CALGARY POLICE COMMISSION
EMPLOYEE ENGAGEMENT REPORT

NOVEMBER 2022
CONTENTS

INTRODUCTION 3

2022 HIGHLIGHTS 8

SAFETY & SERVICE DELIVERY 19

CPS EMPLOYEE ENGAGEMENT 24

SWORN & CIVILIAN ENGAGEMENT 31

WORKING AT CPS 37

PATHWAYS TO ENGAGEMENT PLAN 51

TRUST IN COMMISSION’S GOVERNANCE OF CPS 56

APPENDICES 59
INTRODUCTION
To provide good governance, the Calgary Police Commission must be in touch with the needs, experiences, concerns, and motivators of CPS employees.

Research Goals

To understand and monitor:

- Employee perceptions of the quality of services provided to citizens
- Employee job and workplace satisfaction
- Employee engagement
- Positive aspects employees enjoy about their work
- Employee concerns
- Steps necessary to improve job and workplace satisfaction and employee engagement
Method

- 14-minute (median) online survey available in English to all CPS sworn and civilian employees.

Field Dates

- September 12 – October 3, 2022
- A 3-week window to provide opportunity for all employees to complete the survey when it was convenient for them depending on their schedule. There are CPS members working 24 hours a day, 365 days a year.

Sample Size
The Calgary Police Service has 3,116 civilian and sworn members, and all have an email address. Every member of the CPS across all departments and districts was invited by email to participate.

- 1,573 CPS members participated for a response rate of 50%.
  - n=1,119 sworn members.
  - n=454 civilian members.

All members of the CPS qualified to complete the survey and no member was screened out. All member responses are included in the data results.

Research Agency

Illumina Research Partners is a Canadian Research Insights Council (CRIC) Accredited Agency. The CRIC Accredited Agency Seal recognizes members who have made the highest commitment to follow best practices and adhere to world-leading standards and ethics in market research, analytics and insights.


For any further inquiries about CRIC and our research practices, please contact Illumina’s President & CEO, Yvonne Brouwers, at ybrouwers@illuminaresearch.com.

Research Sponsor

The 2022 Employee Survey was sponsored and funded by the Calgary Police Commission.

It was conducted by Illumina Research Partners with help from The Logit Group who programmed and hosted the online survey.

Questions Asked

The full questionnaire is in the appendix.

Notices

July 26: Soft launch with select members of the Calgary Police Commission and CPS.

September 12: Invitation and survey link distributed on behalf of Commission.

September 20, 28 & October 3: Reminder notices sent to employees.

Email Invitations Tested

Each email contained a unique survey link to ensure that every employee could only complete the survey once. Prior to survey launch, Illumina sent test emails to ensure the survey passed through the CPS firewall, confirming all employees would receive the email invitation. Illimina staff members and selected internal Commission and CPS employees also tested the online survey to ensure the online survey was accessible through the unique email link and all survey questions were functioning correctly.

A technical support email address was provided in the email invitation and responses were monitored daily. Any technical issues were quickly resolved so employees were able to complete the survey during the data collection period.

See Appendix A for additional details on methodology.
Reporting of Results

This report contains the results of the 2022 Employee Survey conducted by Illumina Research Partners on behalf of the Calgary Police Commission.

Where possible, results from the following years of Calgary Police Commission survey have been incorporated:

- 2008 (n=1,282)
- 2009 (n=1,138)
- 2010 (n=1,272)
- 2011 (n=1,475)
- 2012 (n=1,174)
- 2013 (n=1,469)
- 2014 (n=1,305)
- 2015 (n=1,208)
- 2016 (n=1,548)
- 2017 (n=1,322)
- 2018 (n=1,278)
- 2019 (n=1,770)
- 2020 (n=1,455)
- 2021 (n=1,375)
- 2022 (n=1,573)

Unless otherwise stated, all results presented are on the total sample of CPS employees.

The data was not weighted.

Interpretation of Results

Indicates tracking is not available because the question is new for 2022.

Differences in results that are statistically significant (95% confidence) are denoted by the following symbols:

- Indicates significantly higher than 2021.
- Indicates significantly lower than 2021.

Rounding Errors

Some graphs will not show results equal to 100%. In those cases, this is due to the reported numbers being rounded or to the remainder of the sample having responded “Don’t Know/Refused.”

Statistical Limitations

Each year, the Calgary Police Commission Employee Engagement research surveys sworn and civilian employees through their assigned email address. Ensuring that all eligible employees with an email address receive the same opportunity to participate through an email invitation is intended to eliminate as much “coverage bias” as possible in this survey. Similar to all online surveys, response bias and non-response bias may still exist, which means the results may not be fully and truly representative of the sentiments of the entire police service.

For the purposes of identifying changes from year to year, traditional significance tests (95% confidence interval) were used. Since there are no established industry standards for indicating real and meaningful differences in this context, we indicated results are “notably” different instead of “statistically significant”. This “notable” difference identifies areas that may warrant attention because of their numeric difference. Further evaluation for their substantive meaning is required by persons knowledgeable about the underlying context and causes in the CPS work environment.

See Appendix A for additional details on 2021 survey changes and reporting.
EXTERNAL CONTEXT

➢ All mandatory public health restrictions due to the COVID-19 pandemic were lifted on June 14
➢ Continuing focus on anti-racism
➢ Declining perceptions of police services nationally
➢ Calls for alternate response model and defunding of the police
➢ Calls for increased gun control
➢ CPS employees directed by the Calgary Police Commission to not wear thin blue line patches
➢ Public tension occurred with political leaders over COVID policies, illegal camps, and protests

INTERNAL CONTEXT

➢ Resourcing challenges
➢ Increased workloads
➢ Low morale and engagement
➢ CPS Pathways to Engagement Action Plan rolled out in September 2022 to improve employee engagement:
  • Improve resourcing, workloads, and resiliency
  • Build ELT trust and support
  • Implement fair, efficient, and effective processes
  • Improve communication and information sharing
  • Support professional development
  • Clarify organizational identity and priorities
EMPLOYEE HIGHLIGHTS: SAFETY & SERVICE DELIVERY PERCEPTIONS

Safety in Calgary

The **majority** of members strongly or somewhat **agree** that **Calgary is a safe city to live in**.

Perceptions of **safety** have **declined** and are at an all-time low.

Service Delivery Satisfaction

7-in-10 members are **satisfied** with CPS service delivery to citizens.

Member satisfaction with service delivery has dropped eight percentage points since 2021.

Questions:
- Please rate your level of agreement with the statement that “Calgary is a safe city to live in.”
- Overall, how satisfied are you with the services provided by the Calgary Police to the citizens of Calgary?

Denotes notably higher than 2021
Denotes notably lower than 2021

% Agree Calgary is a safe city to live in

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<td>80%</td>
<td>91%</td>
<td>95%</td>
<td>97%</td>
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<td>92%</td>
<td>91%</td>
<td>89%</td>
<td>75%</td>
<td>80%</td>
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</tbody>
</table>

% Satisfied with CPS Services Delivery to Citizens

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<td>89%</td>
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<td>87%</td>
<td>86%</td>
<td>87%</td>
<td>80%</td>
<td>80%</td>
<td>87%</td>
<td>78%</td>
<td>70%</td>
<td>60%</td>
</tr>
</tbody>
</table>
Employee engagement continues to decline for the third year in a row.

- Sworn members: one-in-ten are highly engaged and two-thirds have low engagement
- Civilian members: one-quarter are highly engaged and four-in-ten have low engagement

CPS Employee Engagement – Past 5 Years

- Total Employees
  - Moderate Engagement (7-8): 58% (2018), 34% (2019), 34% (2020), 28% (2021), 27% (2022)
  - Low Engagement (1-6): 38% (2018), 41% (2019), 45% (2020), 54% (2021), 58% (2022)

- Sworn Members
  - High Engagement (9-10): 11% (2018), 16% (2019), 14% (2020), 12% (2021), 10% (2022)
  - Moderate Engagement (7-8): 36% (2018), 40% (2019), 32% (2020), 26% (2021), 23% (2022)
  - Low Engagement (1-6): 53% (2018), 44% (2019), 54% (2020), 62% (2021), 66% (2022)

- Civilian Members
  - High Engagement (9-10): 25% (2018), 33% (2019), 36% (2020), 38% (2021), 33% (2022)
  - Moderate Engagement (7-8): 43% (2018), 45% (2019), 38% (2020), 32% (2021), 36% (2022)
  - Low Engagement (1-6): 31% (2018), 22% (2019), 25% (2020), 35% (2021), 38% (2022)

Denotes notably higher than 2021
Denotes notably lower than 2021
Inadequate staffing is a top reason for employee rating of CPS on policing and services provided to citizens across all engagement levels.

Slow response to citizen calls is also mentioned across all engagement levels.

### Top Reasons Mentioned for Overall Rating of CPS on Policing and Services Provided to Citizens

<table>
<thead>
<tr>
<th>Reason</th>
<th>High EEI</th>
<th>Moderate EEI</th>
<th>Low EEI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good service; not a lot of issues</td>
<td>18%</td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td>Inadequate staffing</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Trying hard; doing the best we can</td>
<td>18%</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>There is always room for improvement; we can do better</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>CPS are friendly, caring, considerate, polite, courteous, respectful</td>
<td>18%</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Slow response to citizen calls</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Inadequate staffing</td>
<td>35%</td>
<td>38%</td>
<td>41%</td>
</tr>
<tr>
<td>Good service / not a lot of issues</td>
<td>38%</td>
<td>41%</td>
<td>41%</td>
</tr>
<tr>
<td>There is always room for improvement / we can do better</td>
<td>41%</td>
<td>38%</td>
<td>34%</td>
</tr>
<tr>
<td>Slow response to citizen calls</td>
<td>34%</td>
<td>28%</td>
<td>27%</td>
</tr>
<tr>
<td>Trying hard; doing the best we can</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Need to improve quality of service</td>
<td>32%</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>Slow response to citizen calls</td>
<td>35%</td>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>Slow response to citizen calls</td>
<td>38%</td>
<td>38%</td>
<td>38%</td>
</tr>
<tr>
<td>There is always room for improvement / we can do better</td>
<td>41%</td>
<td>41%</td>
<td>41%</td>
</tr>
<tr>
<td>Slow response to citizen calls</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Not enough resources to do the job; not adequate equipment, tools or technology</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Denotes notably higher than 2021</td>
<td>16%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Denotes notably lower than 2021</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Question: Why did you give that rating for CPS overall?
Top six reasons displayed based on total mentions
2022 Base: n=1,221 (Total mentions)
The **top reasons** why employees like working at CPS include their **colleagues or team**, and the **interesting, meaningful and varied of work** they do. **Seven-in-ten** continue to select **job security** as a top reason for why they like working at CPS.

### What Employees Like about Working at CPS

**Job security**
- 70% (2021) vs. 72% (2022)

**Coworkers or team that I work with**
- 66% (2021) vs. 67% (2022)

**Work is interesting and meaningful**
- 56% (2021) vs. 54% (2022)

**Compensation and benefits**
- 55% (2021) vs. 51% (2022)

**Variety of work I do**
- 52% (2021) vs. 49% (2022)

**Helping the community and making a difference**
- 49% (2021) vs. 49% (2022)

Question: Please indicate what you like best about working at the CPS? Please select all that apply.
Base: Total respondents (2022=1,573; 2021=1,375)

↑ Denotes notably higher than 2021
↓ Denotes notably lower than 2021
Performance decreased on the majority of performance statements.

<table>
<thead>
<tr>
<th>Performance Statements in 2022</th>
<th>High agreement (%9-10)</th>
<th>Moderate agreement (%7-8)</th>
<th>Low agreement (%1-6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied with my supervisor</td>
<td>51%</td>
<td>49%</td>
<td>42%</td>
</tr>
<tr>
<td>Respectful working relationship among my coworkers</td>
<td>43%</td>
<td>37%</td>
<td>27%</td>
</tr>
<tr>
<td>Satisfied with my current job</td>
<td>28%</td>
<td>20%</td>
<td>19%</td>
</tr>
<tr>
<td>Proud to say I work for CPS</td>
<td>28%</td>
<td>32%</td>
<td>27%</td>
</tr>
<tr>
<td>Provided with the tools and equipment necessary to do my job</td>
<td>27%</td>
<td>27%</td>
<td>20%</td>
</tr>
<tr>
<td>Understand CPS goals and priorities</td>
<td>25%</td>
<td>24%</td>
<td>15%</td>
</tr>
<tr>
<td>CPS services are valued by the community</td>
<td>21%</td>
<td>18%</td>
<td>14%</td>
</tr>
<tr>
<td>Provided with adequate training to perform my job</td>
<td>19%</td>
<td>16%</td>
<td>13%</td>
</tr>
<tr>
<td>Work-related stress is manageable</td>
<td>18%</td>
<td>15%</td>
<td>10%</td>
</tr>
<tr>
<td>Workload is reasonable</td>
<td>17%</td>
<td>15%</td>
<td>9%</td>
</tr>
<tr>
<td>Feel valued as an employee</td>
<td>17%</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>CPS fosters a culture of respect</td>
<td>14%</td>
<td>13%</td>
<td>5%</td>
</tr>
<tr>
<td>CPS values differing thoughts, ideas, and perspectives among its employees</td>
<td>13%</td>
<td>12%</td>
<td>4%</td>
</tr>
<tr>
<td>Actions and directions of senior leaders show CPS cares about employees</td>
<td>13%</td>
<td>11%</td>
<td>3%</td>
</tr>
<tr>
<td>CPS senior leaders and employees are working together to achieve the same goals</td>
<td>10%</td>
<td>10%</td>
<td>2%</td>
</tr>
<tr>
<td>CPS fosters a culture of respect</td>
<td>9%</td>
<td>8%</td>
<td>2%</td>
</tr>
<tr>
<td>CPS practices are applied equitably and fairly to all employees</td>
<td>7%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>Climate of trust exists between CPS senior leaders and employees</td>
<td>10%</td>
<td>10%</td>
<td>2%</td>
</tr>
<tr>
<td>Morale at CPS is good</td>
<td>8%</td>
<td>7%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Base: Total respondents 2022=1,573. See Appendix C for detailed historical results.

**Question:** Please SELECT the number that indicates: How strongly you AGREE or DISAGREE that the statement describes your OVERALL work experience at CPS / your work at CPS.

**Question:** Please indicate the extent to which you AGREE or DISAGREE with the statement: Overall, I am satisfied with my workplace environment.
EMployee Highlights: Key Areas of Higher Performance

The employee emotional connection to CPS is declining.

My Team
My team continues to have higher performance.

- % Agree - Respectful Working Relationship with Coworkers: 77% (80% in 2021)
- % Agree - Views Listened to by Colleagues: 65% (69% in 2021)

My Supervisor
Satisfaction with supervisor has not changed since 2021.

- % Agree – Satisfied with Supervisor: 75%, 76%, 74%, 73%, 72%

CPS Services Valued
Six-in-ten feel that CPS services are valued by the community.

- % Agree - CPS Services are Valued by the Community: 59% (67% in 2021)

Note: % agree = High + moderate agreement (rate 7 to 10 out of 10)
Leadership actions show that the CPS cares about employees

Trust exists between leadership & employees

Leadership & employees are working towards the same goal

**Morale**

Morale is at an all-time low.

% Agree – Morale at CPS is Good

2018: 24%
2019: 51%
2020: 36%
2021: 18%
2022: 13%

**Valued**

Feeling valued as an employee is at an all-time low.

% Agree – Feel Valued as an Employee

2019: 51%
2020: 49%
2021: 41%
2022: 35%

**Leadership**

Perceptions of leadership are at an all-time low.

% Agree has declined since 2021

- Leadership actions show that the CPS cares about employees
- Trust exists between leadership & employees
- Leadership & employees are working towards the same goal

**Fair Treatment**

Perceptions of fair treatment dropped in 2022.

% Agree - Practices Applied Equally & Fairly to all Employees

2019: 22%
(26% in 2021)

% Agree - Promotion Process Selects Best Qualified Person for the Job

2019: 16%
(20% in 2021)

**Staffing**

Adequately staffed is the area with the lowest performance.

% Agree - CPS is Adequately Staffed

2019: 7%
(10% in 2021)

Note: % agree = High + moderate agreement (rate 7 to 10 out of 10)

Denotes notably higher than 2021

Denotes notably lower than 2021
Two-thirds of employees report being aware of the Pathways to Engagement Plan. This plan was developed to improve morale at CPS and communicated in September 2022.

Over one-quarter are optimistic this engagement plan will improve morale. Sworn members are less optimistic compared to civilian members.

**Awareness of Engagement Plan**

% of Employees Aware of Pathways to Engagement Plan

- 66%

**Optimism in Engagement Plan**

Optimism that the Pathways to Engagement Plan Will Improve Morale at CPS

- Total: 66% Optimistic, 27% Not Optimistic
- Sworn Members: 76% Optimistic, 17% Not Optimistic
- Civilian Members: 51% Optimistic, 40% Not Optimistic
Adequate staffing is the top priority mentioned by CPS employees to improve morale.

Top 4 mentions: Priorities to Improve Morale in the Next 1-3 Years

- **35%** Adequate staffing
- **16%** Executive level changes
- **13%** Support and respect members, show that you care
- **10%** Reduce workloads/better work-life balance

Question: What do you think is the top priority to improve morale in the next 1 to 3 years?
Base: Total respondents (2022=1,573)
The majority of members have **low trust** in the Calgary Police Commission’s governance and oversight of CPS.

**Agreement with the Statement:**
I trust the Calgary Police Commission’s governance and oversight of the Service

- **High agreement:** 4%
- **Moderate agreement:** 9%
- **Low agreement:** 87%

**% AGREE:** 13%

(Base: Total respondents (2022=1,573))
SAFETY & SERVICE DELIVERY
Perceptions of Calgary being a safe city to live in declined among both CPS members and citizens.

2022 Employee Survey

**Question:** Please rate your level of agreement with the statement that “Calgary is a safe city to live in.”

<table>
<thead>
<tr>
<th>Year</th>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Somewhat disagree</th>
<th>Strongly disagree</th>
<th>Agreement (strongly + somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>80%</td>
<td>14%</td>
<td>6%</td>
<td>1%</td>
<td>91%</td>
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<tr>
<td>2009</td>
<td>91%</td>
<td>7%</td>
<td>4%</td>
<td>4%</td>
<td>95%</td>
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<tr>
<td>2010</td>
<td>97%</td>
<td>2%</td>
<td>1%</td>
<td>4%</td>
<td>97%</td>
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<td>2011</td>
<td>97%</td>
<td>2%</td>
<td>1%</td>
<td>4%</td>
<td>97%</td>
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<td>2012</td>
<td>95%</td>
<td>3%</td>
<td>11%</td>
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<td>94%</td>
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<td>2013</td>
<td>92%</td>
<td>8%</td>
<td>14%</td>
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<td>2014</td>
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<td>2015</td>
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<td>2016</td>
<td>89%</td>
<td>9%</td>
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<td>4%</td>
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<td>2017</td>
<td>75%</td>
<td>15%</td>
<td>20%</td>
<td>4%</td>
<td>75%</td>
</tr>
</tbody>
</table>

2022 Citizen Survey

**Question:** Would you say you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with the statement that “Calgary is a safe city to live in”?

<table>
<thead>
<tr>
<th>Year</th>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Somewhat disagree</th>
<th>Strongly disagree</th>
<th>Agreement (strongly + somewhat)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>79%</td>
<td>16%</td>
<td>14%</td>
<td>1%</td>
<td>91%</td>
</tr>
<tr>
<td>2009</td>
<td>85%</td>
<td>11%</td>
<td>14%</td>
<td>4%</td>
<td>95%</td>
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<tr>
<td>2010</td>
<td>91%</td>
<td>5%</td>
<td>9%</td>
<td>3%</td>
<td>95%</td>
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<tr>
<td>2011</td>
<td>95%</td>
<td>5%</td>
<td>9%</td>
<td>3%</td>
<td>95%</td>
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<td>2012</td>
<td>95%</td>
<td>5%</td>
<td>9%</td>
<td>3%</td>
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<tr>
<td>2013</td>
<td>95%</td>
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<tr>
<td>2014</td>
<td>95%</td>
<td>5%</td>
<td>9%</td>
<td>3%</td>
<td>94%</td>
</tr>
<tr>
<td>2015</td>
<td>85%</td>
<td>14%</td>
<td>14%</td>
<td>4%</td>
<td>85%</td>
</tr>
<tr>
<td>2016</td>
<td>91%</td>
<td>7%</td>
<td>12%</td>
<td>4%</td>
<td>91%</td>
</tr>
<tr>
<td>2017</td>
<td>93%</td>
<td>6%</td>
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<td>3%</td>
<td>93%</td>
</tr>
<tr>
<td>2018</td>
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<td>96%</td>
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<td>2019</td>
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<tr>
<td>2020</td>
<td>98%</td>
<td>2%</td>
<td>3%</td>
<td>4%</td>
<td>98%</td>
</tr>
<tr>
<td>2021</td>
<td>95%</td>
<td>5%</td>
<td>9%</td>
<td>3%</td>
<td>95%</td>
</tr>
<tr>
<td>2022</td>
<td>95%</td>
<td>5%</td>
<td>8%</td>
<td>3%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548; 2015=1,208; 2014=1,305; 2013=1,469; 2012=1,174; 2011=1,475; 2010=1,272; 2009=1,186; 2008=1,282)

Mentions of less than 3% not labelled

Denotes notably higher than 2021
Denotes notably lower than 2021
Member satisfaction with the services provided to the citizens of Calgary is at its lowest point since 2008.

**2022 Employee Survey**

**Question:** Overall, how satisfied are you with the services provided by the Calgary Police to the citizens of Calgary?

**2022 Citizen Survey**

**Question:** Overall, how satisfied are you with the services provided by the Calgary Police?

Mentions of less than 3% not labelled
Member perceptions of CPS policing overall is at a low point.

**Question:** Taking into consideration all of the different aspects of policing and the services provided by the CPS to citizens, please rate the CPS overall, where 1 is “poor” and 10 is “excellent”. Please base your response on your overall general perceptions of the CPS and the interaction of the Service with citizens as a whole.

<table>
<thead>
<tr>
<th>Year</th>
<th>Excellent (%9-10)</th>
<th>Moderate (%7-8)</th>
<th>Poor (%1-6)</th>
<th>Positive (Excellent + Moderate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>84%</td>
<td>16%</td>
<td>4%</td>
<td>94%</td>
</tr>
<tr>
<td>2009</td>
<td>89%</td>
<td>19%</td>
<td>2%</td>
<td>100%</td>
</tr>
<tr>
<td>2010</td>
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<td>2016</td>
<td>81%</td>
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<td>96%</td>
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<td>2017</td>
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<td>100%</td>
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<tr>
<td>2018</td>
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<td>100%</td>
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<tr>
<td>2019</td>
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<td>81%</td>
</tr>
<tr>
<td>2022</td>
<td>56%</td>
<td>44%</td>
<td>10%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,470; 2018=1,278; 2017=1,322; 2016=1,548; 2015=1,208; 2014=1,305; 2013=1,469; 2012=1,174; 2011=1,475; 2010=1,272; 2009=1,138; 2008=1,282)

Denotes notably higher than 2021
Denotes notably lower than 2021
Inadequate staffing and slow response to citizen’s calls are the top concerns mentioned by members.

**Question:** Why did you give that rating for the CPS overall?

<table>
<thead>
<tr>
<th>Reason for Overall Rating</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>NET: Positive Sentiment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall good service / not a lot of issues</td>
<td>13%</td>
<td>19%</td>
<td>14%</td>
<td>5%</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Trying hard / doing the best job we can</td>
<td>4%</td>
<td>1%</td>
<td>2%</td>
<td>4%</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>NET: Neutral Sentiment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is always room for improvement / nothing is perfect</td>
<td>13%</td>
<td>10%</td>
<td>10%</td>
<td>14%</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>NET: Negative Sentiment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUBNET: Inadequate staffing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of employees / short-staffed</td>
<td>11%</td>
<td>14%</td>
<td>8%</td>
<td>8%</td>
<td>12%</td>
<td>21%</td>
</tr>
<tr>
<td>Below minimum street staffing levels / more officers needed on the street</td>
<td>9%</td>
<td>15%</td>
<td>14%</td>
<td>3%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Slow response to citizen’s calls / increased wait times for citizens</td>
<td>11%</td>
<td>14%</td>
<td>10%</td>
<td>5%</td>
<td>9%</td>
<td>14%</td>
</tr>
<tr>
<td>Need to provide more effective service / better quality of service</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3%</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td>Heavy workload / overworked officers / too many projects / workload compromises quality / increased call volume</td>
<td>9%</td>
<td>7%</td>
<td>4%</td>
<td>7%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Investigations not done properly / weak or no follow-up on investigations</td>
<td>9%</td>
<td>9%</td>
<td>7%</td>
<td>3%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Not enough resources / tools / equipment to do the job</td>
<td>&lt;1%</td>
<td>1%</td>
<td>7%</td>
<td>2%</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>Don’t care about officers / employees / don’t feel supported</td>
<td>&lt;1%</td>
<td>2%</td>
<td>&lt;1%</td>
<td>2%</td>
<td>2%</td>
<td>6%</td>
</tr>
<tr>
<td>Low morale / stress / frustration of members</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
<td>2%</td>
<td>4%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Base: Total respondents (2022=1,221; 2021=1,026; 2020=1,115; 2018=999; 2017=1,000; 2016=1,464; 2015=935)

*Multiple mentions will not add up to 100%
2022 mentions of less than 5% not shown.
See Appendix C for detailed historical results

Denotes notably higher than 2021
Denotes notably lower than 2021
The Employee Engagement Index (EEI) is an overall measure of CPS employee engagement comprised of four questions that reflect each employee’s overall feeling and impression of their current CPS experience and engagement.

**Proud**
How strongly do you agree or disagree that the following statement describes your work at CPS.

“I am proud to say that I work for CPS.”

**Motivated**
How strongly do you agree or disagree that the following statement describes your work at CPS?

“I am motivated to go above and beyond my basic job description.”

**Satisfaction**
How strongly do you agree or disagree that the following statement describes your work at CPS?

“I am satisfied with my current job.”

**Recommend**
Please indicate the extent to which you agree or disagree with the statement:

“Policing with the CPS is a career I would recommend to someone suited for it.” (asked of sworn members)

“Working for the CPS is a career I would recommend to someone suited for it.” (asked of civilian members)

*Wording change in 2022. Prior years statement was, “Policing with the CPS is a career I would recommend to a friend or family member” (asked of sworn members); “Working for the CPS is a career I would recommend to a friend or family member” (asked of civilian members).*
Almost six-in-ten employees have low engagement.

Calgary Police Service Employee Engagement Index (EEI) Results

<table>
<thead>
<tr>
<th>Year</th>
<th>High Engagement (9-10)</th>
<th>Moderate Engagement (7-8)</th>
<th>Low Engagement (1-6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>72%</td>
<td>45%</td>
<td>28%</td>
</tr>
<tr>
<td>2013</td>
<td>75%</td>
<td>43%</td>
<td>25%</td>
</tr>
<tr>
<td>2014</td>
<td>77%</td>
<td>44%</td>
<td>23%</td>
</tr>
<tr>
<td>2015</td>
<td>70%</td>
<td>43%</td>
<td>29%</td>
</tr>
<tr>
<td>2016</td>
<td>64%</td>
<td>38%</td>
<td>36%</td>
</tr>
<tr>
<td>2017</td>
<td>53%</td>
<td>35%</td>
<td>47%</td>
</tr>
<tr>
<td>2018</td>
<td>54%</td>
<td>38%</td>
<td>46%</td>
</tr>
<tr>
<td>2019</td>
<td>62%</td>
<td>41%</td>
<td>41%</td>
</tr>
<tr>
<td>2020</td>
<td>55%</td>
<td>34%</td>
<td>45%</td>
</tr>
<tr>
<td>2021</td>
<td>46%</td>
<td>28%</td>
<td>54%</td>
</tr>
<tr>
<td>2022</td>
<td>42%</td>
<td>27%</td>
<td>58%</td>
</tr>
</tbody>
</table>

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548; 2015=1,208; 2014=1,305; 2013=1,469; 2012=1,174)
Half of employees are proud to work for CPS.

**Question:** How strongly do you agree or disagree that the statement describes your work at CPS? “I am proud to say that I work for CPS.”

<table>
<thead>
<tr>
<th>Year</th>
<th>High agreement (%9-10)</th>
<th>Moderate agreement (%7-8)</th>
<th>Low agreement (%1-6)</th>
<th>AGREEMENT (High + Moderate agreement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>30%</td>
<td>11%</td>
<td>59%</td>
<td>90%</td>
</tr>
<tr>
<td>2009</td>
<td>25%</td>
<td>16%</td>
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<td>84%</td>
</tr>
<tr>
<td>2010</td>
<td>24%</td>
<td>16%</td>
<td>66%</td>
<td>84%</td>
</tr>
<tr>
<td>2011</td>
<td>31%</td>
<td>30%</td>
<td>53%</td>
<td>85%</td>
</tr>
<tr>
<td>2012</td>
<td>30%</td>
<td>30%</td>
<td>54%</td>
<td>85%</td>
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<tr>
<td>2013</td>
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<td>2014</td>
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<td>76%</td>
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<tr>
<td>2016</td>
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<td>83%</td>
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<tr>
<td>2018</td>
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</tr>
<tr>
<td>2022</td>
<td>25%</td>
<td>25%</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548; 2015=1,208; 2014=1,305; 2013=1,469; 2012=1,174; 2011=1,475; 2010=1,272; 2009=1,138; 2008=1,282)
Member motivation to go above and beyond their basic job description declined.

**Question:** How strongly do you agree or disagree that the statement describes your work at CPS?
“I am motivated to go above and beyond my basic job description.”

**Graph and data:**
- **High agreement (%9-10)**
- **Moderate agreement (%7-8)**
- **Low agreement (%1-6)**
- **AGREEMENT (High + Moderate agreement)**

**Denotes notably higher than 2021**
**Denotes notably lower than 2021**

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548; 2015=1,208; 2014=1,305; 2013=1,469; 2012=1,174)
Question not asked prior to 2012
Six-in-ten report they are satisfied with their current job.

**OVERALL JOB SATISFACTION**

**Question:** How strongly do you agree or disagree that the statement describes your work at CPS? “I am satisfied with my current job.”

<table>
<thead>
<tr>
<th>Year</th>
<th>High agreement (%9-10)</th>
<th>Moderate agreement (%7-8)</th>
<th>Low agreement (%1-6)</th>
<th>AGREEMENT (High + Moderate agreement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>45%</td>
<td>37%</td>
<td>18%</td>
<td>82%</td>
</tr>
<tr>
<td>2009</td>
<td>46%</td>
<td>37%</td>
<td>17%</td>
<td>83%</td>
</tr>
<tr>
<td>2010</td>
<td>48%</td>
<td>37%</td>
<td>15%</td>
<td>85%</td>
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<tr>
<td>2015</td>
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<td>77%</td>
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<td>2016</td>
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<td>72%</td>
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<td>67%</td>
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<td>68%</td>
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<td>73%</td>
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<td>33%</td>
<td>32%</td>
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<td>71%</td>
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<tr>
<td>2021</td>
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<td>65%</td>
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<tr>
<td>2022</td>
<td>28%</td>
<td>32%</td>
<td>39%</td>
<td>61%</td>
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</tbody>
</table>

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548; 2015=1,208; 2014=1,305; 2013=1,469; 2012=1,174; 2011=1,475; 2010=1,272; 2009=1,138; 2008=1,281)
RECOMMEND CPS AS A CAREER

Similar to 2021, about 4 in 10 would recommend CPS as a career.

**Question:** Imagine that you are talking with someone who is interested in “a career in policing”/ “a career working for a police service”. Please indicate the extent to which you AGREE or DISAGREE with the statement “Policing with the CPS is a career I would recommend to someone suited for it” (asked of sworn members); “Working for the CPS is a career I would recommend to someone suited for it” (asked of civilian members).

<table>
<thead>
<tr>
<th>Year</th>
<th>High agreement (%9-10)</th>
<th>Moderate agreement (%7-8)</th>
<th>Low agreement (%1-6)</th>
<th>AGREEMENT (High + Moderate agreement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>65%</td>
<td>39%</td>
<td>26%</td>
<td>65%</td>
</tr>
<tr>
<td>2009</td>
<td>73%</td>
<td>40%</td>
<td>32%</td>
<td>77%</td>
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<tr>
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<td>72%</td>
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<td>2011</td>
<td>73%</td>
<td>39%</td>
<td>27%</td>
<td>72%</td>
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<tr>
<td>2012</td>
<td>71%</td>
<td>36%</td>
<td>29%</td>
<td>73%</td>
</tr>
<tr>
<td>2013</td>
<td>75%</td>
<td>34%</td>
<td>25%</td>
<td>75%</td>
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<tr>
<td>2014</td>
<td>74%</td>
<td>32%</td>
<td>24%</td>
<td>75%</td>
</tr>
<tr>
<td>2015</td>
<td>68%</td>
<td>32%</td>
<td>23%</td>
<td>71%</td>
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<tr>
<td>2016</td>
<td>61%</td>
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<td>69%</td>
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<td>2017</td>
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<td>65%</td>
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<td>65%</td>
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<tr>
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<td>28%</td>
<td>63%</td>
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<tr>
<td>2020</td>
<td>50%</td>
<td>33%</td>
<td>24%</td>
<td>61%</td>
</tr>
<tr>
<td>2021</td>
<td>39%</td>
<td>33%</td>
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<td>54%</td>
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<td>2022</td>
<td>41%</td>
<td>34%</td>
<td>19%</td>
<td>57%</td>
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Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548; 2015=1,208; 2014=1,305; 2013=1,469; 2012=1,174; 2011=1,475; 2010=1,272; 2009=1,138; 2008=1,282).

Slight wording change in 2022. Prior years statement was, “Policing with the CPS is a career I would recommend to a friend or family member” (asked of sworn members); “Working for the CPS is a career I would recommend to a friend or family member (asked of civilian members).”
SWORN & CIVILIAN ENGAGEMENT
Employee engagement declined among civilian members.
P R O U D :  S W O R N  A N D  C I V I L I A N  R E S U L T S

Pride in working for CPS continues to fall among sworn members.

**Question:** How strongly do you agree or disagree that the statement describes your work at CPS? “I am proud to say that I work for CPS.”

**I am Proud to Say that I Work for the CPS**

**Sworn Members**

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<td>High agreement (%9-10)</td>
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<td>32%</td>
<td>43%</td>
<td>43%</td>
<td>52%</td>
<td>59%</td>
<td>62%</td>
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<tr>
<td>Moderate agreement (%7-8)</td>
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<td>65%</td>
<td>66%</td>
<td>61%</td>
<td>55%</td>
<td>55%</td>
<td>58%</td>
<td>47%</td>
<td>42%</td>
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<tr>
<td>Low agreement (%1-6)</td>
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<td>AGREEMENT (High + Moderate agreement)</td>
<td>42%</td>
<td>64%</td>
<td>66%</td>
<td>61%</td>
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<td>55%</td>
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**Civilian Members**

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<tr>
<td>High agreement (%9-10)</td>
<td>89%</td>
<td>90%</td>
<td>90%</td>
<td>84%</td>
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<td>86%</td>
<td>85%</td>
<td>81%</td>
<td>72%</td>
<td>58%</td>
<td>58%</td>
<td>68%</td>
<td>57%</td>
<td>48%</td>
<td>41%</td>
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<tr>
<td>Moderate agreement (%7-8)</td>
<td>11%</td>
<td>10%</td>
<td>10%</td>
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<tr>
<td>Low agreement (%1-6)</td>
<td>12%</td>
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<tr>
<td>AGREEMENT (High + Moderate agreement)</td>
<td>102%</td>
<td>102%</td>
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<td>102%</td>
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Base: Sworn Members (2022=1,119; 2021=961; 2020=1,019; 2019=1,270; 2018=866; 2017=939; 2016=1,101; 2015=785; 2014=852; 2013=985; 2012=749; 2011=952; 2010=818; 2009=710; 2008=808)

Motivation to go above and beyond declined for both sworn and civilian members.

**Question:** How strongly do you agree or disagree that the statement describes your work at CPS? “I am motivated to go above and beyond my basic job description.”

**Motivated to Go Above and Beyond**
- **Sworn Members**
- **Civilian Members**
Fewer sworn and civilian members highly agree they are satisfied with their current job.

Question: How strongly do you agree or disagree that the statement describes your work at CPS? “I am satisfied with my current job.”

I am Satisfied with my Current Job
Sworn Members

I am Satisfied with my Current Job
Civilian Members

Base: Sworn Members (2022=1,119; 2021=961; 2020=1,019; 2019=1,270; 2018=866; 2017=939; 2016=1,101; 2015=785, 2014=852; 2013=985; 2012=749; 2011=952; 2010=818; 2009=710; 2008=808)

Consistent with 2021, 7 in 10 sworn members **would not** recommend policing as a career. 7 in 10 civilian members **would** recommend CPS as a career.

**Question:** Imagine that you are talking with someone who is interested in a career in policing/a career working for a police service. Please indicate the extent to which you AGREE or DISAGREE with the statement Policing with the CPS is a career I would recommend to someone suited for it/Working for the CPS is a career I would recommend to someone suited for it.
WORKING AT CPS
**WHAT EMPLOYEES LIKE BEST ABOUT WORKING AT CPS**

Same as in 2021, job security and coworkers or team are identified as the best part about working at CPS.

**Question:** Please indicate what you like best about working at CPS?

![Bar chart showing the percentage of responses for different aspects of working at CPS in 2021 and 2022. The aspects include job security, coworkers or team that I work with, work is interesting and meaningful, compensation and benefits, variety of work I do, and helping the community and making a difference. The chart indicates an increase in job security and coworkers or team that I work with, a decrease in work is interesting and meaningful, and no significant change in the other aspects.]

Base: Total respondents (2022=1,573; 2021=1,375)
See Appendix C for detailed results
Most members agree they are committed to CPS values and principles. Two-thirds do not feel valued as an employee.

**Question:** For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

- **I am committed to the CPS values and principles:**
  - Low agreement (%1-6): 19%
  - Moderate agreement (%7-8): 29%
  - High agreement (%9-10): 51%
  - Overall agreement decreased from 84% in 2021
- **I feel I belong at CPS:**
  - Low agreement (%1-6): 47%
  - Moderate agreement (%7-8): 28%
  - High agreement (%9-10): 24%
  - Overall agreement decreased from 58% in 2021
- **I am satisfied with my workplace environment:**
  - Low agreement (%1-6): 50%
  - Moderate agreement (%7-8): 32%
  - High agreement (%9-10): 19%
  - Overall agreement decreased from 59% in 2021
- **I feel valued as an employee:**
  - Low agreement (%1-6): 65%
  - Moderate agreement (%7-8): 22%
  - High agreement (%9-10): 13%
  - Overall agreement decreased from 42% in 2021

Base: Total respondents (2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

Denotes notably higher than 2021
Denotes notably lower than 2021
LEADERSHIP

Perceptions of leadership are low.

**Question:** For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your overall work experience at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Low agreement (%1-6)</th>
<th>Moderate agreement (%7-8)</th>
<th>High agreement (%9-10)</th>
<th>Overall agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions and directions of senior leaders show that the CPS cares about employees</td>
<td>77%</td>
<td>16%</td>
<td>7%</td>
<td>23% agree</td>
</tr>
<tr>
<td>CPS senior leaders and employees are working together to achieve the same goals</td>
<td>80%</td>
<td>15%</td>
<td>5%</td>
<td>20% agree</td>
</tr>
<tr>
<td>A climate of trust exists between CPS senior leaders and employees</td>
<td>86%</td>
<td>10%</td>
<td>4%</td>
<td>14% agree</td>
</tr>
<tr>
<td>Morale at CPS is good</td>
<td>87%</td>
<td>11%</td>
<td>2%</td>
<td>13% agree</td>
</tr>
</tbody>
</table>

Base: Total respondents (2022=1,573; 2021=1,375)

See Appendix C for detailed historical results.

Denotes notably higher than 2021

Denotes notably lower than 2021

Overall agreement decreased from 29% in 2021

Overall agreement decreased from 25% in 2021

Overall agreement decreased from 20% in 2021

Overall agreement decreased from 19% in 2021
**WORKPLACE CULTURE**

Agreement that CPS fosters a culture of respect has declined.

**Question:** For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your overall work experience at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Low agreement (% 1-6)</th>
<th>Moderate agreement (% 7-8)</th>
<th>High agreement (% 9-10)</th>
<th>Overall Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPS takes appropriate action in response to incidents of harassment</td>
<td>61%</td>
<td>28%</td>
<td>11%</td>
<td>39% agree</td>
</tr>
<tr>
<td>CPS fosters a culture of respect</td>
<td>64%</td>
<td>26%</td>
<td>10%</td>
<td>36% agree</td>
</tr>
</tbody>
</table>

No notable change from 41% in 2021

Overall agreement decreased from 41% in 2021

Base: Total respondents (2022=1,573; 2021=1,375)

See Appendix C for detailed historical results

↑ Denotes notably higher than 2021
↓ Denotes notably lower than 2021
WORKLOAD AND STRESS

The majority of members do not agree CPS is adequately staffed. Less than half of members agree the workload is reasonable or stress is manageable.

**Question:** For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your work/work experience at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>Low agreement (%)</th>
<th>Moderate agreement (%)</th>
<th>High agreement (%)</th>
<th>Overall Agreement</th>
<th>Overall Agreement Decreased from</th>
</tr>
</thead>
<tbody>
<tr>
<td>My work-related stress is manageable</td>
<td>54%</td>
<td>31%</td>
<td>15%</td>
<td>46% agree</td>
<td>51% in 2021</td>
</tr>
<tr>
<td>My workload is reasonable</td>
<td>61%</td>
<td>25%</td>
<td>13%</td>
<td>39% agree</td>
<td>49% in 2021</td>
</tr>
<tr>
<td>CPS is adequately staffed</td>
<td>93%</td>
<td>5%</td>
<td>2%</td>
<td>7% agree</td>
<td>10% in 2021</td>
</tr>
</tbody>
</table>

Base: Total respondents (2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

Denotes notably higher than 2021
Denotes notably lower than 2021
CPS IS ADEQUATELY STAFFED

Over nine-in-ten employees disagree CPS is adequately staffed.

2022 Employee Survey

Question: Please select the number that indicates how strongly you agree or disagree that the statement describes your overall work experience at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

2022 Citizen Survey

Question: Please rate your level of agreement with each of the following statement: CPS is adequately staffed. Scale: 1=Strongly disagree / 10=Strongly agree

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770)

Base: Total respondents (2022=925; 2020=918; 2018=923)

Denotes notably higher than 2021

Denotes notably lower than 2021
Member perceptions of fair treatment declined.
8 in 10 feel the promotion process is not effective at selecting qualified people for the job.

Question: For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your overall work experience at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

- Personal characteristics or backgrounds do not hinder an individual's career progression or development opportunities at CPS
  - Low agreement (%1-6): 60%
  - Moderate agreement (%7-8): 24%
  - High agreement (%9-10): 16%
  - 40% agree

- The CPS values differing thoughts, ideas and perspectives among its employees
  - Low agreement (%1-6): 68%
  - Moderate agreement (%7-8): 23%
  - High agreement (%9-10): 9%
  - 32% agree

- CPS practices are applied equitably and fairly to all employees
  - Low agreement (%1-6): 78%
  - Moderate agreement (%7-8): 16%
  - High agreement (%9-10): 6%
  - 22% agree

- The CPS promotion/competition process is effective at selecting the best qualified person for the job
  - Low agreement (%1-6): 84%
  - Moderate agreement (%7-8): 13%
  - High agreement (%9-10): 19%
  - 16% agree

Base: Total respondents (2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

Denotes notably higher than 2021
Denotes notably lower than 2021
No notable change from 2021
MY TEAM

Three-quarters of members agree they have a respectful working relationship with coworkers.

**Question:** For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS? Scale: 1=Strongly disagree / 10=Strongly agree

- **There is a respectful working relationship among my coworkers**
  - Low agreement (1-6): 23%
  - Moderate agreement (7-8): 35%
  - High agreement (9-10): 42%
  - Overall agreement decreased from 77% in 2021
- **I feel my views are listened to by my colleagues**
  - Low agreement (1-6): 35%
  - Moderate agreement (7-8): 37%
  - High agreement (9-10): 28%
  - Overall agreement decreased from 65% in 2021

Base: Total respondents (2022=1,573; 2021=1,375)
See Appendix C for detailed historical results
My Supervisor

Consistent with 2021, nearly three-quarters of employees are satisfied with their supervisor.

**Question:** For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

I am satisfied with my supervisor

- **Low agreement (%1-6):** 28%
- **Moderate agreement (%7-8):** 22%
- **High agreement (%9-10):** 49%

72% agree
No notable change from 73% in 2021

I receive performance development feedback from my supervisor at least once per year

- **Low agreement (%1-6):** 37%
- **Moderate agreement (%7-8):** 20%
- **High agreement (%9-10):** 43%

63% agree
No notable change from 61% in 2021

Base: Total respondents (2022=1,573; 2021=1,375)
See Appendix C for detailed historical results
Member perceptions of adequate training, tools, and professional development opportunities have all declined.

**Question:** For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

- **I am provided with the tools and equipment necessary to do my job**
  - Low agreement (%1-6): 46%
  - Moderate agreement (%7-8): 34%
  - High agreement (%9-10): 20%
  - **Overall agreement decreased from 62% in 2021**

- **I am provided with adequate training to perform my job**
  - Low agreement (%1-6): 53%
  - Moderate agreement (%7-8): 30%
  - High agreement (%9-10): 17%
  - **Overall agreement decreased from 54% in 2021**

- **I am satisfied with the professional development opportunities in the CPS**
  - Low agreement (%1-6): 71%
  - Moderate agreement (%7-8): 21%
  - High agreement (%9-10): 9%
  - **Overall agreement decreased from 36% in 2021**

Base: Total respondents (2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

↑ Denotes notably higher than 2021
↓ Denotes notably lower than 2021
Member perceptions of communication have declined.

**Question:** For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

- **I understand CPS goals and priorities**
  - Low agreement (%1-6): 49%
  - Moderate agreement (%7-8): 32%
  - High agreement (%9-10): 19%
  - Overall agreement decreased from 51% in 2021

- **I am kept well-informed about decisions that affect my job**
  - Low agreement (%1-6): 24%
  - Moderate agreement (%7-8): 24%
  - High agreement (%9-10): 13%
  - Overall agreement decreased from 37% in 2021

- **I am satisfied with internal communication at CPS**
  - Low agreement (%1-6): 25%
  - Moderate agreement (%7-8): 25%
  - High agreement (%9-10): 10%
  - Overall agreement decreased from 35% in 2021

*Base: Total respondents (2022=1,573; 2021=1,375)
See Appendix C for detailed historical results*
Fewer employees perceive that CPS services are valued by the community in 2022.

Question: For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your overall work experience at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

CPS services are valued by the community

- Low agreement (%1-6): 41%
- Moderate agreement (%7-8): 42%
- High agreement (%9-10): 18%

Overall agreement decreased from 67% in 2021

The CPS workforce is representative of the community

- Low agreement (%1-6): 46%
- Moderate agreement (%7-8): 37%
- High agreement (%9-10): 17%

No notable change from 56% in 2021

Base: Total respondents (2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

Denotes notably higher than 2021
Denotes notably lower than 2021
WORKPLACE PROCESSES

Employees are divided on whether CPS accommodates their needs to balance their non-work commitments.

**Question:** For each statement, please select the number that indicates how strongly do you agree or disagree that the statement describes your work/work experience at CPS. Scale: 1=Strongly disagree / 10=Strongly agree

**CPS accommodates the needs of employees to balance multiple commitments (e.g., work, family, education, community, etc.)**

- **Low agreement (%1-6):** 49%
- **Moderate agreement (%7-8):** 32%
- **High agreement (%9-10):** 19%

Overall agreement decreased from 57% in 2021

**I understand the disciplinary process (e.g. when and how it is applied)**

- **Strongly agree (%1-6):** 64%
- **Moderate agreement (%7-8):** 22%
- **Strongly agree (%9-10):** 14%

36% agree

No notable change from 37% in 2021
PATHWAYS TO ENGAGEMENT PLAN
Two-thirds of employees report being aware of the Pathways to Engagement Plan.

**Question:** In September 2022, a Pathways to Engagement Plan was developed to improve employee morale and engagement based on six employee outcomes identified through employee focus groups. Prior to completing this survey, were you aware of this Pathways to Engagement Plan?

- **Yes:** 66%
- **No:** 34%

Base: Total respondents (2022=1,573)
Over one-quarter are optimistic that this plan will result in meaningful change at CPS. Optimism is higher among Civilian than Sworn members.

**Question:** How optimistic are you that the Pathways to Engagement Plan will result in meaningful change that improves morale and engagement at CPS over the next 3 to 5 years?

**Optimistic:** 27%

**Not optimistic:** 66%

**Base:** Total respondents (2022=1,573)
Question: What do you think is the TOP priority to improve morale in the next 1 to 3 years?

- Adequate staffing/ need additional staff: 35%
- Executive level changes (e.g. replace/remove current Chief/ELT, training management skills): 16%
- Support and respect members, show that you care (e.g. have our backs, value members): 13%
- Reduce workloads/ better work-life balance (e.g. reduce stress and burnout): 10%
- Open, honest communication: 8%
- Better pay/ compensation/ fair collective agreement: 8%

Base: Total respondents (2022=1,372)
See Appendix C for detailed findings.
Adequate staffing, feeling happy to go to work, and having a balanced workload are top mentions of what it will be like if morale and employee engagement improve.

**Question:** Imagine 3 years from now that employee engagement and morale has significantly improved at CPS. Describe what that looks like at CPS and how that would impact you in your job?

### Net: Adequate staffing
- Fully staffed / adequate staffing (e.g., front line, teams, investigative area) 22%

### Net: Feel good about my job
- Enjoy / be happy coming to work (e.g., love my job, high morale, would not dread going to work, less complaints) 17%
- Not feeling persecuted / afraid / fear of discipline 4%

### Net: Workload balance
- Manageable / decreased workload 9%
- Reduced stress / burnout / sickness 8%
- Improved work-life balance / flexible work opportunities (e.g., teleworking) 4%

### Net: Senior leadership who cares
- Better leadership (e.g., respectful chief, chief who cares for his people, can make firm decisions) 15%

### Net: Valued & supported
- Employees would feel more appreciated / supported / valued 16%

### Net: Improved quality of service
- More productive / do a better job / quality work / engaged 11%
- Improved service / relationship to citizens / more community involvement 5%
- Getting back to policing / proactive policing / focus on reducing crime / more investigations 4%

### Net: Positive work environment / team building
- Positivity / positive work environment / good atmosphere 5%
- Unity / team / collaboration 4%
- More trust / build trust at all levels 4%

### Net: Better training / tools
- Better training / career development opportunities 10%

### Net: Not optimistic it will improve
- Unable to visualize/imagine any change/improvement (e.g., believe it when I see it, it won’t happen, time will tell) 9%

### Net: Policy / Process Improvements
- More systematic approach / streamlined workflow / efficient / more actions 4%

### Net: Open communication
- Open communication / consideration / consult us when making decision 4%

### Net: Better pay / benefits
- 4%

**Base:** Total respondents (2022=1,245)
Mentions of less than 4% not reported.
See Appendix C for detailed findings.
TRUST IN
CALGARY POLICE COMMISSION’S
GOVERNANCE OF CPS
The majority of members have low trust in the Calgary Police Commission’s governance and oversight of CPS.

**Question:** Now we would like your perspective on the Calgary Police Commission. Please rate your level of agreement with the following statement: “I trust the Calgary Police Commission’s governance and oversight of the Service.”

**I trust the Calgary Police Commission’s governance and oversight of the Service.**

AGREE (High + Moderate agreement): 13%

- High agreement (%9-10): 4%
- Moderate agreement (%7-8): 9%
- Low agreement (%1-6): 87%

Base: Total respondents (2022=1,573)
Trust in the Calgary Police Commission’s governance and oversight of CPS is higher among civilian members.

**Question:** Now we would like your perspective on the Calgary Police Commission. Please rate your level of agreement with the following statement. “I trust the Calgary Police Commission’s governance and oversight of the Service.”

**Trust in Commission’s Governance & Oversight**

- **Sworn Members**
  - High agreement (%9-10): 1%
  - Moderate agreement (%7-8): 3%
  - Low agreement (%1-6): 96%

- **Civilian Members**
  - High agreement (%9-10): 10%
  - Moderate agreement (%7-8): 23%
  - Low agreement (%1-6): 67%

*Denotes notably higher than Civilian Members
*Denotes notably lower than Civilian Members

2022 Base: Sworn Members=1,119; Civilian Members n=454
Appendix A: Additional Methodological Details
New for 2022

Changed question wording for recommending CPS as a career to the following:
• For Sworn members:
  – Imagine that you are talking with someone who is interested in a career in policing. Please indicate the extent to which you AGREE or DISAGREE with the statement: Policing with the CPS is a career I would recommend to someone suited for it.

• For Civilian members:
  – Imagine that you are talking with someone who is interested in a career in policing a career working for a police service. Please indicate the extent to which you AGREE or DISAGREE with the statement: Working for the CPS is a career I would recommend to someone suited for it.

• Now we would like your perspective on the Calgary Police Commission. Please rate your level of agreement with the following statement:
  – I trust the Calgary Police Commission’s governance and oversight of the Service.

• In September 2022, a Pathways to Engagement Plan was developed to improve employee morale and engagement based on six employee outcomes identified through employee focus groups. If you have not read the short summary, you can click on this link to do so. Prior to completing this survey, were you aware of this Pathways to Engagement Plan? (Yes/No)

• How optimistic are you that the Pathways to Engagement Plan will result in meaningful change that improves morale and engagement at CPS over the next 3 to 5 years? (Very – not at all optimistic)

• What do you think is the top priority to improve morale in the next 1 to 3 years?

• Imagine 3 years from now that employee engagement and morale has significantly improved at CPS. Describe what that looks like at CPS and how that would impact you in your job?

• For the question ‘Which Division do you work in?’, changed the answer option of Respectful Workplace Office to the Office of Respect & Inclusion

The survey was updated to reflect current CPS initiatives and information needs.
How strongly do you agree or disagree that each statement describes your overall work at CPS?
  - Emphasizing our values within CPS has a positive impact on CPS culture

What are your TOP THREE priorities for CPS to tackle within the next 1 – 3 years?

What are the THREE biggest challenges you are currently facing working at CPS?

What is the ONE thing you need most right now to help with the challenges you currently face?

What are the THREE biggest challenges you are currently facing as it relates to discrimination and/or racism?

Overall, how satisfied are you with CPS’ response throughout the pandemic?

Please indicate the extent to which you AGREE or DISAGREE with the following statement.
  - The changes CPS made to support the community during the pandemic provide effective service to citizens.
  - The changes CPS made to support employees during the pandemic enabled me to effectively do my job.

Have you been able to make use of flexible working arrangements during the pandemic? This may include flexible hours, number of hours, or remote work.

Do you feel that you had sufficient access to mental health supports during the pandemic?

Please indicate the extent to which you agree or disagree with the following statements.
  - CPS is committed to addressing systemic racism
  - I see strong leadership support for addressing systemic racism
  - I clearly understand the meaning of systemic racism
  - I have read and understood the CPS anti-racism action plan delivered to City Council in September 2020
  - Addressing systemic racism is important to ensure CPS provides fair and equitable service to Calgarians
  - I am committed to helping address systemic racism at CPS
  - I understand the role I can play in making CPS a more diverse, equitable and inclusive workplace
  - I feel comfortable sharing concerns about issues related to systemic racism with a person of authority

Have you experienced discrimination based on any of the following grounds while working at CPS?

How satisfied are you with how your concerns or complaints about discrimination in the workplace were resolved?

What are the reasons that you did not report your concerns or complaints about discrimination in the workplace?
## Sample Sizes and Response Rates

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Top box reporting (focusing on nine and ten ratings) is a very high standard making the results more focused and actionable.

This report shows top, middle and bottom box results from 2008 to 2022 where possible.

Top box ratings are the best-in-class standard in performance tracking; the most rigorous measure for tracking true satisfaction.

Research has shown that top box ratings (% of nine and ten ratings) are awarded by individuals who have very strong, positive opinions. They are the most satisfied and least likely to change their opinions.

By focusing on “top box,” research results become more focused, clear, and actionable.

Scale

- Throughout the employee survey, rating scales of one to ten are used.
- Unless otherwise noted, rating scales represent: 1=strongly disagree, 10=strongly agree.
The Calgary Police Employee Engagement Index (EEI) is comprised of four questions that reflect each employee's overall feeling and impression of their current CPS experience.

**How the EEI Was Calculated**

1. The respondents' scores to the above questions were summed, resulting in a scale ranging from 4 to 40.

2. This resulting scale was divided by 4 to yield a maximum possible score of 10.

3. A reliability analysis was conducted to ensure the four items included in the index measure a single underlying concept of employee engagement.

*Slight wording change in 2022. Prior years statement was, “Policing with the CPS is a career I would recommend to a friend or family member (asked of sworn members); ‘Working for the CPS is a career I would recommend to a friend or family member’ (asked of civilian members). *
Appendix B: Demographics
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Denotes notably higher than 2021
Denotes notably lower than 2021
### DEMOGRAPHICS

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<td></td>
</tr>
<tr>
<td>Not on this list</td>
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<td>-</td>
<td>15%</td>
<td>10%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>-</td>
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<td>-</td>
<td>16%</td>
<td>15%</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td><strong>Belongs to Equity Seeking Group</strong></td>
<td></td>
<td></td>
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<tr>
<td>Yes</td>
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<td>-</td>
<td>-</td>
<td>26%</td>
<td>26%</td>
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<tr>
<td>No</td>
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<td>-</td>
<td>-</td>
<td>63%</td>
<td>56%</td>
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<tr>
<td>Prefer not to answer</td>
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<td>-</td>
<td>-</td>
<td>11%</td>
<td>18%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Denotes notably higher than 2021
Denotes notably lower than 2021

If a cell has a dash in the table above, the question was not asked that year.
### Demographics

<table>
<thead>
<tr>
<th>Division</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Office (includes strategic communications and resource team)</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Legal &amp; Regulatory Services Division</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Criminal Investigations Division</td>
<td>9%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Criminal Operations &amp; Intelligence Division</td>
<td>3%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Community Policing South Division</td>
<td>12%</td>
<td>14%</td>
<td>17%</td>
</tr>
<tr>
<td>Operational Support Division</td>
<td>6%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Community Policing North Division</td>
<td>12%</td>
<td>12%</td>
<td>14%</td>
</tr>
<tr>
<td>Finance &amp; Fleet Division</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Information &amp; Risk Management Division</td>
<td>2%</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Information Technology &amp; Infrastructure Division</td>
<td>4%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Strategic Planning &amp; Partnerships Division</td>
<td>2%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Learning &amp; Recruitment Division</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Human Resources Division</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Wellness &amp; Ability Division</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Resource Team</td>
<td>1%</td>
<td>3%</td>
<td>2%</td>
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<tr>
<td>Respectful Workplace Office</td>
<td>&lt;1%</td>
<td>-</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Not on this list</td>
<td>19%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>19%</td>
<td>20%</td>
<td>21%</td>
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</tbody>
</table>
EQUITY-SEEKING GROUP MEMBERSHIP AMONG CPS EMPLOYEES

Same as 2021, about one-quarter of CPS employees identified as a member of an equity-seeking group.

Equity-seeking groups are communities that face barriers to equal access, opportunities, and resources. Individuals in these groups can face disadvantages and discrimination based on race, colour, religion, gender, gender identity or expression, sexual orientation, mental or physical disability and age.

Question: Do you consider yourself to be a member of an equity-seeking group?

Base: Total respondents (2022=1,573; 2021=1,375)

[Chart showing the percentage of employees who identify as a member of an equity-seeking group for 2021 and 2022.]
Appendix C: Additional Detailed Reporting
Employee engagement is similar between equity-seeking and non-equity seeking group members.

Calgary Police Service Employee Engagement Index (EEI) Results

**Equity-seeking group members**
- 2021: 44% (High), 44% (Moderate), 56% (Low)
- 2022: 48% (High), 45% (Moderate), 52% (Low)

**Non-equity-seeking group members**
- 2021: 18% (High), 16% (Moderate), 52% (Low)
- 2022: 30% (High), 29% (Moderate), 55% (Low)

**Prefer not to say**
- 2021: 36% (High), 15% (Moderate), 18% (Low)
- 2022: 21% (High), 10% (Moderate), 72% (Low)

Question: Please indicate the extent to which you agree or disagree with the statement.

Overall, I am satisfied with my workplace environment.
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I feel valued as an employee.

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548; 2015=1,208; 2014=1,305; 2013=1,469; 2012=1,174; 2011=1,475; 2010=1,272; 2009=1,138; 2008=1,282)

- **High agreement (%9-10)**
- **Moderate agreement (%7-8)**
- **Low agreement (%1-6)**
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I am committed to the CPS values and principles.

**Base:** Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770)

- Denotes notably higher than 2021
- Denotes notably lower than 2021
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I feel I belong at CPS

Base: Total respondents (2022=1,573; 2021=1,375)

- High agreement (%9-10)
- Moderate agreement (%7-8)
- Low agreement (%1-6)

Denotes notably higher than 2021
Denotes notably lower than 2021
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

**Morale at CPS is good.**

<table>
<thead>
<tr>
<th>Year</th>
<th>Low agreement (%1-6)</th>
<th>Moderate agreement (%7-8)</th>
<th>High agreement (%9-10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>48%</td>
<td>49%</td>
<td>16%</td>
</tr>
<tr>
<td>2009</td>
<td>32%</td>
<td>43%</td>
<td>19%</td>
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<tr>
<td>2010</td>
<td>45%</td>
<td>47%</td>
<td>18%</td>
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<tr>
<td>2011</td>
<td>44%</td>
<td>42%</td>
<td>13%</td>
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<tr>
<td>2012</td>
<td>39%</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>2013</td>
<td>37%</td>
<td>45%</td>
<td>18%</td>
</tr>
<tr>
<td>2014</td>
<td>38%</td>
<td>28%</td>
<td>9%</td>
</tr>
<tr>
<td>2015</td>
<td>49%</td>
<td>78%</td>
<td>4%</td>
</tr>
<tr>
<td>2016</td>
<td>63%</td>
<td>76%</td>
<td>4%</td>
</tr>
<tr>
<td>2017</td>
<td>78%</td>
<td>33%</td>
<td>7%</td>
</tr>
<tr>
<td>2018</td>
<td>82%</td>
<td>7%</td>
<td>18%</td>
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<tr>
<td>2019</td>
<td>87%</td>
<td>29%</td>
<td>4%</td>
</tr>
<tr>
<td>2020</td>
<td>82%</td>
<td>64%</td>
<td>15%</td>
</tr>
<tr>
<td>2021</td>
<td>87%</td>
<td>18%</td>
<td>11%</td>
</tr>
<tr>
<td>2022</td>
<td>87%</td>
<td>63%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,302; 2016=1,548; 2015=1,208, 2014=1,305; 2013=1,469; 2012=1,174; 2011=1,475; 2010=1,272; 2009=1,138; 2008=1,282)

↑ Denotes notably higher than 2021
↓ Denotes notably lower than 2021
Question: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

Actions and directions of senior leaders show that the CPS cares about employees.
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

*A climate of trust exists between CPS senior leaders and employees.*

![Bar chart showing the percentage of agreement from 2008 to 2022.](chart)

**Base:** Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770)

*2021 wording changed from “management” to “senior leaders”

- **High agreement (%9-10)**
- **Moderate agreement (%7-8)**
- **Low agreement (%1-6)**

↑ Denotes notably higher than 2021

↓ Denotes notably lower than 2021
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

**CPS senior leaders and employees are working towards the same goals.**

Not asked

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770)

*2021 wording changed from “management” to “senior leaders”
Question: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

CPS fosters a culture of respect.

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,378; 2017=1,322; 2016=1,548; 2015=1,208; 2014=1,305; 2013=1,469; 2012=1,174; 2011=1,475; 2010=1,272; 2009=1,138)
Question: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

The CPS takes appropriate action in response to incidents of harassment.
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

*My workload is reasonable.*

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770)
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

*My work-related stress is manageable.*

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2010=1,272; 2009=1,138)

- **High agreement (9-10)**
- **Moderate agreement (7-8)**
- **Low agreement (1-6)**
Question: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

CPS is adequately staffed.

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770)
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

*CPS practices are applied equitably and fairly to all employees.*

<table>
<thead>
<tr>
<th>Year</th>
<th>High agreement (%9-10)</th>
<th>Moderate agreement (%7-8)</th>
<th>Low agreement (%1-6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>20%</td>
<td>60%</td>
<td>20%</td>
</tr>
<tr>
<td>2009</td>
<td>21%</td>
<td>60%</td>
<td>19%</td>
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<tr>
<td>2010</td>
<td>23%</td>
<td>60%</td>
<td>17%</td>
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<tr>
<td>2011</td>
<td>23%</td>
<td>60%</td>
<td>17%</td>
</tr>
<tr>
<td>2012</td>
<td>Denotes notably lower than 2021</td>
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</tr>
<tr>
<td>2013</td>
<td>23%</td>
<td>60%</td>
<td>17%</td>
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<tr>
<td>2014</td>
<td>23%</td>
<td>60%</td>
<td>17%</td>
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<tr>
<td>2015</td>
<td>23%</td>
<td>60%</td>
<td>17%</td>
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<tr>
<td>2016</td>
<td>27%</td>
<td>57%</td>
<td>16%</td>
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<tr>
<td>2017</td>
<td>19%</td>
<td>69%</td>
<td>16%</td>
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<tr>
<td>2018</td>
<td>21%</td>
<td>69%</td>
<td>16%</td>
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<tr>
<td>2019</td>
<td>23%</td>
<td>68%</td>
<td>16%</td>
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<tr>
<td>2020</td>
<td>8%</td>
<td>74%</td>
<td>8%</td>
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<tr>
<td>2021</td>
<td>8%</td>
<td>78%</td>
<td>8%</td>
</tr>
<tr>
<td>2022</td>
<td>6%</td>
<td>78%</td>
<td>8%</td>
</tr>
</tbody>
</table>
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

*The CPS values differing thoughts, ideas and perspectives among its employees.*

---

![Bar chart showing trends from 2008 to 2022](chart.png)

- **High agreement (**%9-10**)**
- **Moderate agreement (**%7-8**)**
- **Low agreement (**%1-6**)**

**Base:** Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548)

**Note:** Denotes notably higher than 2021

**Denotes notably lower than 2021**
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

**Personal characteristics or backgrounds do not hinder an individual’s career progression or development opportunities at CPS.**

![Bar chart showing agreement levels from 2008 to 2022.](chart)

- **High agreement (9-10)**
- **Moderate agreement (7-8)**
- **Low agreement (1-6)**

**Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548)**

- Denotes notably higher than 2021
- Denotes notably lower than 2021
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

The CPS promotion process is effective at selecting the best qualified person for the job.
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

There is a respectful working relationship among my coworkers.
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I feel my views are listened to by my colleagues.

- **High agreement (%9-10)**
- **Moderate agreement (%7-8)**
- **Low agreement (%1-6)**

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,522; 2016=1,548; 2015=1,208)

[^1]: Denotes notably higher than 2021
[^2]: Denotes notably lower than 2021
Question: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I receive performance development feedback from my supervisor at least once per year.

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455)

- High agreement (%9-10)
- Moderate agreement (%7-8)
- Low agreement (%1-6)

[Bar chart showing agreement levels from 2008 to 2022]

Not asked

Denotes notably higher than 2021

Denotes notably lower than 2021
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I am satisfied with my supervisor.
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I am satisfied with the professional development opportunities in the CPS.*

---

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548; 2015=1,305; 2014=1,469; 2012=1,174; 2011=1,475; 2010=1,272; 2009=1,138; 2008=1,282)

* 2021 wording change from “leadership” to “professional”

↑ Denotes notably higher than 2021
↓ Denotes notably lower than 2021
Question: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I am provided with adequate training to perform my job

<table>
<thead>
<tr>
<th>Year</th>
<th>High agreement (%9-10)</th>
<th>Moderate agreement (%7-8)</th>
<th>Low agreement (%1-6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>19%</td>
<td>35%</td>
<td>46%</td>
</tr>
<tr>
<td>2009</td>
<td></td>
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<td>2010</td>
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<td>2020</td>
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<tr>
<td>2021</td>
<td>17%</td>
<td>30%</td>
<td>53%</td>
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<tr>
<td>2022</td>
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</tbody>
</table>

Base: Total respondents (2022=1,573; 2021=1,375)

Denotes notably higher than 2021
Denotes notably lower than 2021
**Question**: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I am provided with the tools and equipment necessary to do my job

---

**Base**: Total respondents (2022=1,573; 2021=1,375)

[Diagram showing percentage distribution for 2008 to 2022, with notable changes highlighted]

- **High agreement (%9-10)**
- **Moderate agreement (%7-8)**
- **Low agreement (%1-6)**

**Denotes notably higher than 2021**

**Denotes notably lower than 2021**
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I am kept well-informed about decisions that affect my job.

**Base:** Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,578; 2017=1,322; 2016=1,548)

- **High agreement (%9-10)**
- **Moderate agreement (%7-8)**
- **Low agreement (%1-6)**

[Bar chart showing the percentage of responses from 2008 to 2022.]

- Not asked
- Denotes notably higher than 2021
- Denotes notably lower than 2021
Question: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I am satisfied with internal communication at the CPS.

Base: Total respondents (2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,322; 2017=1,548)

Denotes notably higher than 2021
Denotes notably lower than 2021
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

I understand CPS goals and priorities

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>High agreement (%9-10)</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Moderate agreement (%7-8)</td>
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</tr>
<tr>
<td>Low agreement (%1-6)</td>
<td>-</td>
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<td>-</td>
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</tbody>
</table>

Base: Total respondents (2022=1,573; 2021=1,375)
Question: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

The CPS workforce is representative of the community.
Question: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

CPS services are valued by the community

Base: Total respondents (2022=1,573; 2021=1,375)
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

**I understand the disciplinary process (e.g. when and how it is applied)**

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</thead>
<tbody>
<tr>
<td>High agreement (%)</td>
<td>9-10</td>
<td>7-8</td>
<td>1-6</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Moderate agreement (%)</td>
<td>5-6</td>
<td>5-6</td>
<td>5-6</td>
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</tr>
<tr>
<td>Low agreement (%)</td>
<td>1-2</td>
<td>1-2</td>
<td>1-2</td>
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</tbody>
</table>

*Base: Sworn Members/Civilian Supervisors (2022=1,196; 2021=1,017; 2020=1,081)*

**Not asked**

[Denotes notably higher than 2021]

[Denotes notably lower than 2021]
Question: Please select the number that indicates how strongly do you agree or disagree that the statement describes your work experience at CPS.

CPS accommodates the needs of employees to balance multiple commitments.
## Reason for Overall Rating

**Question:** Why did you give that rating for the CPS overall?

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</thead>
<tbody>
<tr>
<td>Overall good service / not a lot of issues</td>
<td>64%</td>
<td>54%</td>
<td>49%</td>
<td>46%</td>
<td>42%</td>
<td>54%</td>
<td>42%</td>
<td>38%</td>
</tr>
<tr>
<td>Trying hard / doing the best we can</td>
<td>5%</td>
<td>7%</td>
<td>13%</td>
<td>19%</td>
<td>14%</td>
<td>5%</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>CPS and citizens of Calgary have a good relationship</td>
<td>4%</td>
<td>4%</td>
<td>6%</td>
<td>7%</td>
<td>6%</td>
<td>7%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>CPS members are friendly / caring / considerate / polite / courteous / respectful</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
<td>3%</td>
<td>2%</td>
<td>3%</td>
</tr>
</tbody>
</table>

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</tr>
</thead>
<tbody>
<tr>
<td>There is always room for improvement / nothing is perfect</td>
<td>14%</td>
<td>15%</td>
<td>13%</td>
<td>10%</td>
<td>10%</td>
<td>14%</td>
<td>14%</td>
<td>9%</td>
</tr>
</tbody>
</table>

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</tr>
</thead>
<tbody>
<tr>
<td>SUBNET: Inadequate staffing</td>
<td>40%</td>
<td>52%</td>
<td>60%</td>
<td>73%</td>
<td>66%</td>
<td>48%</td>
<td>69%</td>
<td>71%</td>
</tr>
<tr>
<td>Lack of employees / short-staffed</td>
<td>14%</td>
<td>29%</td>
<td>18%</td>
<td>26%</td>
<td>21%</td>
<td>11%</td>
<td>22%</td>
<td>29%</td>
</tr>
<tr>
<td>Below minimum street staffing levels / more officers needed on the street</td>
<td>14%</td>
<td>25%</td>
<td>9%</td>
<td>15%</td>
<td>14%</td>
<td>3%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Slow response to citizens’ calls</td>
<td>5%</td>
<td>13%</td>
<td>11%</td>
<td>14%</td>
<td>10%</td>
<td>5%</td>
<td>9%</td>
<td>14%</td>
</tr>
<tr>
<td>Need to provide a more effective service / improve quality of service</td>
<td>-</td>
<td>5%</td>
<td>11%</td>
<td>14%</td>
<td>8%</td>
<td>8%</td>
<td>12%</td>
<td>21%</td>
</tr>
<tr>
<td>Heavy workload / overworked officers / too many projects / workload compromises quality / increased call volume</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3%</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td>Investigations not done properly / weak or no follow-up on investigations</td>
<td>-</td>
<td>3%</td>
<td>-</td>
<td>9%</td>
<td>7%</td>
<td>4%</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>Not enough / too few resources / tools / equipment / technology to do the job</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1%</td>
<td>2%</td>
<td>5%</td>
</tr>
<tr>
<td>Low morale / stress / frustration of members</td>
<td>1%</td>
<td>2%</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
<td>2%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>Don’t care about officers / employees / don’t feel supported</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>&lt;1%</td>
<td>2%</td>
<td>&lt;1%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Politics / heavy politics / internal politics</td>
<td>-</td>
<td>1%</td>
<td>-</td>
<td>1%</td>
<td>&lt;1%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Reactive / not proactive</td>
<td>4%</td>
<td>9%</td>
<td>1%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Street members are tired / burnt-out</td>
<td>-</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
<td>4%</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Expected to deal with it all / non-related police matters / too much on front line to deal with</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3%</td>
</tr>
</tbody>
</table>

*Base: Total respondents (2022=1,221; 2021=1,026; 2020=1,115; 2018=999; 2017=1,000; 2016=1,185; 2015=935; 2014=1,013)*

*Denotes notably higher than 2021
*Denotes notably lower than 2021

Mentions of less than 3% in 2022 not reported.
Question: Please indicate what you like best about working at the CPS? Please select all that apply.
**Question:** What do you think is the TOP priority to improve morale in the next 1 to 3 years?

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET: Staffing</strong></td>
<td>Adequate staffing / need additional staff</td>
<td>38%</td>
</tr>
<tr>
<td><strong>NET: Senior leadership</strong></td>
<td>Executive level changes (e.g. replace / remove current Chief / ELT, training management skills)</td>
<td>16%</td>
</tr>
<tr>
<td></td>
<td>Human Resources needs improvement (e.g., hire professionals)</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Public relations / image (e.g., stick up for the police, support from community, stop pandering to special groups)</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Accountability / senior position accountability/all members</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Remove politics from policing at all levels</td>
<td>3%</td>
</tr>
<tr>
<td><strong>NET: Working environment / team building</strong></td>
<td>Support and respect members, show that you care (e.g. have our backs, value members)</td>
<td>13%</td>
</tr>
<tr>
<td></td>
<td>Build trust</td>
<td>7%</td>
</tr>
<tr>
<td><strong>NET: Policy / process improvements</strong></td>
<td>Change the promotion process</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>Implement fair / equitable / efficient / effective processes</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Remove tenure policy / tenure policy does not work</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Discipline process needs to change (e.g., include some common sense, stop punishing undeserving members)</td>
<td>3%</td>
</tr>
<tr>
<td><strong>NET: Workload</strong></td>
<td>Reduce workloads / better work-life balance (e.g. reduce stress and burnout)</td>
<td>10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET: Support / recognition</strong></td>
<td>Front line / patrol should be treated as a priority</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td>Recognition / recognize success / good work / employee reward</td>
<td>3%</td>
</tr>
<tr>
<td><strong>NET: Communication</strong></td>
<td>Open, honest communication</td>
<td>8%</td>
</tr>
<tr>
<td><strong>NET: Training / tools</strong></td>
<td>Training/career development opportunities</td>
<td>7%</td>
</tr>
<tr>
<td><strong>NET: Action / direction / focus</strong></td>
<td>Action / make changes (e.g., walk the talk)</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Focus on policing / law enforcement</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Better pay / compensation / fair collective agreement</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td>18%</td>
</tr>
</tbody>
</table>

Base: Total respondents (2022=1,372)
Mentions of less than 3% not reported.
Appendix D: Priority Grid
To determine priorities, derived importance is plotted against performance ratings on a 2x2 priority grid.

**PRIORITY GRID**

- **Maintain**: Keep up performance on these tablestake attributes so that employees continue to feel positively. If perceptions decline, these attributes often become more important and move to the area of needed focus.

- **Leverage**: Promote these attributes so that even more employees feel positively about them. Attributes in this quadrant are important to overall employee engagement and are strengths.

- **Monitor**: This area impacts employee engagement but less so than other areas. Low performance scores here can be the result of lower awareness not necessarily poor performance.

- **Needed Focus**: Action taken on these attributes will generate the greatest improvement in employee engagement.

**PRIORITY GRIDS EXPLAINED**

Respondents rated the Calgary Police Service on 35 performance attributes. Illumina analyzed the relationship between employee engagement and respondent ratings to reveal the strongest links.

- The greater the correlation (expressed as r-squared) between employee engagement and a given attribute, the stronger the link.
- Attributes positioned further to the right are more influential in driving employee engagement.
- Attributes positioned further up are performing better than attributes positioned lower on the map.
Consistent with 2021, feeling valued, feeling they belong at CPS, and satisfaction with the workplace environment are top drivers of engagement.
Appendix E: Questionnaire
Calgary Police Service
2022 Annual Employee Survey

SAMPLE SOURCE/COUNTRY/DETAILS:

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>LANGUAGE</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>English</td>
<td>3 weeks</td>
</tr>
</tbody>
</table>

QUOTAS:
Not quotas, as many employees complete as possible

Preamble

Overall Project Purpose
1. Inform policy and planning
2. Provide enhanced quality of information and depth of understanding
3. Support the CPS performance evaluation

Employee Survey Objectives
- Survey length of 15 minutes or less to minimize respondent fatigue
- Statistically valid sample of viewpoints
- Work collaboratively with the Commission and CPS planning teams to ensure the survey design meets the needs of both the CPC and CPS to:
  o Provide information necessary to support CPC’s oversight role
  o Provide actionable management information for CPS operational decision making
- Understand perspectives of the CPS employees on quality of services provided and job satisfaction
- Identify areas of strength as well as key concerns and issues relating to job satisfaction and employee engagement

Method
- Online survey to all CPS members, sworn and civilian
- Mobile compatible
- Timeline for field 3 weeks

ILLUMINA RESEARCH PARTNERS
Annual Employee Survey 2022

PROGRAMMING TO START HERE
PROGRAMMING WRITE INFO

From: CPSEmployeeSurvey@surveys-illumina.com
Reply to: CPSSurveySupport@surveys-illumina.com

SURVEY INVITATION

From: CPSEmployeeSurvey@surveys-illumina.com
Subject: Your Annual Employee Survey Link – DO NOT SHARE

The 2022 Calgary Police Service employee survey is now available. The results of the survey will be used by the Calgary Police Commission and the Calgary Police Service to better understand your workplace experience and concerns and to make improvements.

Part of this survey will ask for your thoughts on the Pathways to Engagement Plan created in response to employee feedback. Click here to learn more about.

As an incentive to complete the survey and as a gesture of appreciation, you can enter to win one of two $150 VISA gift cards.

Please know that you can safely share candid opinions and feedback. Your responses will not be connected to you. Information is collected by an independent research firm using alias email addresses and will not be cross-referenced in any way to reveal your identity.

Protection is in place to prevent any information that could identify an individual from being shared with CPS and the Commission in accordance with Canadian Research Insights Council policy https://canadianresearchinsightscouncil.ca.

To access the survey, click on the link below. You may pause and return to the survey form as often as you like.

“DO NOT forward this email or share your link” Each survey link is unique and can only be used once.

<LINK>

The survey is open until end of day Sunday October 2, 2022.

If you encounter technical difficulties while filling out this survey, please contact CPSSurveySupport@surveys-illumina.com.

If you have any questions related to the survey, please email Carmen Dillam, Communications & Policy Director with the Calgary Police Commission or Jamie H. Research Director with Illumina Research Partners. Please do not respond directly to this email.

Your Input is Important and we thank you in advance for your participation.

Your CPS Survey Support Team
CPSSurveySupport@Surveys-illumina.com.
### Questionnaire

**SECTION 1: Introduction**

1. To begin, are you a...
   - [ ], Civilian member - Supervisor
   - [ ], Civilian member - Nonsupervisor
   - [ ], Senior member - Constable
   - [ ], Senior member - Non-commissioned officer
   - [ ], Senior member - Senior officer

2. How long have you been employed by the Calgary Police Service (CPS)?
   - [ ], Less than 1 year
   - [ ], 1-2 years
   - [ ], 3 years
   - [ ], 4 years
   - [ ], 5 years to 10 years
   - [ ], More than 10 years
   - Prefer not to answer

**SECTION 2: Overall Perceptions of Safety**

A. As a member of the Calgary Police Service, we would like your perspective on safety and crime issues in the City of Calgary.

   **Q.** Please rate your level of agreement with the statement that "Calgary is a safe city to live in."

   - [ ] Strongly agree
   - [ ] Somewhat agree
   - [ ] Somewhat disagree
   - [ ] Strongly disagree

B. Overall, how satisfied are you with the services provided by the Calgary Police to the citizens of Calgary?

   - [ ] Very satisfied
   - [ ] Satisfied
   - [ ] Neutral
   - [ ] Dissatisfied
   - [ ] Very dissatisfied

**SCALE 1-10**

A. Taking into consideration all of the different aspects of policing and the services provided by the CPS to citizens, please rate the CPS overall. Please base your responses on your overall general perceptions of the CPS and the interaction of the Service with citizens as a whole.

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<th>4</th>
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<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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<tbody>
<tr>
<td>Poor</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Excellent</td>
<td>10</td>
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</table>

**can—is not mandatory**

A. Why did you give that rating for the CPS overall?

   **OPTIONAL RESPONSE—ALLOW RESPONDENTS TO PROCEED FORWARD WITHOUT ANSwerING, HOWEVER DO NOT REMIND THEM NOT TO SURVIVE AN ANSWER**

   - [ ] Open-Ended

   Please be as specific as possible when entering your answer in the space provided:

**SECTION 3: WORKING AT THE CPS**

Now we would like to focus on your work environment at the Calgary Police Service.

**Q.** Show text below for first attribute only. We are going to show you a few statements about your overall perception of working at CPS. For each statement, please select the number that indicates how strongly you AGREE or DISAGREE that the statement describes your overall work experience at CPS.

   **SHOW TEXT FOLLOWING TEXT ONLY FOR THREE ATTRIBUTE STATEMENTS THAT REFER TO SENIOR LEADER.**

   **Note:** For the statement below, "Senior leader" refers to the Chief Constable, Deputy Chiefs, Superintendents, and Executive Directors.

   **Please consider while completing this section that most respondents will be using a 19 inch computer monitor or a mobile phone.

   I agree/disagree that...

   **Columns**

   1. Strongly Disagree
   2. Disagree
   3. Neutral
   4. Agree
   5. Strongly Agree

   **RINCE, RANDANCE**

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</tr>
</thead>
<tbody>
<tr>
<td>CPS is adequately staffed</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Location of CPS as good</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>CPS senior leaders and employees are working together to achieve the same goals</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPS honor, trust, and accountability</td>
<td>10</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>Civilian employees are treated fairly and are given the support they need</td>
<td>10</td>
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</tr>
<tr>
<td>CPS takes appropriate action in response to incidents of harassment</td>
<td>10</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Personal characteristics or backgrounds do not hinder an individual’s career progression or development opportunities at CPS</td>
<td>10</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>CPS practices are applied equally and fairly to all employees</td>
<td>10</td>
<td></td>
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</table>
ILLUMINA RESEARCH PARTNERS

QUESTIONNAIRE

SECTION I: Employee engagement

SCALE: 1-9

B. Please indicate the extent to which you AGREE or DISAGREE with the statement:

Overall I am satisfied with my workplace environment.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>1</td>
</tr>
</tbody>
</table>

SCALE: 1-9

B. Imagine that you are talking with someone who is interested in [FILL IN PERSON'S NAME], what is your career in pursuit of? [FILL IN CAREER PATH]. "[FILL IN PERSON'S NAME] is great working for a police service." Please indicate the extent to which you AGREE or DISAGREE with this statement:

a. [FILL IN PERSON'S NAME]'s current role is in [FILL IN ROLE].

[Custom slider tool]

1. [FILL IN PERSON'S NAME]'s current role is in [FILL IN ROLE].

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>1</td>
</tr>
</tbody>
</table>

MC

N1. Please indicate what you like best about working at [FILL IN COMPANY]. Please select all that apply:

- [FILL IN COMPANY] provides the chance to
- [FILL IN COMPANY] has a great set of
- [FILL IN COMPANY] is a great place to
- [FILL IN COMPANY] allows me to
- [FILL IN COMPANY] supports me

[Custom slider tool]

1. [FILL IN COMPANY] provides the chance to

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>1</td>
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</table>
I L L U M I N A  R E S E A R C H  P A R T N E R S

Q U E S T I O N N A I R E

SECTION A: Ad Hoc Section: Morale Strategy

Q1. In September 2022, a Pathways to Engagement Plan was developed to improve employee morale and engagement based on employee outcomes identified through employee focus groups. If you have not read the short summary, you can click on the link to do so.

Prior to completing this survey, were you aware of this Pathways to Engagement Plan?

Yes
No

Q2. How optimistic are you that the Pathways to Engagement Plan will result in meaningful change that improves morale and engagement at CPS over the next 3 to 5 years?
Very optimistic
Somewhat optimistic
Not very optimistic
Not at all optimistic
Not sure

Q3. What do you think is the top priority to improve morale in the next 1 to 3 years?

Q4. Imagine 3 years from now that employee engagement and morale have significantly improved at CPS. Describe what that looks like at CPS and how that would impact you in your job?

SECTION B: Background Information

This section is not randomized.

IMPORTANT: This section of the survey deals with you and your work history at the Calgary Police Service. The following questions will be used to help us understand the composition of the workforce and the different views among different demographics. All the information you provide will be kept CONFIDENTIAL. Your answers will be combined with those of other respondents. Results will not be cross-referenced in any way that would allow individuals to be identified.

Q5. Are you...
1. Female
2. Male
3. Non-binary
4. Prefer to self-describe (please list or specify)
5. Prefer not to answer

Q6. [WHAT INCREASES MORE THAN YEARS OF SERVICE IN QUESTION 2]

Q7. What is your age?
1. 24 years and under
2. 25 to 29 years old
3. 30 to 34 years old
4. 35 to 39 years old
5. 40 to 44 years old
6. 45 to 49 years old
7. 50 to 54 years old
8. 55 or older
9. Prefer not to answer

Q8. Equity-seeking groups are communities that face barriers to equal access, opportunities, and resources. Individuals in these groups can face disadvantages and discrimination based on race, colour, religion, gender, gender identity or expression, sexual orientation, mental or physical disability and age.

Do you consider yourself to be a member of an equity-seeking group?

Yes
No
Prefer not to say

NEW PAGE

O P T I O N A L S U C C E S S !


Thank you for taking the time to complete this survey!

You may have the option of submitting your name and daytime phone number to Illumina Research Partners to be eligible to win one of two $150 VISA Gift Cards.

I L L U M I N A  R E S E A R C H  P A R T N E R S
Would you like to be entered into the draw for a $150 VISA Gift Card?

Yes
No

Please submit your name and daytime phone number to Illumina Research Partners to be eligible to win one of two $150 VISA Gift Cards.

Name:
Daytime phone number (xxx-xxx-xxxx)

Illumina would like to celebrate our commitment to confidentiality. Please be assured that your responses will not be associated with you personally.

Illumina will draw for the prize at the close of the study. Good Luck!

[PROGRAMMER - PLEASE APPEND LIST OF RESPONDENTS ENTERED INTO DRAW TO FINAL DATA FILE]

Thank you for taking the time to complete this survey. You will NOT be entered into the draw.

"PLEASE SUBMIT YOUR RESPONSES TO THE SURVEY BY CLICKING ON THE "NEXT" BUTTON BELOW."
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