment

The majority of employees indicate a high level of commitment towards HRM, while a growing minority perceive HRM as highly committed to them.

- Seven in ten (71%, up relative to 64% in the 2022 survey when the question inquired regarding commitment vis-à-vis the Municipality) employees now state that they have a high **level of commitment to their Business Unit as an employer** (71% versus 64% in the Narrative Research database).
 - Based on Narrative Research’s database of Atlantic Canadian organizations, the commitment level of HRM’s employees is above the norm.
- One-quarter (27%, compared with 14% in 2022) state that their **Business Unit has a high level of commitment to them** in return – a notable increase since 2022 and a historical high for this metric.
 - Their Business Unit’s perceived level of commitment to employees is on par with that of Narrative Research’s database for the region overall (27% versus 26% on average).

Level of Commitment



Q.2: All things considered, how would you describe your level of commitment to your Business Unit? *Previously HRM in 2018, and Halifax Regional Municipality in 2022. (2018 n=2,157; 2022 n=1,738; 2024 n=2,200) | Q.3: All things considered, how would you describe your Business Unit's commitment to you as an employee? *Previously HRM in 2018, and Municipality in 2022. (2018 n=2,149; 2022 n=1,736; 2024 n=2,198)



Variations across employee characteristics regarding Question 2: All things considered, how would you describe your level of commitment to Your Business Unit:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to a high level of commitment:
 - Community Safety (85%), Finance and Asset Management (83%), Planning and Development (82%), and Information Technology (82%).
- The following Business Unit has a result 10 or more points less than the overall HRM result, with regard to a high level of commitment:
 - Halifax Regional Police (61%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to have a high level of commitment to their Business Unit, than those unaware (74% versus 54%);
 - Employees who are not a union member, when compared to those who are, are more likely to have a high level of commitment to their Business Unit (84% versus 66%); and
 - Employees with less than 5 years tenure (78%) are more likely express a high level of commitment to their Business Unit compared to those with 5-9 years (65%) or 10-19 years (67%) tenure.

Variations across employee characteristics regarding Question 3: All things considered, how would you describe your Business Unit's commitment to you as an employee:

- The following Business Units have a result of 10 or more points greater than the overall HRM result with regard to a high level of commitment:
 - Human Resources (61%), Information Technology (52%), Planning and Development (52%), Community Safety (44%), Legal and Legislative Services (41%), and Finance and Asset Management (40%).
- The following Business Unit has a result 10 or more points less than the overall HRM result, with regard to a perceived high level of commitment:
 - Halifax Regional Fire and Emergency (15%) and Halifax Regional Police (9%).
- The following subgroup differences are also noted:
 - Non-Union members, as opposed to union members, are more likely to perceive high commitment (42% versus 20%); and
 - Employees with less than 5 years tenure (39%) are more likely to perceive high commitment from their Business Unit compared to those employees with longer tenures.

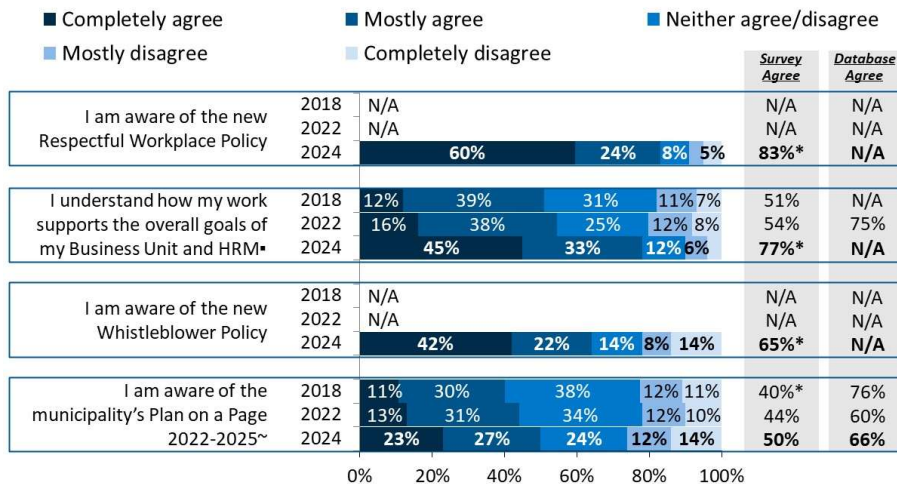


Strategic Direction

In general, employee understanding of the connection between their work and the overall goals of their Business Unit and HRM is improved this year.

- A large majority express agreement that they are **aware of the new Respectful Workplace Policy** (83%), a new question statement this year.
- Three-quarters (77%, compared to 54% in 2022) agree they **understand how their work supports the overall goals of their Business Unit and HRM** , a notable improvement compared to 2022 although it should be noted that the wording was adjusted somewhat this year.
- Asked about for the first time in 2024, two-thirds (65%) agree they are **aware of the new Whistleblower Policy** .
- One-half (50%, compared with 44% in 2022) agree they **are aware the municipality's Plan on a Page 2021-2025** , although it should be noted that the statement wording was adjusted this year.
 - Although HRM's Plan on a Page is unique, this statement was compared with Narrative Research's database statement *I understand my organization's strategic direction* . The percentage of HRM employees who understand **the municipality's Plan on a Page** is below average (50%, compared with 66% in the Narrative Research employee database for Atlantic Canada).

Strategic Direction



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.4a: I am aware of the municipality's Plan on a Page 2021-2025. ~Previously I understand the municipality's Plan on a Page 2021-2025 in 2022, and I understand HRM's Plan on a Page 2017-2021 in 2018. (2018 n=2,129; 2022 n=1,736; 2024 n=2,186)
 | Q.4b: I understand how my work supports the overall goals of my Business Unit and HRM. *Previously I understand how I can contribute to the municipality/HRM achieving its key priorities. (2018 n=2,141; 2022 n=1,737; 2024 n=2,197) | Q.4c: I am aware of the new Respectful Workplace Policy. (2024 n=2,199) **New question 2024.** | Q.4d: I am aware of the new Whistleblower Policy. (2024 n=2,193) **New question 2024.** *Due to rounding. Mentions of 4% or less are represented as a bar.



Variations across employee characteristics regarding Question 4a: I am aware of the municipality's Plan on a Page 2021-2025:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (94%), Chief Administrative Office (91%), Legal and Legislative Services (78%), Planning and Development (74%), Finance and Asset Management (73%), Information Technology (72%), and Property Fleet and Environment (66%).
- The following Business Units have results 10 or more points less than the overall HRM result, with regard to agreement:
 - Halifax Regional Fire and Emergency (34%) and Halifax Regional Police (19%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree that they are aware of HRM's plan compared to those unaware (54% versus 22%);
 - Employees in management positions are more likely to agree that they are aware of HRM's plan compared to non-management employees (67% versus 44%);
 - Non-Union members, as opposed to union members, are more likely to agree that they are aware of HRM's plan (84% versus 35%);
 - Employees who are a part of an employment equity group are more likely to agree than are those who are not a part of an employment equity group (57% versus 42%); and
 - Employees with less than 5 years tenure (56%) are more likely to agree than employees with tenure of 20+ years (44%).

Variations across employee characteristics regarding Question 4b: I understand how my work supports the overall goals of my Business Unit and HRM:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (96%), Planning and Development (96%), Legal and Legislative Services (95%), Chief Administrative Office (95%), Finance and Asset Management (93%), Information Technology (89%), and Community Safety (87%).
- The following Business Units have results 10 or more points less than the overall HRM result with regard to agreement:
 - Halifax Regional Police (55%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree than are those unaware (81% versus 55%);
 - Non-Union member employees are more likely than their counterparts to agree (93% versus 71%); and
 - Employees with less than 5 years tenure (85%) are more likely to agree than employees with longer tenures.



Variations across employee characteristics regarding Question 4c: I am aware of the new Respectful Workplace Policy:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (100%), Chief Administrative Office (97%), Legal and Legislative Services (96%), Information Technology (95%), Finance and Asset Management (94%), Planning and Development (94%), Halifax Regional Fire and Emergency (94%), and Public Works (93%).
- The following Business Unit has a result 10 or more points less than the overall HRM result with regard to agreement:
 - Halifax Regional Police (57%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree than are those unaware (87% versus 62%);
 - Employees in Management roles are more likely than those in non-management roles to agree (93% versus 80%);
 - Non-Union member employees are more likely than their counterparts to agree (95% versus 78%); and
 - Employees with less than 5 years tenure (89%) are more likely to agree than employees with longer tenures.

Variations across employee characteristics regarding Question 4d: I am aware of the new Whistleblower Policy

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Chief Administrative Office (89%), Human Resources (87%), Legal and Legislative Services (83%), and Halifax Regional Fire and Emergency (80%).
- The following Business Unit has a result 10 or more points less than the overall HRM result with regard to agreement:
 - Halifax Regional Police (36%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree than are those unaware (69% versus 35%);
 - Employees in Management roles are more likely to agree than those not in management roles (80% versus 59%); and
 - Non-Union member employees are more likely than their counterparts to agree (86% versus 55%).



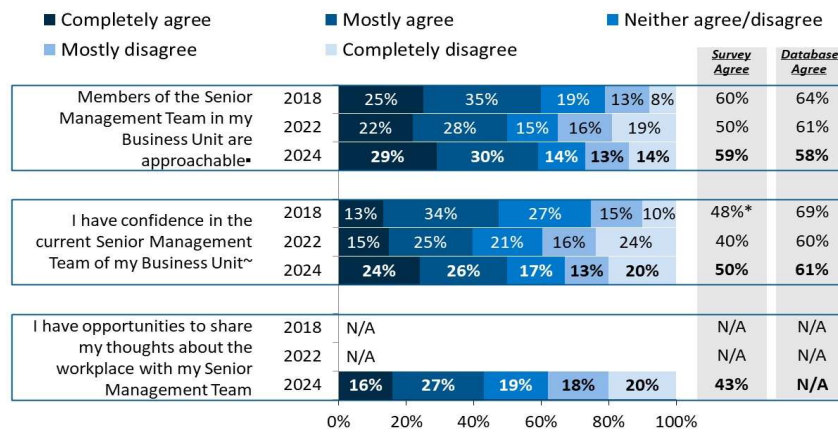
Management

While assessments of supervisors across various dimensions are fairly robust in general, ratings of direct supervisors tend to be more positive than those for the senior management team.

Senior Management

- Up compared to 2022, six in ten (59%, compared with 50% in 2022) employees indicate that **members of the Senior Management team in their Business Unit are approachable**.
- Also improved, one-half agree they have **confidence in the current Senior Management of my Business Unit** (50%, compared with 40% in 2022).
- Asked this year for the first time, just over four in ten (43%) agree they **have opportunities to share their thoughts about the workplace with their Senior Management Team**.
 - When compared to Narrative Research’s employee opinion database, the municipality’s ratings regarding **senior management’s approachability** are on par with the database average (59% versus 58% for the database), while **confidence in the Senior Management of my Business Unit** falls below the norm (50% versus an average of 61% for the region).

Senior Management



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.17: Members of the Senior Management Team in my Business Unit are approachable. *Previously Senior management/ the Director of my business unit. (2018 n=2,141; 2022 n=1,737; 2024 n=2,196) | Q.19: I have confidence in the current Senior Management Team of my Business Unit. **Previously I have confidence in the job being done by the Senior Management Team of my Business Unit. (2018 n=2,146; 2022 n=1,738; 2024 n=2,196) | Q.26 I have opportunities to share my thoughts about the workplace with my Senior Management Team. (2024 n=2,197) *New question in 2024. *Due to rounding.*

Variations across employee characteristics regarding Question 17: Members of the Senior Management team in my Business Unit are approachable:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (89%), Planning and Development (87%), Information Technology (85%), Finance and Asset Management (83%), Community Safety (81%), Legal and Legislative (81%), Chief Administrative (78%), and Public Works (70%).



- The following Business Units have results that are 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (49%), Halifax Regional Fire and Emergency (46%), and Halifax Regional Police (34%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree than employees who are not aware of their Business Unit's Executive Director/Chief (62% versus 43%);
 - Employees in management/supervisor positions are more likely to agree than are those who are not in management/supervisor positions (66% versus 57%);
 - Employees who are a part of an employment equity group are more likely to agree than are those who are not a part of an employment equity group (64% versus 54%); and
 - Employees with less than 5 years of tenure (69%) are more likely to agree than are employees with longer tenures.

Variations across employee characteristics regarding Question 19: I have confidence in the current Senior Management Team of my Business Unit.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (94%), Planning and Development (87%), Legal and Legislative (83%), Information Technology (81%), Finance and Asset Management (80%), Community Safety (79%), Chief Administrative Office (73%), and Parks and Recreation (62%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (33%), Halifax Regional Fire and Emergency (32%), and Halifax Regional Police (26%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree than those who are unaware (53% versus 33%);
 - Non-union employees are more likely to agree than those who are union members (74% versus 40%);
 - Employees who are part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (58% versus 42%); and
 - Employees with a tenure of less than 5 years (64%) are more likely to agree compared to employees with longer tenures.

Variations across employee characteristics regarding Question 26: I have opportunities to share my thoughts about the workplace with my Senior Management Team.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:



- Human Resources (76%), Information Technology (75%), Legal and Legislative Services (68%), Planning and Development (65%), Finance and Asset Management (63%), Chief Administrative Office (61%), Community Safety (59%), and Property Fleet and Environment (55%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (33%), Halifax Regional Fire and Emergency (31%), and Halifax Regional Police (20%).
- It is also important to note the following subgroup differences:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree than those who are unaware (46% versus 24%);
 - Those who are in a management/supervisor position are more likely to agree than those in non-management positions (53% versus 40%);
 - Non-union members are more likely to agree than those who are union members (64% versus 34%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (48% versus 38%); and
 - Employees with a tenure of less than 5 years (54%) are less likely to agree than employees with longer tenures.

Supervisory Management

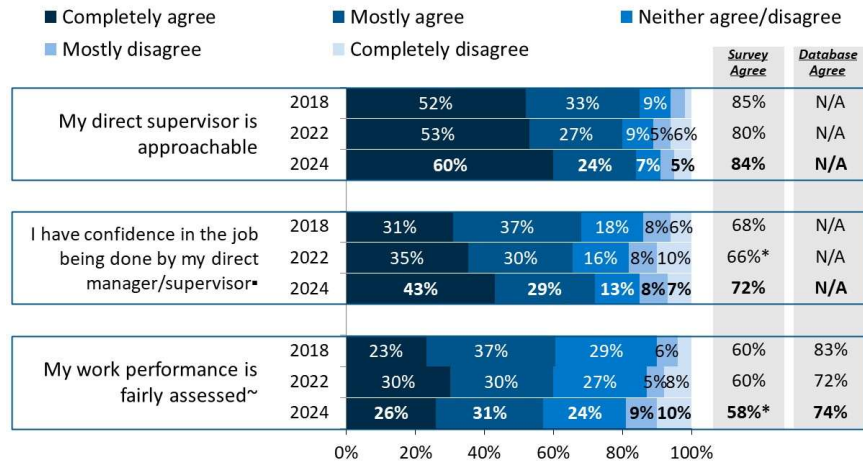
- A strong majority of employees (84%, compared to 80% in 2022) agree that their ***supervisor is approachable***.
- An increase relative to 2022, a majority of employees agree they ***have confidence in the job being done by their direct manager/supervisor*** (72%, up from 66%).

On par with the last survey, over one-half of employees agree that their ***work performance is fairly assessed*** (58%, versus 60% in 2022).

- In comparison to Narrative Research's employee opinion database, HRM falls notably below the norm (74%) in regard to employees agreeing that their ***work performance is fairly assessed***.



Supervisory Management



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.18: My direct manager/supervisor is approachable. (2018 n=2,144; 2022 n=1,738; 2024 n=2,197) | Q.20: I have confidence in the job being done by my direct manager/supervisor. *Previously by my supervisor in 2018. (2018 n=2,146; 2022 n=1,737; 2024 n=2,198) | Q.31: My work performance is fairly assessed. ~Previously my manager/supervisor is fair when assessing my performance. (2018 n=2,145; 2022 n=1,738; 2024 n=2,196) *Due to rounding. Mentions of 4% or less are represented as a bar.

Variations across employee characteristics regarding Question 18: My direct supervisor is approachable.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (97%), Planning and Development (97%), and Information Technology (94%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (71%).
- The following subgroup differences are also noted:
 - Those aware of who their Business Unit’s Executive Director/Chief is, are more likely to agree (86% versus 70%); and
 - Non-union member employees are more likely to agree than union member employees (93% versus 80%).

Variations across employee characteristics regarding Question 20: I have confidence in the job being done by my direct manager/supervisor.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (97%), Planning and Development (91%), Community Safety (90%), Information Technology (87%), Chief Administrative Office (86%), and Legal and Legislative Services (85%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:



- Property Fleet and Environment (62%) and Halifax Transit (53%).
- The following subgroup differences are also noted:
 - Those aware of who their Business Unit's Executive Director/Chief is, are more likely to agree (74% versus 56%);
 - Non-union member employees are more likely to agree than union member employees (85% versus 66%); and
 - Employees with a tenure of less than 5 years (81%) are more likely to agree compared to those with longer tenures.

Variations across employee characteristics regarding Question 31: My work performance is fairly assessed.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (86%), Planning and Development (81%), Legal and Legislative Services (78%), Information Technology (77%), Community Safety (75%), Chief Administrative Office (73%), Finance and Asset Management (72%), and Parks and Recreation (68%).
- The following Business Units have results 10 or more points less than the HRM overall result:
 - Halifax Regional Police (46%) and Halifax Transit (42%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit's Executive Director/Chief is, are more likely to agree compared to those who are unaware (60% versus 44%);
 - Non-union member employees are more likely than union member employees to agree (73% versus 51%); and
 - Employees with tenure of less than 5 years (70%) are more likely to agree compared to employees with longer tenures.

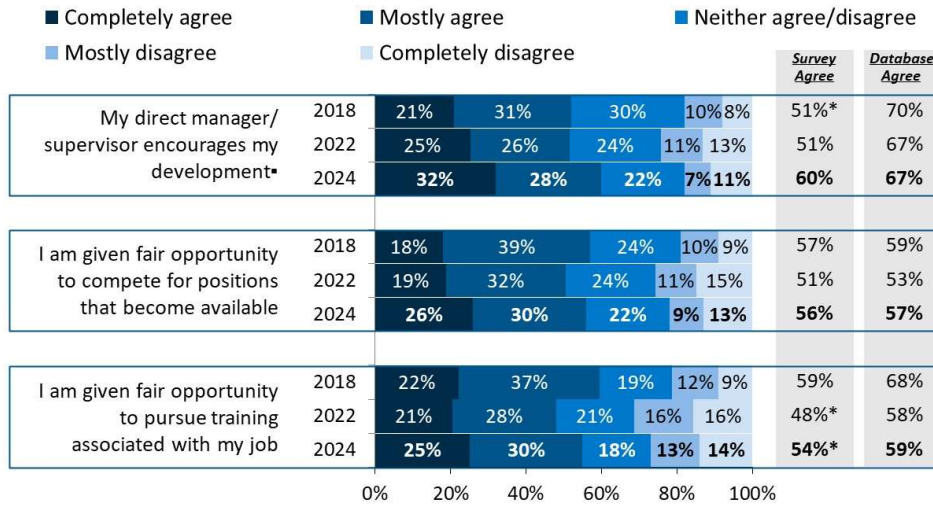
Professional Development

While there remains room to improve perceptions of professional development, agreement across various statements has generally increased this year compared to 2022.

- Increasing this year, over one-half of employees agree that they **are given fair opportunity to compete for positions that become available** (56%, up from 51%) and have an opportunity to **pursue training associated with their job** (54%, up from 48%). Six in ten employees (60%, up from 51%) agree that their **direct supervisor/manager encourages their development**.
 - In relation to other Atlantic Canadian organizations, a similar number agree they **are given fair opportunity to compete for positions that become available** (56% versus 57%).
 - Fewer HRM employees than the Atlantic Canadian norm agree that they are **given fair opportunity to pursue training associated with their job** (54% versus 59%) and that their **direct supervisor encourages their development** (60% versus 67%).



Professional Development



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.35: I am given a fair opportunity to pursue training associated with my job. (2018 n=2,158; 2022 n=1,738; 2024 n=2,197) |
 Q.39: I am given a fair opportunity to compete for positions that become available. (2018 n=2,151; 2022 n=1,733; 2024 n=2,198) |
 Q.40: My direct manager/supervisor encourages my development. *Previously my supervisor/manager. (2018 n=2,152; 2022 n=1,733; 2024 n=2,198) *Due to rounding.

Variations across employee characteristics regarding Question 35: I am given fair opportunity to pursue training associated with my job.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (87%), Planning and Development (80%), Legal and Legislative Services (77%), Finance and Asset Management (73%), Information Technology (73%), Community Safety (67%), Public Works (67%), Chief Administrative Office (66%), and Parks and Recreation (65%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (18%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit’s Executive Director/Chief are more likely to agree (57% versus 38%);
 - Employees in management positions are more likely to agree than those not in management roles (62% versus 52%);
 - Non-union member employees are more likely to agree than union member employees (76% versus 46%);
 - Employees who are a part of an employment equity group are more likely to agree than employees who are not a part of an employment equity group (60% versus 49%); and
 - Employees with a tenure of less than 5 years (66%) are more likely to agree compared to those with longer tenures.



Variations across employee characteristics regarding Question 39: *I am given fair opportunity to compete for positions that become available.*

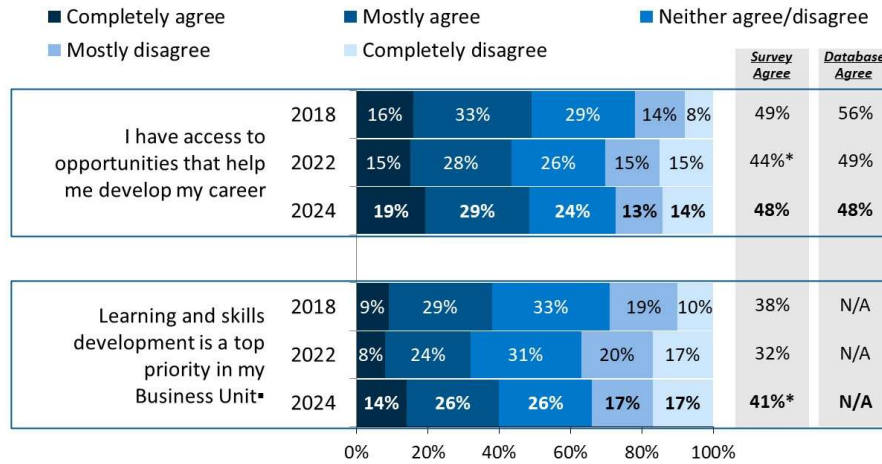
- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (82%), Planning and Development (76%), Chief Administrative Office (69%), Information Technology (69%), and Community Safety (68%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (28%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are unaware (57% versus 46%); and
 - Non-union member employees are more likely to agree than union member employees (66% versus 52%).

Variations across employee characteristics regarding Question 40: *My direct manager/supervisor encourages my development.*

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (90%), Planning and Development (90%), Information Technology (82%), Legal and Legislative Services (78%), Chief Administrative Office (75%), and Parks and Recreation (71%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (43%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree with the statement (62% versus 43%);
 - Non-union employees are more likely to agree than union member employees (78% versus 52%); and
 - Employees with less than 5 years of tenure (71%) are more likely to agree compared to employees with longer tenures.
- Just under five in ten of employees (48%, compared to 44% in 2022) agree they ***have access to opportunities that help them develop their career*** .
 - Agreement is on par with other Atlantic Canadian organizations.
- Increasing this year, four in ten (41%, up from 32% in 2022 when the reference was to being a top priority at the municipality) employees agree that ***learning and skills development is a top priority in their Business Unit*** .



Professional Development



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.36: Learning and skills development is a top priority in my Business Unit. *Previously at the municipality in 2022 and at HRM in 2018. (2018 n=2,155; 2022 n=1,733; 2024 n=2,195) | Q.41: I have access to opportunities that help me develop my career. (2018 n=2,149; 2022 n=1,733; 2024 n=2,198) *Due to rounding.

Variations across employee characteristics regarding Question 36: Learning and skills development is a top priority in my Business Unit.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (77%), Planning and Development (62%), Information Technology (61%), Finance and Asset Management (59%), Community Safety (56%), and Legal and Legislative Services (56%).
- The following Business Unit has a result that is 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (16%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit’s Executive Director/Chief are more likely to agree (43% versus 27%);
 - Non-union member employees are more likely to agree than union member employees (57% versus 34%);
 - Employees who are a part of an employment equity group are more likely to agree compared to those who are not (46% versus 35%); and
 - Employees with a tenure of less than 5 years (53%) are more likely to agree than employees with longer tenures.

Variations across employee characteristics regarding Question 41: I have access to opportunities that help me develop my career:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:



- Human Resources (76%), Planning and Development (74%), Finance and Asset Management (68%), Information Technology (65%), Legal and Legislative Services (65%), and Public Works (59%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (19%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree (51% versus 29%);
 - Non-union member employees are more likely to agree than union member employees (68% versus 40%); and
 - Employees with a tenure of less than 5 years (59%) are more likely to agree than employees with longer tenures.

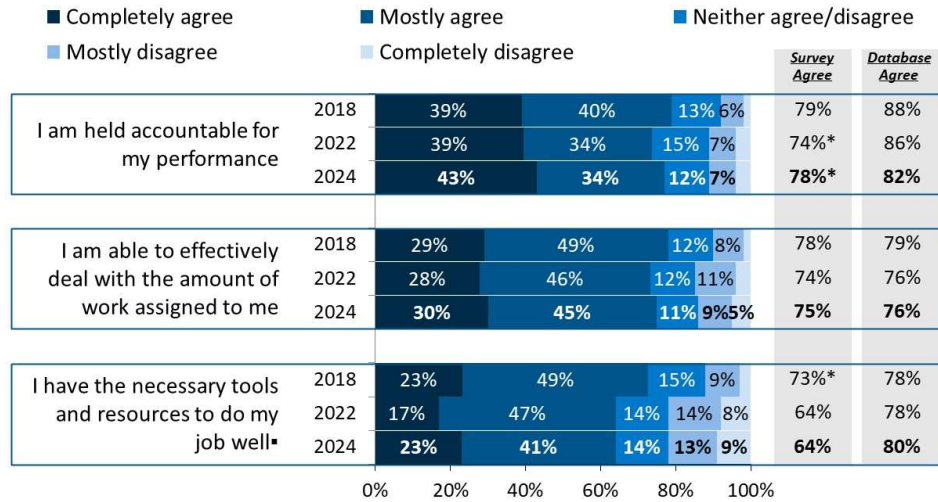
Performance and Productivity

The 2024 results related to performance and productivity are generally on par or better than those from 2022, although having necessary tools and resources, and the opportunity to influence decisions that affect their work continue to be opportunities for improvement.

- On par with 2022 results, eight in ten (78%, compared to 74% in 2022) employees agree that they are **held accountable for their performance**, while three-quarters agree they are **able to effectively deal with the amount of work assigned to them** (75%, compared with 74% in 2022).
- Also on par relative to 2022, two-thirds (64%, compared with 64% in 2022) attest that they **have the necessary tools and resources to do their job well**.
 - In relation to other Atlantic Canadian organizations, agreement that they are **held accountable for their performance** (78% versus 82% on average), and that that they are able to **effectively deal with the amount of work assigned to them** (75% versus 76%) are on par with the regional norm.
 - Meanwhile, agreement that employees **have necessary tools and resources to do their job well** falls below the norm (64% versus 80% on average).



Performance and Productivity



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.14: I am held accountable for my performance. (2018 n=2,156; 2022 n=1,736; 2024 n=2,198) | Q.44: I have the necessary tools and resources to do my job well. *Previously I have the necessary supplies and equipment to do my job well in 2018. (2018 n=2,152; 2022 n=1,730; 2024 n=2,197) | Q.54: I am able to effectively deal with the amount of work assigned to me. (2018 n=2,147; 2022 n=1,726; 2024 n=2,200) *Due to rounding. Mentions of 4% or less are represented as a bar.

Variations across employee characteristics regarding Question 14: I am held accountable for my performance:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Chief Administrative Office (97%), Human Resources (93%), Community Safety (92%), Legal and Legislative Services (92%), Information Technology (88%), and Planning and Development (88%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Property Fleet and Environment (66%) and Halifax Regional Police (60%).
- The following subgroup differences are also noted:
 - Non-union member employees are more likely to agree than union member employees (89% versus 73%);
 - Employees who are a part of an employment equity group are more likely to agree compared to employees who are not (84% versus 71%); and
 - Employees with a tenure of less than 5 years (85%) are more likely to agree than employees with 5-9 years (72%) and 20+ years (72%) tenure.

Variations across employee characteristics regarding Question 44: I have the necessary tools and resources to do my job well.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:



- Legal and Legislative Services (92%), Information Technology (87%), Finance and Asset Management (82%), Human Resources (82%), Community Safety (81%), Planning and Development (80%), Chief Administrative Office (77%), and Parks and Recreation (77%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (39%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree than those unaware (66% versus 52%);
 - Non-union member employees are more likely to agree than union-member employees (79% versus 58%);
 - Employees who are a part of an employment equity group are more likely to agree compared to employees who are not (71% versus 57%); and
 - Employees with less than 5 years of tenure (72%) are more likely to agree than employees with longer tenures.

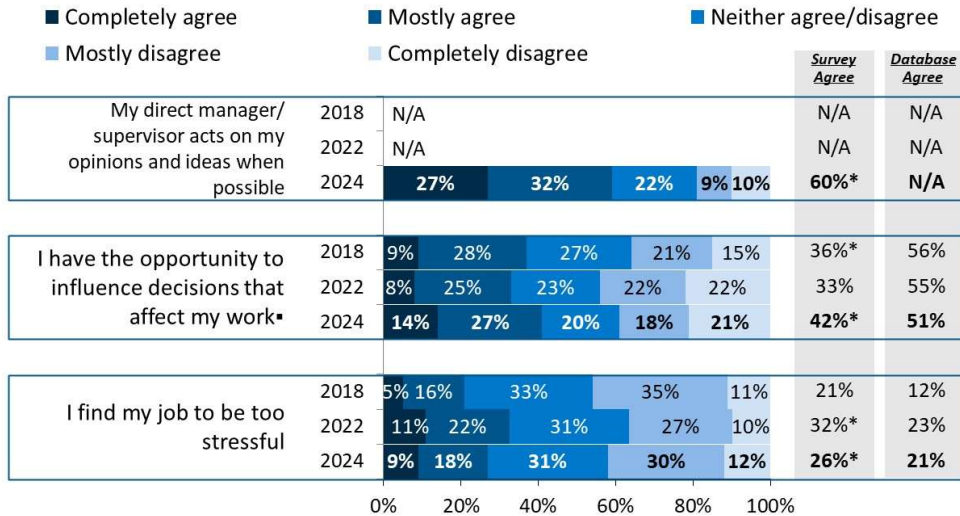
Variations across employee characteristics regarding Question 54: I am able to effectively deal with the amount of work assigned to me.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Community Safety (89%), Legal and Legislative Services (86%), Parks and Recreation (86%), and Halifax Regional Fire and Emergency (85%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Property Fleet and Environment (65%) and Halifax Regional Police (56%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree than those unaware (76% versus 66%).
- Asked for the first time this year, six in ten (60%) agree their ***direct manager/supervisor acts on their ideas and opinions when possible*** .
- Four in ten (42%, up from 33% in 2022) employees agree they ***have the opportunity to influence decisions that affect their work*** , a notable improvement this year.
- Also improving this year, one-quarter (26%, compared with 32% in 2022) agree they find ***their job too stressful*** .
 - In relation to Narrative Research's normative database, HRM's results for ***having the opportunity to influence decisions that affect their work*** (42% versus 51% as the regional norm) and ***finding their job too stressful*** (26% versus 21% as the norm) are less favourable than the regional results; and



- Please note, higher agreement to the statement *I find my job to be too stressful* indicates a more negative opinion as employees state their job is too stressful.

Performance and Productivity



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.27: I have the opportunity to influence decisions that affect my work. •Previously my job. (2018 n=2,151; 2022 n=1,738; 2024 n=2,195) | Q.51: My direct manager/supervisor acts on my opinions and ideas when possible. (2024 n=2,195) *New question in 2024.* | Q.52: I find my job to be too stressful. (2018 n=2,149; 2022 n=1,730; 2024 n=2,199) **Due to rounding.*

Variations across employee characteristics regarding Question 27: I have the opportunity to influence decisions that affect my work.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Information Technology (75%), Human Resources (72%), Planning and Development (68%), Chief Administrative Office (64%), Legal and Legislative Services (62%), Public Works (56%), Community Safety (55%), Parks and Recreation (55%), and Finance and Asset Management (53%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Fire and Emergency (29%), Halifax Transit (28%), and Halifax Regional Police (21%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit’s Executive Director/Chief are more likely to agree compared to those who are unaware (45% versus 21%);
 - Those in a management position are more likely to agree than those in a non-management position (55% versus 37%);
 - Non-union member employees are more likely to agree compared to those who are union members (67% versus 31%); and



- Employees with less than 5 years tenure (53%) are more likely to agree than those with longer tenures.

Variations across employee characteristics regarding Question 51: My direct manager/supervisor acts on my opinions and ideas when possible.

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (89%), Chief Administrative Office (86%), Planning and Development (86%), Information Technology (82%), Legal and Legislative Services (78%), Community Safety (74%), Parks and Recreation (72%), Finance and Asset Management (72%), and Public Works (71%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (49%) and Halifax Transit (37%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are unaware (62% versus 43%);
 - Non-union member employees are more likely to agree compared to those who are union members (78% versus 52%); and
 - Employees with less than 5 years tenure (71%) are more likely to agree than those with longer tenures.

Variations across employee characteristics regarding Question 52: I find my job to be too stressful:

- It is important to note that lower agreement in this regard is a positive outcome, as it indicates employees do not find their job to be too stressful.
- The following Business Unit has a result 10 or more points greater than the overall HRM result, with regard to agreement:
 - Halifax Transit (41%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Parks and Recreation (15%), Community Safety (14%), Halifax Regional Fire and Emergency (12%), and Legal and Legislative Services (10%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are less likely to agree compared to those who are unaware (24% versus 40%).

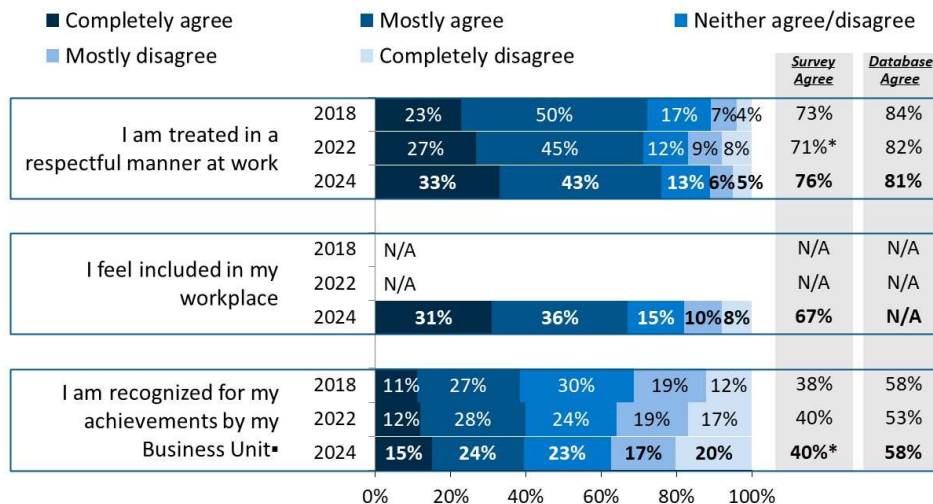


Employee Recognition

Although agreement on most employee recognition metrics is the same or better this year compared to 2022, there is an opportunity to re-examine the salary and benefits topic.

- Up relative to 2022, three-quarters (76%, compared to 71% in 2022) of employees agree they are **treated in a respectful manner at work**.
- Posed for the first time this year, two-thirds (67%) of employees agree they **feel included in their workplace**.
- Meanwhile, just four in ten (40%, on par with 2022), agree they are **recognized for their achievements by their Business Unit**.
 - Agreement regarding **being treated in a respectful manner at work** (76% versus 81% as the regional norm) and that **they are recognized for their achievements by their Business Unit** (40% versus 58% for the region) falls below the norms in relation to other Atlantic Canadian organizations.

Employee Recognition



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.8: I feel included in my workplace (2024 n=2,195) *New question in 2024.* | Q.22: I am recognized for my achievements by my Business Unit. *Previously I am recognized for my achievements. (2018 n=2,148; 2022 n=1,737; 2024 n=2,196) | Q.53: I am treated in a respectful manner at work. (2018 n=2,135; 2022 n=1,727; 2024 n=2,198) *Due to rounding.

Variations across employee characteristics regarding Question 8: I feel included in my workplace:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal and Legislative Services (92%), Chief Administrative Office (86%), Information Technology (85%), Human Resources (83%), Planning and Development (83%), and Community Safety (82%).



- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (52%) and Halifax Regional Police (51%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are unaware (70% versus 50%);
 - Non-union member employees are more likely than union member employees to agree (81% versus 61%); and
 - Employees with less than 5 years tenure (76%) are more likely to agree than those with longer tenures.

Variations across employee characteristics regarding Question 22: I am recognized for my achievements by my Business Unit:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (76%), Information Technology (63%), Finance and Asset Management (63%), Legal and Legislative Services (62%), Planning and Development (62%), Chief Administrative Office (58%), and Community Safety (54%).
- The following Business Units have results that are 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (30%), Halifax Regional Fire and Emergency (29%), and Halifax Regional Police (21%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are unaware (43% versus 24%);
 - Non-union member employees are more likely than union member employees to agree (60% versus 31%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (45% versus 35%); and
 - Employees with less than 5 years tenure (52%) are more likely to agree than those with longer tenures.

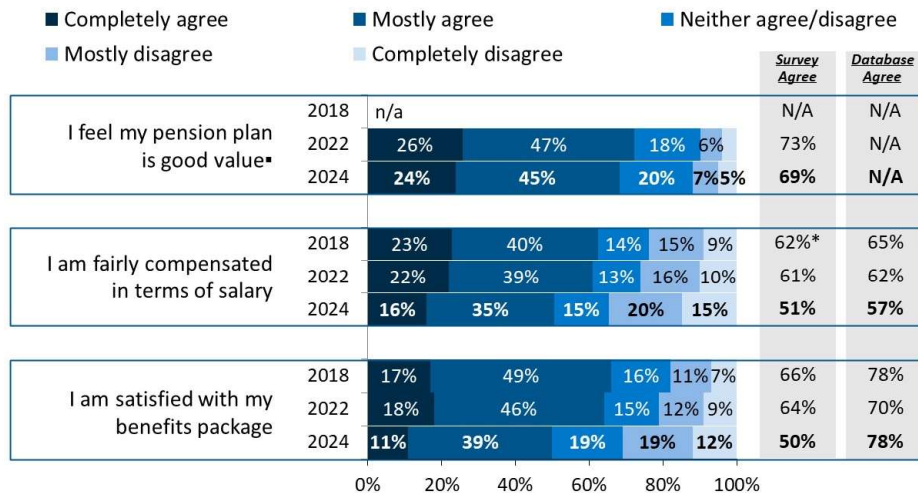
Variations across employee characteristics regarding Question 53: I am treated in a respectful manner at work:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal and Legislative Services (96%), Planning and Development (96%), Human Resources (93%), Chief Administrative Office (91%), Information Technology (90%), Parks and Recreation (87%), and Community Safety (86%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:



- Halifax Transit (62%) and Halifax Regional Police (62%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit’s Executive Director/Chief are more likely to agree than those who are unaware (79% versus 58%); and
 - Non-union member employees are more likely to agree than union member employees (89% versus 71%).
- This year, seven in ten (69%, compared to 73% in 2022) agree with the statement *I feel my pension plan is good value* .
- Meanwhile, one-half (51%, down from 61% in 2022) agree they are *fairly compensated in terms of salary* , and a similar proportion (50%, down from 64% in 2022) agree they *are satisfied with their benefits package* .
 - Agreement among HRM employees that they are *fairly compensated in terms of salary* (51% versus 57% as the regional norm) falls below the norm for other Atlantic Canadian organizations. The same relationship is true in terms of *satisfaction with their benefits package* (50% compared to 78% for the region).

Employee Recognition



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.32: I am fairly compensated in terms of salary. (2018 n=2,145; 2022 n=1,738; 2024 n=2,195) | Q.33: I am satisfied with my benefits package. (2018 n=2,139; 2022 n=1,738; 2024 n=2,191) | Q.34: I feel my pension plan is good value. *Previously pension plan provides good value for my contributions. (2022 n=1,737; 2024 n=2,188) *Due to rounding. Mentions of 4% or less are represented as a bar.

Variations across employee characteristics regarding Question 32: I am fairly compensated in terms of salary:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (83%), Legal and Legislative Services (77%), Halifax Regional Fire and Emergency (70%), Information Technology (69%) and Chief Administrative Office (66%).



- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Public Works (39%) and Halifax Transit (35%).
- The following subgroup differences are also noted:
 - Employees aware of who their Business Unit's Executive Director/Chief is, are more likely to agree than those who are unaware (53% versus 37%);
 - Non-union member employees are more likely than union member employees to agree (59% versus 47%); and
 - Employees with 20+ years tenure (61%) are more likely to agree compared to those with shorter tenures.

Variations across employee characteristics regarding Question 33: I am satisfied with my benefits package:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Information Technology (69%), Chief Administrative Office (63%), and Finance and Asset Management (63%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (37%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those unaware (52% versus 38%).

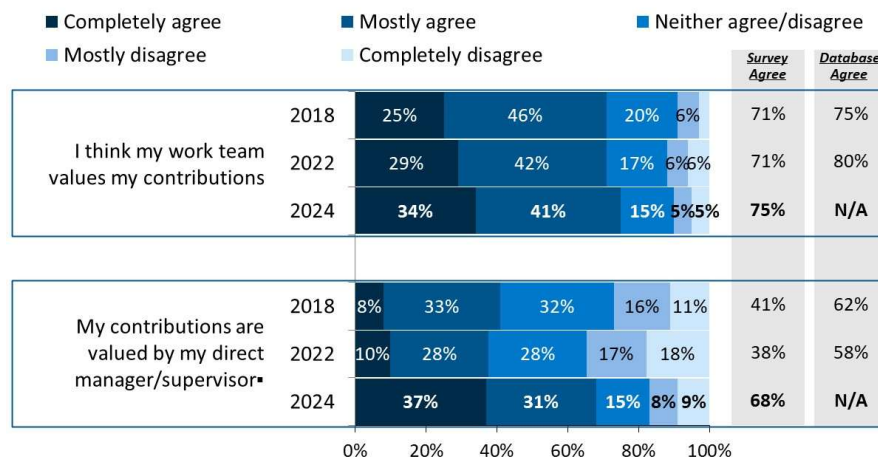
Variations across employee characteristics regarding Question 34: I feel my Pension Plan is good value:

- The following Business Units have a result 10 or more points greater than the overall HRM result, with regard to agreement:
 - Information Technology (84%) and Human Resources (82%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Legal and Legislative Services (58%), Chief Administrative Office (56%), and Community Safety (50%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those unaware (72% versus 46%);
 - Employees in a management position are more likely to agree than those not in a management position (77% versus 66%);
 - Non-union member employees are more likely than union member employees to agree (76% versus 65%); and
 - Employee agreement with this statement increases as length of tenure with HRM increases.



- On par with 2022, three-quarters (75% versus 71% in 2022) agree that their **work team values their contributions** .
- Meanwhile, seven in ten agree (68%, up from 38% in 2022 when the question was posed vis-à-vis the municipality) their **contributions are valued by their direct manager/supervisor** , a sizeable improvement relative to 2022 although it should be noted that the question wording was amended this year.

Employee Recognition



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.30: My contributions are valued by my direct manager/supervisor. *Previously My contributions are valued at the municipality and in 2018 I think HRM values my contributions. (2018 n=2,148; 2022 n=1,737; 2024 n=2,197) | Q.43: I think my work team values my contributions. (n=2,148; 2022 n=1,731; 2024 n=2,197) Mentions of 4% or less are represented as a bar.

Variations across employee characteristics regarding Question 30: My contributions are valued by my direct manager/supervisor:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (92%), Chief Administrative Office (89%), Information Technology (89%), Planning and Development (87%), Legal and Legislative Services (84%), Community Safety (81%), and Parks and Recreation (78%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (46%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit’s Executive Director/Chief are more likely to agree compared to those are unaware (71% versus 48%);
 - Non-union members are more likely than union member employees to agree (85% versus 61%); and
 - Employees with less than 5 years tenure (76%) are more likely to agree than those with longer tenures.



Variations across employee characteristics regarding Question 43: *I think my work team values my contributions:*

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Chief Administrative Office (95%), Human Resources (92%), Legal and Legislative Services (92%), Planning and Development (92%), and Information Technology (85%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (60%).
- The following subgroup differences are also noted:
 - Employees aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those are unaware (77% versus 57%);
 - Non-union members are more likely than union member employees to agree (87% versus 70%); and
 - Employees with less than 5 years tenure (81%) are more likely to agree than those with longer tenures.

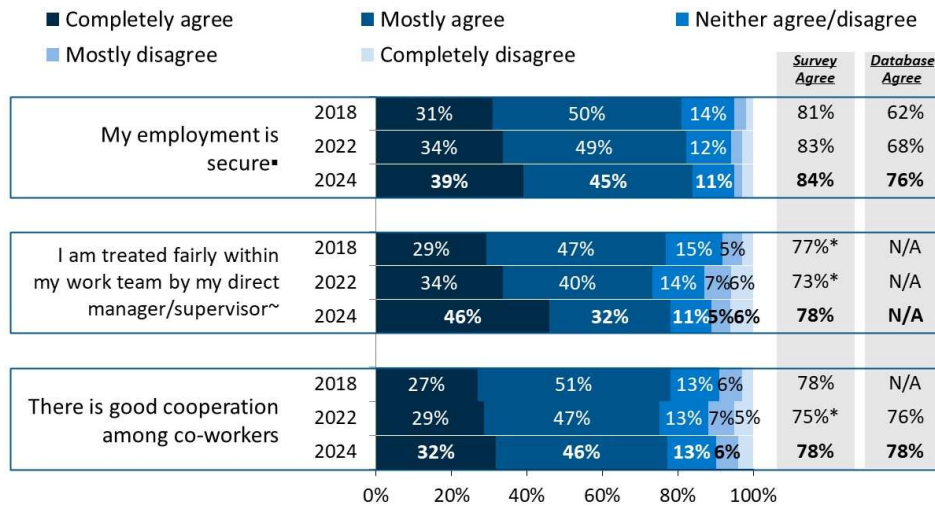
General Working Conditions

The 2024 survey results for general working conditions are mixed, with certain strengths but also some evident opportunities for growth.

- Over eight in ten (84%, on par with 83% in 2022) of employees indicate that their **employment is secure**.
- Eight in ten (78%, compared with 73% two years ago) employees agree they are **treated fairly within their work team by their direct manager/supervisor**, and a similar proportion (78%, compared with 75% in 2022) of employees also agree that **there is good co-operation among co-workers**.
 - Agreement that **employment is secure** is higher than other Atlantic Canadian organizations (84% versus 76% as the norm). Meanwhile, perceptions that there is **good co-operation among co-workers** are on par (78% for both) with the norm.



General Working Conditions



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.12: My employment is secure. *Previously my employment is secure at the municipality/HRM. (2018 n=2,149; 2022 n=1,735; 2024 n=2,197) | Q.42: I am treated fairly within my work team by my direct manager/supervisor. **Previously I am treated fairly within my work team. (2018 n=2,144; 2022 n=1,731; 2024 n=2,198) | Q.45: There is good co-operation among co-workers. (2018 n=2,149; 2022 n=1,731; 2024 n=2,198) *Due to rounding. Mentions of 4% or less are represented as a bar.

Variations across employee characteristics regarding Question 12: My employment is secure:

- Results across Business Units are generally consistent.
- The following subgroup differences are noted:
 - Employees who are aware of their Business Unit’s Executive Director/Chief are more likely to agree compared to those unaware (86% versus 73%).

Variations across employee characteristics regarding Question 42: I am treated fairly within my work team by my direct manager/supervisor:

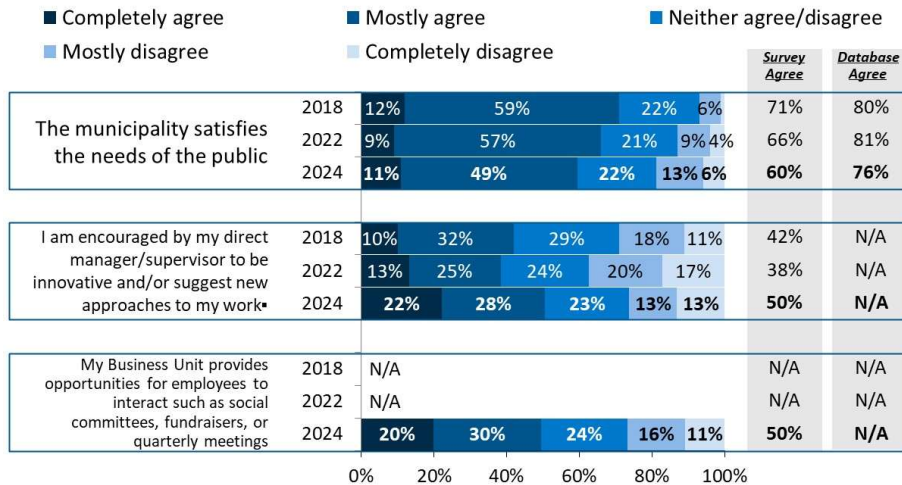
- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (96%), Legal and Legislative Services (96%), Chief Administrative Office (95%), Planning and Development (93%), and Information Technology (88%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (62%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit’s Executive Director/Chief are more likely to agree compared to those who are unaware (81% versus 61%);

Variations across employee characteristics regarding Question 45: There is good co-operation among co-workers:



- The following Business Units have a result 10 or more points greater than the overall HRM result, with regard to agreement:
 - Chief Administrative Office (97%), Legal and Legislative Services (95%) Human Resources (92%), and Planning and Development (90%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit’s Executive Director/Chief are more likely to agree compared to those who are unaware (81% versus 64%);
 - Non-union member employees are more likely to agree than union member employees (86% versus 75%); and
 - Employees with less than 5 years tenure (84%) are more likely to agree than employees with 10-19 years tenure (74%).
- Six in ten (60%, down from 66% in 2022) agree that *the municipality satisfies the needs of the public*.
 - Agreement in this regard is lower than average (60% versus 76% on average) when compared to Narrative Research’s normative database for the region.
- One-half (50%, up from 38%) agree that *they are encouraged to be innovative and/or suggest new approaches to their work*, and a similar proportion (50%) agree that their *Business Unit provides opportunities for employees to interact such as social committees, fundraisers, or quarterly meetings*, a statement posed for the first time this year.

General Working Conditions



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.11: The municipality satisfies the needs of the public. *Previously HRM.* (2018 n=2,149; 2022 n=1,737; 2024 n=2,197) |
 Q.25: My Business Unit provides opportunities for employees to interact such as social committees, fundraisers, or quarterly meetings. (2024 n=2,194) *New question in 2024.* | Q.38: I am encouraged by my direct manager/supervisor to be innovative and/or suggest new approaches to my work. *Previously I am encouraged to be innovative and/or suggest new approaches to my work in 2022, and I am supported in coming up with new approaches to how things are done in 2018.* (2018 n=2,155; 2022 n=1,733; 2024 n=2,196)



Variations across employee characteristics regarding Question 11: The municipality satisfies the needs of the public:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (80%), Planning and Development (79%), Chief Administrative Office (78%), Finance and Asset Management (78%), Information Technology (78%), Legal and Legislative Services (76%), Community Safety (75%), and Parks and Recreation (71%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (44%) and Halifax Regional Police (39%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those unaware (63% versus 42%);
 - Non-union member employees are more likely to agree than union member employees (78% versus 52%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (65% versus 55%); and
 - Employees with less than 5 years tenure (67%) are more likely to agree than employees with longer tenures.

Variations across employee characteristics regarding Question 25: My Business Unit provides opportunities for employees to interact such as social committees, fundraisers, or quarterly meetings:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Information Technology (94%), Human Resources (82%), Legal and Legislative Services (82%), Planning and Development (75%), Property Fleet and Environment (69%), Chief Administrative Office (67%), and Finance and Asset Management (67%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (28%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are unaware (53% versus 32%);
 - Non-union member employees are more likely to agree than union member employees (67% versus 43%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (57% versus 43%); and
 - Employees with less than 5 years tenure (62%) are more likely to agree than employees with longer tenures.



Variations across employee characteristics regarding Question 38: I am encouraged by my direct manager/supervisor to be innovative and/or suggest new approaches to my work:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (93%), Chief Administrative Office (86%), Planning and Development (77%), Information Technology (74%), Legal and Legislative Services (71%), Finance and Asset Management (63%), Parks and Recreation (62%), Public Works (61%), and Community Safety (61%).
- The following Business Units have results 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Fire and Emergency (38%), Halifax Regional Police (35%), and Halifax Transit (34%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are unaware (54% versus 30%);
 - Non-union member employees are more likely to agree than union member employees (74% versus 40%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (57% versus 43%); and
 - Employees with less than 5 years tenure (62%) are more likely to agree than employees with longer tenures.

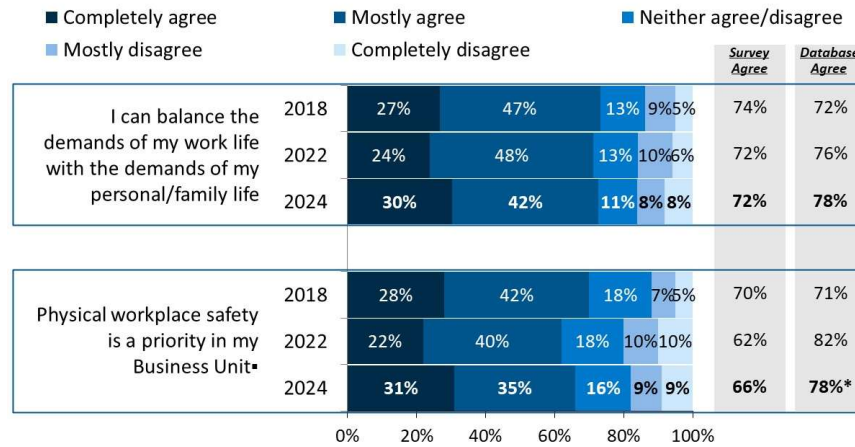
Health and Safety

Health and safety results suggest that although circumstances are improving, there is an opportunity to foster heightened perceptions of a psychologically safe and mentally healthy work environment.

- Seven in ten (72%, unchanged from 2022) employees agree they can **balance the demands of their work life with the demands of their personal/family life** , and two-thirds (66%, compared to 62% in 2022) agree that **physical workplace safety is a priority in their Business Unit** .
 - When compared to other Atlantic Canadian organizations, both agreement that employees can **balance demands of work and personal life** (72% versus 78% across the region) and that **workplace safety is a priority at the municipality** (66% versus 78% for the region) fall below the regional norms.



Health and Safety



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.46: I can balance the demands of my work life with the demands of my personal/family life. (2018 n=2,148; 2022 n=1,730; 2024 n=2,198) Q.48: Physical workplace safety is a priority in my Business Unit. *Previously: Workplace safety is a priority at the municipality/HRM. (2018 n=2,145; 2022 n=1,729; 2024 n=2,198) *DB wording: Health & Safety is a priority at Organization.

Variations across employee characteristics regarding Question 46: I can balance the demands of my work life with the demands of my personal/family life:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Legal and Legislative Services (92%), Chief Administrative Office (89%), Human Resources (87%), Halifax Regional Fire and Emergency (86%), Information Technology (85%), Parks and Recreation (84%), Finance and Asset Management (84%), Community Safety (84%), and Public Works (83%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (47%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit’s Executive Director/Chief are more likely to agree with the statement than those who are unaware (75% versus 57%);
 - Non-union member employees are more likely to agree than union member employees (80% versus 69%).

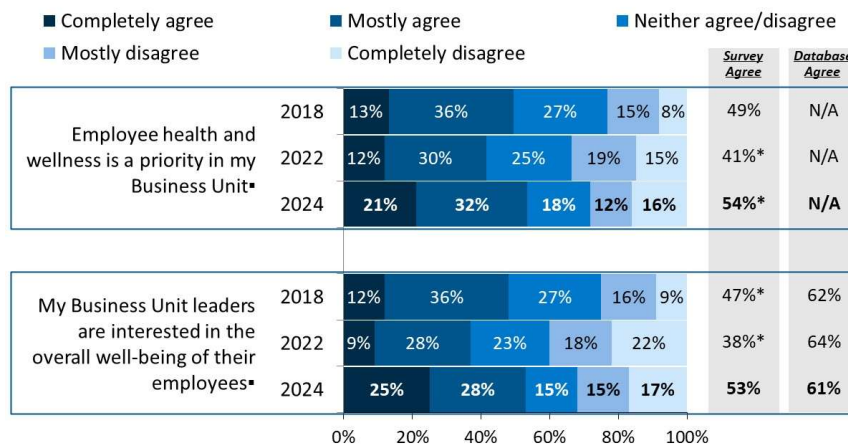
Variations across employee characteristics regarding Question 48: Physical workplace safety is a priority in my Business Unit:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (94%), Planning and Development (89%), Legal and Legislative Services (82%), Finance and Asset Management (81%), Information Technology (80%), Parks and Recreation (78%), Chief Administrative Office (77%), and Community Safety (76%).



- The following Business Units have results that are 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (55%) and Halifax Regional Police (41%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit’s Executive Director/Chief are more likely to agree compared to those who are unaware (69% versus 53%);
 - Non-union member employees are more likely to agree than union member employees (81% versus 60%); and
 - Employees with less than 5 years tenure (78%) are more likely to agree than employees with longer tenures.
- Over one-half each agree that **employee health and wellness is a priority in their Business Unit** (54%, up from 41% in 2022) and that **their Business Unit leaders are interested in the overall well-being of employees** (53%, up from 38%). At least three in ten disagree with the two statements. These queries in 2022 were phrased in terms of the municipality rather than the Business Unit.
 - When compared to other Atlantic Canadian organizations, agreement that **Business Unit leaders are interested in the overall well-being of employees** falls below the norm (53% versus 61% for the region).

Health and Safety



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.10: My Business Unit leaders are interested in the overall well-being of their employees. *Previously in 2022 The municipality’s leaders are interested in the overall well-being of employees, and HRM is interested in the overall well-being of its employees in 2018. (2018 n=2,157; 2022 n=1,738; 2024 n=2,199) | Q.47: Employee health and wellness is a priority in my Business Unit. *Previously Employee health and wellness is a priority at the municipality in 2022, and Health and wellness is a priority at HRM in 2018. (2018 n=2,152; 2022 n=1,729; 2024 n=2,198) *Due to rounding.

Variations across employee characteristics regarding Question 10: My Business Unit leaders are interested in the overall well-being of their employees:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:



- Human Resources (87%), Planning and Development (87%), Community Safety (79%), Legal and Legislative Services (78%), Chief Administrative Office (78%), Finance and Asset Management (78%), Information Technology (78%), Parks and Recreation (69%), and Public Works (68%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Fire and Emergency (42%), Halifax Transit (35%), and Halifax Regional Police (29%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are not (56% versus 36%);
 - Non-union member employees are more likely to agree than union member employees (77% versus 43%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (60% versus 46%); and
 - Employees with less than 5 years tenure (68%) are more likely to agree than employees with longer tenures.

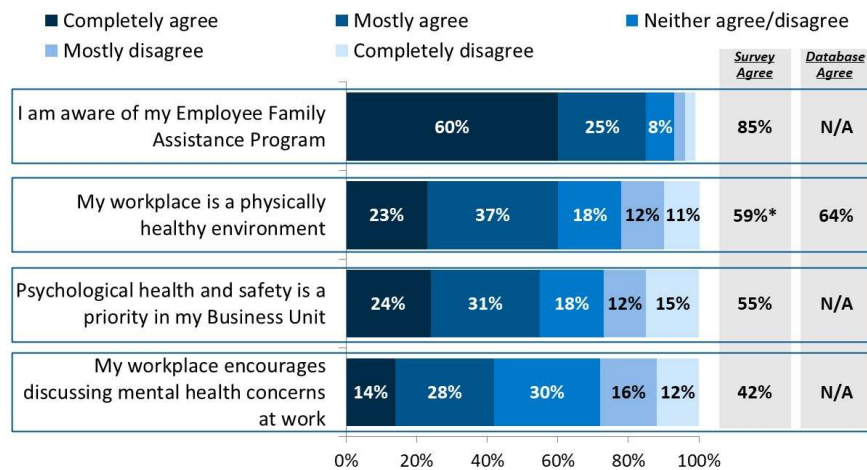
Variations across employee characteristics regarding Question 47: Employee health and wellness is a priority in my Business Unit:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (92%), Planning and Development (77%), Chief Administrative Office (75%), Legal and Legislative Services (72%), Finance and Asset Management (70%), Community Safety (70%), and Information Technology (69%).
- The following Business Units have results that are 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (44%) and Halifax Regional Police (28%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree with the statement than those who are unaware (56% versus 41%);
 - Non-union member employees are more likely to agree than employees who are union members (72% versus 46%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (60% versus 48%); and
 - Employees with less than 5 years tenure (67%) are more likely to agree than employees with longer tenures.



- Over eight in ten employees are aware of the **Employee Family Assistance Program** (85%), while six in ten agree that their **workplace is a physically healthy environment** (59%). Over one-half agree their **psychological health and safety is a priority in their Business Unit** (55%), while four in ten agree that their **workplace encourages discussing mental health concerns at work** (42%).
 - Compared to other organizations in Atlantic Canada, agreement that HRM’s **workplace is a physically healthy environment** falls below the regional norm (59% versus 64% on average across Atlantic Canada).

Health and Safety



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.49: Psychological health and safety is a priority in my Business Unit. (2024 n=2,198) | Q.55: I am aware of my Employee Family Assistance Program. (2024 n=2,196) | Q.56: My workplace is a physically healthy environment. (2024 n=2,197) | Q. 57: My workplace encourages discussing mental health concerns at work. (2024 n=2,199) *Due to rounding. Mentions of 4% or less are represented as a bar. New questions in 2024.

Variations across employee characteristics regarding Question 49: Psychological health and safety is a priority in my Business Unit:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (87%), Planning and Development (82%), Chief Administrative Office (78%), Legislative and Legal Services (77%), Information Technology (73%), Finance and Asset Management (71%), Public Works (70%), Parks and Recreation (66%), and Community Safety (65%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (43%) and Halifax Regional Police (30%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit’s Executive Director/Chief are more likely to agree compared to those who are not (57% versus 45%);
 - Non-union member employees are more likely to agree than union member employees (73% versus 48%);



- Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (61% versus 50%); and
- Employees with less than 5 years tenure (70%) are more likely to agree than employees with longer tenures.

Variations across employee characteristics regarding Question 55: I am aware of my Employee Family Assistance Program:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (97%) and Halifax Regional Police (95%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Parks and Recreation (75%), Property Fleet and Environment (74%), and Community Safety (69%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are not (89% versus 64%);
 - Employees in management positions are more likely to agree compared to those who are not (95% versus 82%); and
 - Employees with 10+ years tenure (91% and above) are more likely to agree than employees with shorter tenures.

Variations across employee characteristics regarding Question 56: My workplace is a physically healthy environment:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (97%), Legal and Legislative Services (88%), Chief Administrative Office (88%), Information Technology (85%), Planning and Development (83%), Finance and Asset Management (78%), Parks and Recreation (75%), and Community Safety (70%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (44%) and Halifax Regional Police (27%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are not (62% versus 40%);
 - Non-union member employees are more likely to agree than union member employees (76% versus 52%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (64% versus 54%); and
 - Employees with less than 5 years tenure (70%) are more likely to agree than employees with longer tenures.



Variations across employee characteristics regarding Question 57: My workplace encourages discussing mental health concerns at work:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (80%), Chief Administrative Office (58%), Halifax Regional Fire and Emergency (58%), and Planning and Development (52%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (29%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are unaware (44% versus 28%);
 - Employees in management positions are more likely to agree compared to those who are not (51% versus 39%);
 - Non-union member employees are more likely to agree than union member employees (55% versus 37%); and
 - Employees with less than 5 years tenure (51%) are more likely to agree than those with longer tenures.

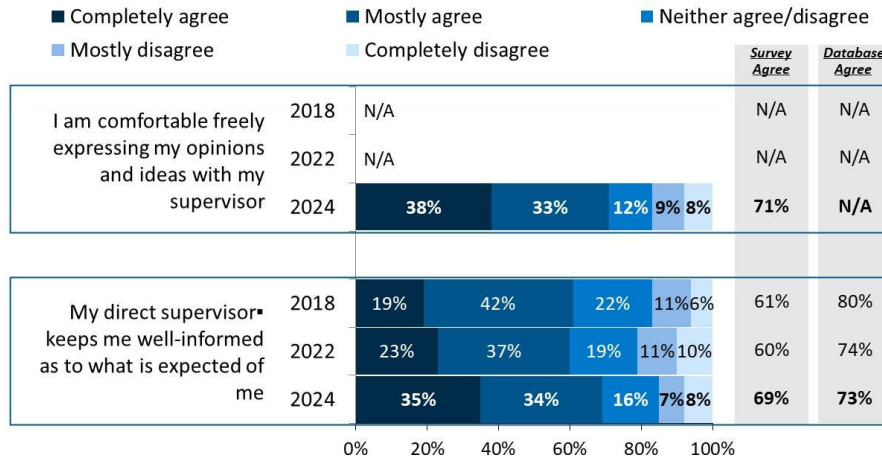
Communications

Improvements are evident across most aspects of communication, although there is room to strengthen perceptions that collaboration with other Business Units is a top priority.

- Seven in ten each agree they are ***comfortable freely expressing their opinions and ideas with their supervisors*** (71%) (posed for the first time this year), and their ***supervisor keeps them well informed as to what is expected of them*** (69%, up from 60% in 2022).
 - Agreement that ***direct supervisors keep them well informed of what is expected of them*** is on par when compared to other Atlantic Canadian organizations (69% versus 73% as the regional norm).



Communications



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.29: My direct supervisor keeps me well-informed as to what is expected of me. *Previously my supervisor/manager. (2018 n=2,148; 2022 n=1,738; 2024 n=2,196) | Q.50: I am comfortable freely expressing my opinions and ideas with my supervisor. (2024 n=2,199) *New question in 2024.*

Variations across employee characteristics regarding Question 29: My direct supervisor keeps me well-informed as to what is expected of me:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (90%), Chief Administrative Office (86%), Planning and Development (86%), Information Technology (86%), Legal and Legislative Services (84%), Finance and Asset Management (81%), and Community Safety (81%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Property Fleet and Environment (58%) and Halifax Transit (50%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit’s Executive Director/Chief are more likely to agree compared to those who are unaware (71% versus 54%);
 - Non-union member employees are more likely to agree than union member employees (82% versus 63%); and
 - Employees with less than 5 years tenure (76%) are more likely to agree than employees with longer tenures.

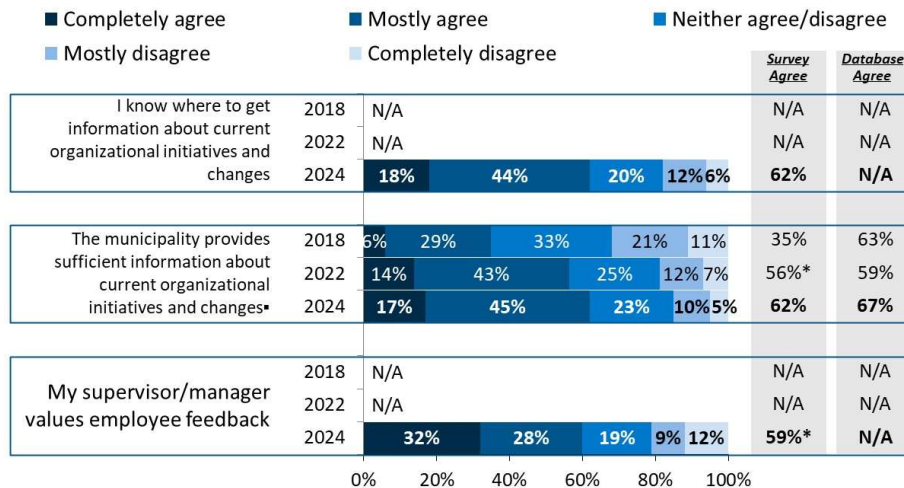
Variations across employee characteristics regarding Question 50: I am comfortable freely expressing my opinions and ideas with my supervisor:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:



- Human Resources (94%), Chief Administrative Office (94%), Planning and Development (92%), Information Technology (91%), Legal and Legislative Services (90%), Parks and Recreation (83%), and Finance and Asset Management (81%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (49%).
- The following subgroup differences are also noted:
 - Employees who are aware of who their Business Unit Executive Director is, are more likely to agree compared to those who are unaware (74% versus 54%);
 - Non-union member employees are more likely to agree than union member employees (86% versus 65%); and
 - Employees with less than 5 years tenure (78%) are more likely to agree than employees with longer tenures.
- Six in ten employees each agree they **know where to get information about current organizational initiatives and changes** (62%) (posed for the first time this year), **the municipality provides sufficient information about current organizational initiatives and changes** (62%, up from 56% in 2022), and that their **supervisor/manager values employee feedback** (59%) (also posed for the first time this year).
 - Compared to other organizations in the region, HRM falls slightly below the regional norm in terms of agreement that **sufficient information is provided about organizational changes** (62% versus 67% on average).

Communications



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you. Q.23: The municipality provides sufficient information about current organizational initiatives and changes (for example, programs, policies, events, opportunities) *Previously I am kept well informed of future HRM plans in 2018. (2018 n=2,150; 2022 n=1,738; 2024 n=2,197) | Q.24: I know where to get information about current organizational initiatives and changes. (2024 n=2,196) *New question in 2024.* | Q.28: My supervisor/manager values employee feedback. (2024 n=2,195) *New question in 2024.*



Variations across employee characteristics regarding Question 23: The municipality provides sufficient information about current organizational initiatives and changes (for example, programs, policies, events, opportunities):

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (90%), Legal and Legislative Services (87%), Information Technology (83%), Chief Administrative Office (80%), Finance and Asset Management (80%), and Planning and Development (78%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (39%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are unaware (66% versus 38%);
 - Non-union member employees are more likely to agree than union member employees (81% versus 54%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (68% versus 55%); and
 - Employees with less than 5 years tenure (72%) are more likely to agree than employees with longer tenures.

Variations across employee characteristics regarding Question 24: I know where to get information about current organizational initiatives and changes:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (90%), Chief Administrative Office (88%), Legal and Legislative Services (85%), Finance and Asset Management (78%), Planning and Development (75%), and Information Technology (75%).
- The following Business Units have results that are 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Fire and Emergency (52%) and Halifax Regional Police (38%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit's Executive Director/Chief are more likely to agree compared to those who are unaware (65% versus 44%);
 - Non-union member employees are more likely to agree than union member employees (78% versus 55%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (68% versus 55%); and
 - Employees with less than 5 years tenure (72%) are more likely to agree than employees with longer tenures.

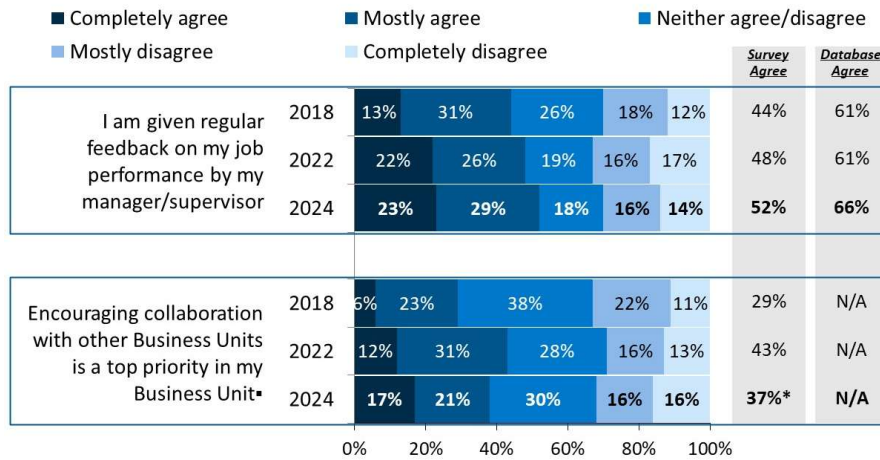


Variations across employee characteristics regarding Question 28: My supervisor/manager values employee feedback:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (96%), Chief Administrative Office (91%), Planning and Development (89%), Information Technology (85%), Legal and Legislative Services (79%), Finance and Asset Management (76%), Parks and Recreation (73%), Community Safety (72%), and Public Works (71%).
- The following Business Units have results that are 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Fire and Emergency (46%) and Halifax Transit (38%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit Executive Director are more likely to agree compared to those who are unaware (62% versus 39%);
 - Non-union member employees are more likely to agree than union member employees (79% versus 51%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (64% versus 54%); and
 - Employees with less than 5 years tenure (70%) are more likely to agree than employees with longer tenures.
- One-half of employees agree they ***are given regular feedback on job performance by their manager/supervisor*** (52%, compared with 48% in 2022). Meanwhile, just under four in ten agree ***encouraging collaboration with other Business Units is a top priority in their Business Unit*** (37%, down from 43% in 2022 when the focus of the question was not expressly upon the Business Unit).
 - Agreement that employees are ***given regular feedback on job performance*** falls below the regional norm when compared to other Atlantic Canadian organizations (52% versus 66% as the norm).



Communications



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.21: I am given regular feedback on my job performance by my manager/supervisor. (2018 n=2142; 2022 n=1,738; 2024 n=2,197) | Q.37: Encouraging teamwork and collaboration with other Business Units is a top priority in my Business Unit.
 *Previously Encouraging teamwork and collaboration is a priority at the municipality in 2022, and Sharing knowledge across employees is a top priority at HRM in 2018. (2018 n=2,156; 2022 n=1,732; 2024 n=2,195). *Due to rounding.

Variations across employee characteristics regarding Question 21: I am given regular feedback on my job performance by my direct manager/supervisor:

- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:
 - Human Resources (83%), Information Technology (78%), Legal and Legislative Services (73%), Chief Administrative Office (72%), Community Safety (72%), Planning and Development (72%), and Finance and Asset Management (71%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Regional Police (38%) and Halifax Transit (32%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit’s Executive Director/Chief are more likely to agree compared to those who are unaware (55% versus 33%);
 - Non-union member employees are more likely to agree than union member employees (71% versus 43%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (57% versus 46%); and
 - Employees with less than 5 years tenure (63%) are more likely to agree than employees with longer tenures.

Variations across employee characteristics regarding Question 37: Encouraging collaboration with other Business Units is a priority in my Business Unit:

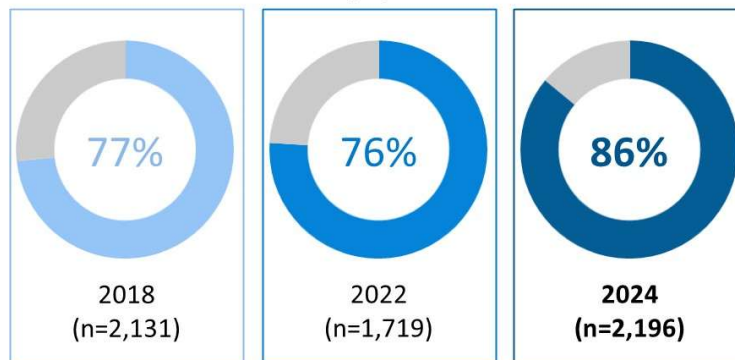
- The following Business Units have results 10 or more points greater than the overall HRM result, with regard to agreement:



- Chief Administrative Office (80%) Human Resources (77%), Legal and Legislative Services (69%), Planning and Development (69%), Information Technology (66%), Finance and Asset Management (66%), Public Works (49%), and Community Safety (48%).
- The following Business Units have a result 10 or more points less than the HRM overall result, with regard to agreement:
 - Halifax Transit (25%), Halifax Regional Fire and Emergency (20%), and Halifax Regional Police (15%).
- The following subgroup differences are also noted:
 - Employees who are aware of their Business Unit’s Executive Director/Chief are more likely to agree compared to those who are unaware (41% versus 17%);
 - Those who are in a management position are more likely to agree than those in non-management positions (45% versus 35%);
 - Non-union member employees are more likely to agree than union member employees (66% versus 25%);
 - Employees who are a part of an employment equity group are more likely to agree than those who are not a part of an employment equity group (44% versus 30%); and
 - Employees with less than 5 years tenure (49%) are more likely to agree than employees with longer tenures.
- This year, there has been a notable increase in the proportion of employees who indicate they are **aware of their Business Unit’s Executive Director/Chief** (86%, up from 76% in 2022 when somewhat different wording was utilized in the question).

Aware of Business Unit’s Executive Director/Chief

% Saying “Yes”



Q.58: Are you aware who is the Executive Director/Chief of your business unit? *Previously Business Unit director.*



Variations across employee characteristics regarding Question 58: Are you aware of who is the Executive Director/Chief of your Business Unit?

- The following Business Units have results 10 or more points greater than the overall HRM result with regard to being aware of their Business Unit's Executive Director/Chief:
 - Chief Administrative Office (98%), Information Technology (98%), Halifax Regional Fire and Emergency (98%), Human Resources (97%), Legal and Legislative Services (96%), and Planning and Development (96%).
- The following Business Unit has a result 10 or more points less than the HRM overall result, with regard to being aware of who their Business Unit Executive Director is:
 - Community Safety (67%).
- The following subgroup differences are also noted:
 - Those who are in a management position are more likely to agree than those in non-management positions (96% versus 83%);
 - Non-union member employees are more likely to be aware than union member employees (98% versus 81%); and
 - Employees with 20+ years tenure (92%) are more likely to agree than employees with 5-9 years tenure (82%).

Important Workplace Changes

Employees offer an array of suggestions for the Business Units to improve their workplaces, with the top recommendations including better salary/benefits, better management, and hiring more staff.

- When queried about the *single most important change that the employee's Business Unit could implement to make working lives better*, staff members offered a variety of responses. Among these, *better salaries/benefits* and *improving management/hiring qualified managers* are the top suggestions, offered by 14 and 13 percent of respondents, respectively. Notably, these were also the top suggestions made in 2022.
- Employees also suggest that Business Units could *hire more staff* (10%) and *be more flexible with work schedules/time off* (8%).
- Seven percent each would appreciate changes in terms of *more manageable workloads*, *improve/increase job training*, and *provide better office equipment/working tools*.
- Six percent each recommended that Business Units *improve communication/information* and *listen to employees/value employees' input*.
- All other suggestions were mentioned by five percent or less.



Single Most Important Change by Business Unit to Improve Working Life for Employees

Key Mentions From Total Unaided Mentions



Q.59: What would be the single most important change that your Business Unit could implement to make your working life better? (n=2,067) *Note: This question was optional.*

Gap Analysis

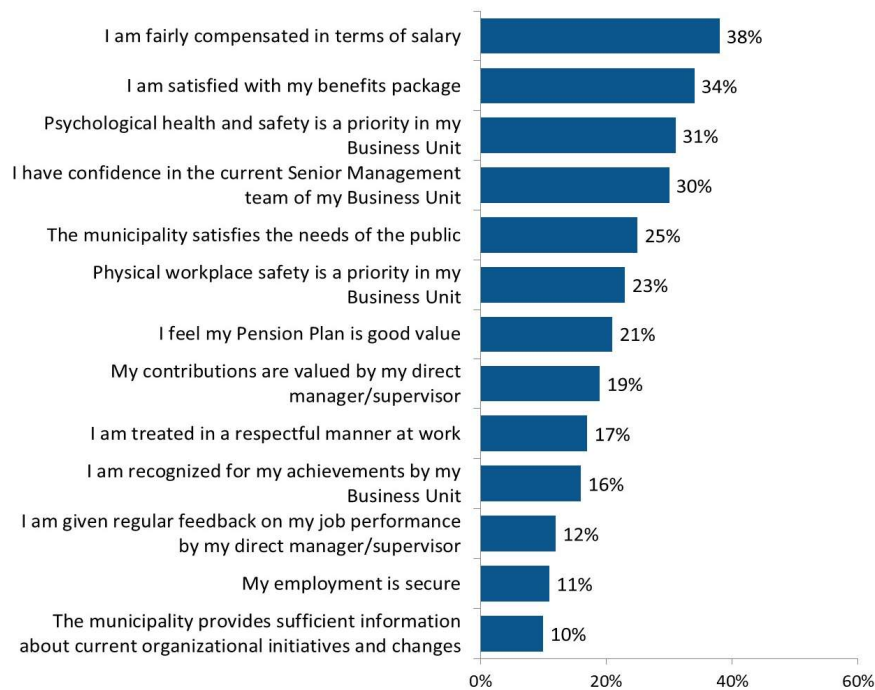
In most areas, the difference between what employees expect, on the one hand, and how the employer performs, on the other hand, remains relatively modest, but the disparity has increased notably with respect to salary and benefits.

To better fully understand differences in employees’ expectations and their employer’s performance, a gap analysis was performed. Gap scores are calculated as the percentage of employees who rate a factor as critically important **and** who do not completely or mostly agree that their employer performs well on that factor. Higher gap scores indicate a greater discrepancy between expectation and performance, and often represent areas in which priority attention could be focused for workplace improvement. Generally speaking, most gap scores for the municipality remain moderate. This year, the two factors with the largest gap scores include **being fairly compensated in terms of salary** (38%, up from 32% in 2022) and **being satisfied with the benefits package** (34%, up from 24% in 2022). Notably, the gap scores for both of these metrics have increased since 2022.

These measures are closely followed by perceptions that **psychological health and safety is a priority in their Business Unit** (31% for this new question this year), and in terms of **having confidence in the Senior Management team of my Business Unit** (30%, commendably down from 40% in 2022). Other gap scores include with respect to **the municipality satisfying the needs of the public** (25%, up from with 19% in 2022), **physical workplace safety being a priority in their Business Unit** (23%, no comparison available for 2022), and **feeling that the Pension Plan is good value** (21%, no comparison available for 2022). All other gap scores are less than 20 percentage points and are considered less pressing gaps. These smaller gap scores suggest that for many, workplace expectations are, or perhaps nearly are, currently met.



Gap Scores



Concerning *being fairly compensated in terms of salary*, larger gap scores are evident among employees who are unaware of their Business Unit’s Executive Director/Chief. For *being satisfied with the benefits package* and the perception that *physical workplace safety being a priority in their Business Unit*, larger gap scores are evident among employees who are unaware of their Business Unit’s Executive Director/Chief and those who are union member employees. Larger gap scores regarding perceptions that *psychological health and safety is a priority in their Business Unit* are noted among union member employees. As for the belief that *the municipality satisfies the needs of the public*, larger gap scores exist among union member. Finally, in terms of *feeling that the Pension Plan is good value*, larger gap scores are observed among employees who are unaware of their Business Unit’s Executive Director/Chief.

Net Promoter Score

HRM’s Business Units have a negative Net Promoter Score, on par with 2022, indicating the number of Detractors is greater than the number of employees who Promote the Business Unit as a good place to work.¹

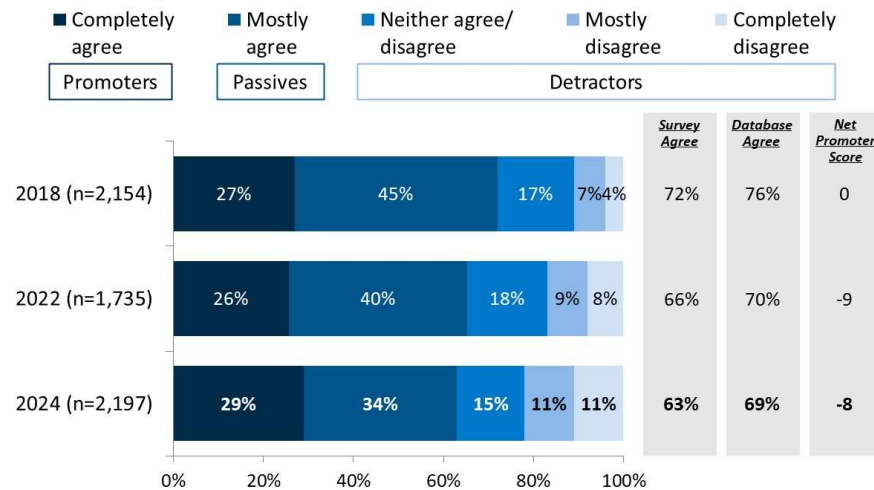
Reflecting the difference between the percentage of “Promoters” (that is, those who ‘Completely agree’ that they would recommend their Business Unit as a good place to work), and the percentage of “Detractors” (that is, those who either ‘Completely’ or ‘Mostly’ disagree or ‘Neither agree nor disagree’ that they would recommend their Business Unit as a good place to work), the Net Promoter Score is calculated to better understand the incidence of the likelihood of HRM’s employee complement to recommend their Business Unit as a good place to work. (Those who ‘Mostly agree’ that they would recommend their Business Unit as a good place to work are referred to as ‘Passives’.)

¹ Please note, in 2022 the focus of the question concerned ‘the municipality,’ not the ‘Business Unit.’



- A modified Net Promoter Score approach was utilized for the present research. To ensure comparison with Narrative Research’s Employee Opinion Database value was feasible for this ‘willingness to recommend’ query, as well as to permit a comparison between HRM’s 2024 and 2022 results, the ‘willingness to recommend’ survey statement used in the HRM questionnaire matched Narrative Research’s standard query, rather than the traditional Net Promoter Score computation involving an 11-point number scale (i.e., 0-10). Thus, a modified Net Promoter Score calculation was implemented by Narrative Research for this HRM study.
- Overall, HRM has a greater proportion of Detractors (37%) versus Promoters (29%), thus providing HRM overall with a Net Promoter Score of -8 (compared to -9 in 2022).

Net Promoter Score: I Would Recommend My Business Unit As a Good Place to Work



Please indicate the extent to which you agree or disagree with the following statements as they personally relate to you.
 Q.9: I would recommend my Business Unit as a good place to work. Previously I would recommend the municipality/HRM as a good place to work.

Variations across employee characteristics:

- Halifax Regional Police (-56 Net Promoter Score), Halifax Transit (-39 Net Promoter Score), Property Fleet and Environment (-11 Net Promoter Score), and Halifax Regional Fire and Emergency (-2 Net Promoter Score) are Business Units with a greater number of “Detractors” as compared to “Promoters”;
- Human Resources (+48 Net Promoter Score), Legal and Legislative Services (+45 Net Promoter Score), and Planning and Development (+38 Net Promoter Score) have the highest Net Promoter Scores, that is, the greatest net number of employees who would recommend their Business Unit as a good place to work;
- Employees unaware of their Business Unit’s Executive Director/Chief are less likely to be Promoters than those aware (-35 Net Promoter Score versus -4 score, respectively);
- Union member employees are less likely than non-union member employees to be Promoters (-23 Net Promoter Score versus +27 Net Promoter Score, respectively);



- Employees who are not part of an employment equity group are less likely than those who are to be Promoters (-20 Net Promoter Score versus +3 Net Promoter Score, respectively); and
- The Net Promoter Scores are lower among those with longer tenures of employment at HRM.

Business Unit and Employee Subgroups Analysis

Business Units. As a new, additional level of reporting in 2024, HRM’s survey findings this year were analyzed by Business Unit across the 57 agree-disagree scale survey questions, as well as the two questions exploring level of commitment. Please note: The table below explores the 2024 survey results from each of HRM’s 13 Business Units (i.e., Human Resources, Legal & Legislative Services, Chief Administrative Office, Halifax Transit, Finance and Asset Management, Public Works, Community Safety, Planning and Development, Parks & Recreation, Information Technology, Halifax Regional Police, Property Fleet & Environment, and Halifax Regional Fire and Emergency).

The **green column** indicates the number of measures out of 57 for which the given HRM Business Unit is above HRM’s overall organizational result, by a margin of at least 10 percentage points.

The **red column** indicates the number of measures out of 57 for which the given HRM Business Unit is below HRM’s overall organizational result, by a margin of at least 10 percentage points.

HRM's Results		
Business Unit	Performance (compared to HRM's overall organizational result)	
	# Above by 10+ Points	# Below by 10+ Points
Human Resources (n=71)	54	0
Information Technology (n=124)	52	0
Legal and Legislative Services (n=178)	50	2
Chief Administrative Office (n=64)	49	1
Planning and Development (n=159)	49	0
Community Safety (n=109)	39	3
Finance and Asset Management (n=161)	36	0
Parks and Recreation (n=205)	22	2
Public Works (n=229)	14	1
Halifax Regional Fire and Emergency (n=177)	7	13
Property Fleet and Environment (n=168)	3	5
Halifax Transit (n=234)	1	37
Halifax Regional Police (n=406)	1	41

Employee Subgroups. In the following tables, other employee subgroups are compared to each other. For one group to be considered above the other on a given statement, agreement from that group must exceed agreement from the comparable group by a margin of at least 10 percentage points.



Awareness of Business Unit Executive Director/Chief	
# of Survey Statements 'Aware' Group is Above 'Unaware' Group by 10+ Points	# of Survey Statements 'Unaware' Group is Above 'Aware' Group by 10+ Points
56	1

Management/Supervisor Position	
# 'Management' Above 'Non-Management' by 10+ Points	# 'Non-Management' Above 'Management' by 10+ Points
10	0

Union Member	
# 'Union' Above 'Non-union' by 10+ Points	# 'Non-union' Above 'Union' by 10+ Points
0	54

Employment Equity Group	
# 'Yes' Above 'No' by 10+ Points	# 'No' Above 'Yes' by 10+ Points
27	0

Tenure			
# Less than 5 years Above by 10+ Points	# 5-9 years Above by 10+ Points	# 10-19 years Above by 10+ Points	# 20+ years Above by 10+ Points
46	0	2	5

Narrative Research Database Analysis

The municipality is somewhat less likely to lag behind other organizations in the region as compared to 2022.

An analysis was undertaken of HRM’s 2024 survey findings compared with Narrative Research’s *Employee Opinion Database*. The information contained in the *Narrative Research Database* is derived from opinions of employees from a variety of Atlantic Canadian organizations surveyed in recent years. Of note, while some question wordings in the HRM Employee engagement Survey may vary slightly from that of Narrative Research’s database, they remain valid for the database analysis.

Red arrows (below by five or more percentage points) in the table below indicate areas where the municipality performs notably below the *Database* norm (22 instances, down from 33 in 2022).

Green arrows (above by five or more percentage points) indicate areas where the municipality performs notably above the *Database* norm (1 instance, compared with 1 in 2022). HRM outperforms Narrative Research’s normative database in terms of *my employment is secure at the municipality*.



In instances where the municipality’s survey result and Narrative Research’s database value are within four percentage points of one another (above or below), the differential is indicated by “- -” script.

With the results observed this year at the municipality, an increased number of statements are on par with other organizations compared to 2022, although the majority still remain below the norm.

<i>Question Number + Factor Evaluated</i>	<i>HRM Overall (%)</i>	<i>NR’s Database (%)</i>	<i>Differential</i>
4A. I am aware of the municipality’s Plan on a Page 2022-2025	50	66	↓
5. Overall, I am satisfied with my job	72	76	--
7. I have a daily opportunity to do what I do best	71	70	--
9. I would recommend my Business Unit as a good place to work	63	69	↓
10. My Business Unit leaders are interested in the overall well-being of their employees	53	61	↓
11. The municipality satisfies the needs of the public	60	76	↓
12. My employment is secure	84	76	↑
13. In general, at work I feel motivated to do a good job	75	80	↓
14. I am held accountable for my performance	78	82	--
15. I feel a sense of pride in the accomplishments of the municipality	56	66	↓
17. Members of the Senior Management team in my Business Unit are approachable	59	58	--
19. I have confidence in the current Senior Management team of my Business Unit	50	61	↓
21. I am given regular feedback on my job performance by my direct manager/supervisor	52	66	↓
22. I am recognized for my achievements by my Business Unit	40	58	↓
23. The municipality provides sufficient information about current organizational initiatives and changes (for example, programs, policies, events, opportunities)	62	67	↓
27. I have the opportunity to influence decisions that affect my work	42	51	↓
29. My direct supervisor keeps me well-informed as to what is expected of me	69	73	--
31. My work performance is fairly assessed	58	74	↓
32. I am fairly compensated in terms of salary	51	57	↓



Question Number + Factor Evaluated	HRM Overall (%)	NR's Database (%)	Differential
33. I am satisfied with my benefits package	50	78	↓
35. I am given a fair opportunity to pursue training associated with my job	54	59	↓
39. I am given a fair opportunity to compete for positions that become available	56	57	--
40. My direct manager/supervisor encourages my development	60	67	↓
41. I have access to opportunities that help me develop my career	48	48	--
44. I have the necessary tools and resources to do my job well	64	80	↓
45. There is good co-operation among co-workers	78	78	--
46. I can balance the demands of my work life with the demands of my personal/family life	72	78	↓
47. Physical workplace safety is a priority in my Business Unit	66	78	↓
52. I find my job to be too stressful*	26	21	↓
53. I am treated in a respectful manner at work	76	81	↓
54. I am able to effectively deal with the amount of work assigned to me	75	76	--
56. My workplace is a physically healthy environment	59	64	↓

**Note: Higher agreement to this statement indicates a more negative outcome, therefore, lower agreement in this regard is a more favourable outcome.*



Narrative Research Municipalities Database Analysis

HRM is generally on par with other municipalities in Atlantic Canada.

To further analyze HRM’s 2024 results, the survey data was compared with other municipalities in Narrative Research’s Atlantic Canadian employee engagement database. The comparative results represent those tabulated across the six other surveyed municipalities (not including HRM) in the region, each weighted equally. Differences between comparable statements where HRM has *higher* agreement by five or more percentage points are considered **above**, and those for which HRM employee agreement is *less than* other municipalities by five or more percentage points are considered **below**.

Scores on the majority of measures indicate that HRM is on par with other municipalities in the region, although there are certain metrics where this is not the case. Of the 29 metrics compared, HRM scores are **above** on two metrics, **below** on 11 metrics, and essentially on **par** with other municipalities in the region on the remaining 16 metrics. Those statements on which HRM performs better than other municipalities include *my employment is secure*, and *my manager/supervisor is clear as to what is expected of me*.

# Items Above Other AC Municipalities	# Items On Par with Other AC Municipalities	# Items Below Other AC Municipalities
2	16	11

Employee Report Card

Organizational Performance Scale

To provide a “single metric” of how well organizations or sub-units are performing in the eyes of its employees, Narrative Research developed its own proprietary **Organizational Performance Scale (OPS)**. For simplicity, organizations are graded in a “report card” format, based on their performance on several key *subscales*. Each subscale consists of 3-5 questions related to a particular topic or theme. Subscales are subsequently combined to obtain an overall score on the Organizational Performance Scale. The OPS was developed from a basket of survey questions using a five-point agreement scale (*completely agree, mostly agree, neither agree/disagree, mostly disagree, and completely disagree*), where “1” represents a negative opinion (i.e., *completely disagree*) and “5” represents a positive opinion (i.e., *completely agree*).

It should be noted that the five-point agreement scales used in this survey are such that “1” represents a positive opinion (i.e., *completely agree*) and “5” represents a negative opinion (i.e., *completely disagree*). In calculating the OPS scores, the scales were reversed so that the highest number score (5) corresponded to the most positive opinion (*completely agree*) and vice-versa.



Questions in the OPS were included for a variety of reasons, most notably because they represent actionable, “drill-down” dimensions that consistently appear on the majority of employee opinion surveys conducted by Narrative Research. Subscales were derived thematically, utilizing input from various statistical techniques. Finally, a statistical reliability analysis was conducted to assess the relationship between items included in the subscales. Each survey question included in the OPS, as well as the subscales and the overall OPS score, are reported as averages, with 5.0 being the maximum score possible (that is, if all employees *completely agree*). Letter grades are then assigned to the averages based on the following grading scheme:

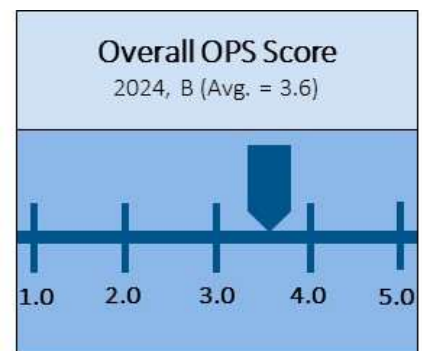
Grade	Average Scale Score
A+	4.4 – 5.0
A	4.2 – 4.3
A-	4.0 – 4.1
B+	3.8 – 3.9
B	3.6 – 3.7
B-	3.4 – 3.5
C+	3.2 – 3.3
C	3.0 – 3.1
C-	2.8 – 2.9
D+	2.6 – 2.7
D	2.4 – 2.5
D-	2.2 – 2.3
F	1.0 – 2.1

Some notes regarding the report card format:

- A scale score of 3.0 (the midpoint of the scale) results in a letter grade of “C.”
- In order to obtain an “A,” employees must *completely* agree with at least some questions; a response of mostly agree to all questions would result in an “A-.”
- If all employees mostly or completely disagree, an “F” would result (a failing grade).

OPS Scores – Halifax Regional Municipality - 2024

The following is a list of OPS scores obtained from the 2024 Halifax Regional Municipality Employee Engagement Survey. Letter grades are displayed for the overall OPS score as well as for the subscales and individual survey questions (average scores are shown in parentheses). The overall 2024 OPS score for the municipality is B (3.6).



Subscale Scores

Employee Commitment: B (Average = 3.6)

- I feel a sense of pride in the accomplishments of the municipality (B-, 3.5)
- I would recommend the municipality as a good place to work (B, 3.6)
- Overall, I am satisfied with my job (B, 3.7)



Personal Development: B- (Average = 3.4)

- I have access to opportunities that help me develop my career (C+, 3.3)
- I am given a fair opportunity to pursue training associated with my job (B-, 3.4)
- I am given a fair opportunity to compete for positions that become available (B-, 3.5)

Communication: B- (Average = 3.5)

- Encouraging collaboration with other Business Units is a priority in my Business Unit (C, 3.1)
- My supervisor/manager keeps me well-informed as to what is expected of me (B+, 3.8)
- The municipality provides sufficient information about current organizational initiatives and changes (for example, programs, policies, events, opportunities) (B, 3.6)

Work Environment: B+ (Average = 3.8)

- I am able to effectively deal with the amount of work assigned to me (B+, 3.9)
- The municipality satisfies the needs of the public (B-, 3.5)
- My employment is secure (A, 4.2)
- I have the necessary tools and resources to do my job (B, 3.6)

Employee Value: B- (Average = 3.4)

- I am recognized for my achievements by my Business Unit (C, 3.0)
- My contributions are valued by my direct manager/supervisor (B+, 3.8)
- I am treated in a respectful manner at work (B+, 3.9)
- I have the opportunity to influence decisions that affect my work (C, 3.0)
- I am fairly compensated in terms of salary/satisfied with my benefits package (C+, 3.2)

Teamwork and Cooperation: B+ (Average = 3.8)

- I am given regular feedback on my job performance by my direct manager/supervisor (C+, 3.3)
- There is good co-operation among co-workers (A-, 4.0)
- I am treated fairly within my work team by my direct manager/supervisor (A-, 4.1)
- I think my work team values my contributions (B+, 3.9)

OPS – Detailed Analysis

Halifax Regional Municipality's Organizational Performance Scale (OPS) score is generally stable with results observed in 2022 (3.6, compared with 3.5 in 2022). No Business Unit has experienced a dramatic decline in its Report Card score since 2022, and modest improvements are evident for the Human Resources (B+ in 2022, to A in 2024), Legal and Legislative Services (B+ in 2022, to A- in 2024), and Planning and Development (B+ in 2022, to A- in 2024) Business Units, each reflecting an improvement in their score of 0.2 or more.



Most employees positively evaluate the organizational performance of their Business Unit at the municipality, with only two departments, Halifax Transit and Halifax Regional Police, receiving an OPS score below the letter grade B. Human Resources has the highest overall score of A (4.3), while Halifax Regional Police has the lowest score of C (3.1), followed by Halifax Transit with a score of C+ (3.2).

<i>Business Units</i>	<i>OPS Score 2024</i>	<i>OPS Score 2022</i>	<i>OPS Score 2018</i>
<i>HRM Overall</i>	<i>B, 3.6</i>	<i>B-, 3.5</i>	<i>B, 3.6</i>
Human Resources*	A, 4.3	B+, 3.8	B-, 3.5
Legal and Legislative Services*	A-, 4.1	B+, 3.9	B, 3.7
Information Technology	A-, 4.1	B, 3.6	B, 3.7
Planning and Development	A-, 4.1	B+, 3.9	B-, 3.5
Chief Administrative Office*	A-, 4.0	A-, 4.0	B, 3.7
Finance and Asset Management	A-, 4.0	B+, 3.9	B+, 3.8
Community Safety	A-, 4.0	N/A	N/A
Parks and Recreation	B+, 3.8	B, 3.7	B, 3.7
Public Works	B+, 3.8	B+, 3.9	B, 3.7
Halifax Regional Fire and Emergency	B, 3.6	B, 3.6	B+, 3.8
Property Fleet and Environment	B-, 3.5	B-, 3.5	B, 3.6
Halifax Transit	C+, 3.2	C+, 3.3	B-, 3.5
Halifax Regional Police	C, 3.1	C, 3.0	B-, 3.4

*This Business Unit had a different name in 2022/2018.



Study Methodology

Questionnaire Design

The questionnaire utilized in this study was designed by Narrative Research, in consultation with HRM staff members. A large portion of the questionnaire was based on questions where normative survey comparator data was available, allowing the survey results collected for HRM to be examined alongside responses collected by Narrative Research at other workplaces in Atlantic Canada.

Survey Administration and Tabulation

This study was administered using survey cards, and data was collected both online and via paper surveys. The survey was conducted between October 7 and November 11, 2024, with cards distributed at random to 4,329 HRM employees. Using the unique access code printed on survey card, employees were invited to access their anonymous survey online using their work or personal device, or to print the code on a paper survey and return it to Narrative Research by mail. This approach ensured data collection was strictly anonymous, and that each employee could complete the survey only once. Paper surveys were accepted up to a week after the survey closing to accommodate mail times. With a total of 2,200 usable surveys collected, the response approximate rate was 51% (compared with 49% in 2022). In Narrative Research’s experience this reflects a moderate response rate for employee surveys.

In terms of tabulating the survey results, the collected data was statistically weighted (a commonly used research analysis tool) based upon the true incidence of employees by Business Unit.

Distribution of Completed Surveys

The following table indicates the percentage of surveys from each Business Unit. Notably, some Business Units were renamed or recategorized differently this year, and as such, tracking data is not available for various Business Units.

Business Unit	2024			2022		
	# of Employees	# of Surveys Tabulated	Response Rate	# of Employees	# of Surveys Tabulated	Response Rate
Chief Administrative Office (previously Governance/CAO Business Unit)	90	64	71.1%	34	30	88.2%
Community Safety	264	109	41.3%	N/A	N/A	N/A
Finance and Asset Management	239	161	67.4%	163	122	74.8%



Business Unit	2024			2022		
	# of Employees	# of Surveys Tabulated	Response Rate	# of Employees	# of Surveys Tabulated	Response Rate
Halifax Regional Fire and Emergency	607	177	29.2%	496	191	38.5%
Halifax Regional Police	691	406	58.8%	699	343	49.1%
Halifax Transit	994	234	23.5%	944	266	28.2%
Human Resources	87	71	81.6%	102	75	73.5%
Information Technology	147	124	84.4%	114	77	67.5%
Legal and Legislative Services	109	78	71.6%	67	55	82.1%
Parks and Recreation	273	205	75.1%	226	116	51.3%
Planning and Development	222	159	71.6%	196	130	66.3%
Property Fleet and Environment	212	168	79.2%	192	155	80.7%
Public Works	394	229	58.1%	302	157	52.0%
Unknown Business Unit	N/A	15	N/A	N/A	20	N/A
Total	4,329	2,200	50.8%	3,559	1,738	48.8%