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
• Impact of actions taken by the Commission and CPS to improve job and workplace satisfaction, morale, and employee engagement
Research Methodology

**Research Agency**
Illuma 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 2023 Employee Engagement 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.

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

**Field Dates**
- July 17 – August 28, 2023
- Fieldwork was extended to 6 weeks this year 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.
- A technical support email address was provided in the email invitation. Any technical issues were quickly resolved so employees could complete the survey during the data collection period.

**Sample Size**
The Calgary Police Service has 3,193 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.
- 1,625 CPS members participated for a response rate of 51%.
  - n=1,085 sworn members.
  - n=540 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.

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**Notices**

**June 29:** Soft launch with select members of the Calgary Police Commission and CPS.

**July 13:** Upcoming employee survey mentioned in CPC Pathways to Engagement update shared on internal newsroom and TV displays.

**July 17:** Invitation and survey link distributed on behalf of the Commission. Memo from CPC shared via email to all members, on the internal newsroom, and TV displays.

**August 8:** Survey infographic with reminder message shared on internal newsroom and TV displays.

**July 31, August 10, 16, 23 and 28:** Survey reminder notices sent to employees.

**August 28:** Final survey reminder message shared on internal newsroom.

**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. Illumina 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.

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See Appendix A for additional details on methodology and 2023 survey changes.
This report contains the results of the 2023 Employee Engagement Survey conducted by Illumina Research Partners on behalf of the Calgary Police Commission. Where possible, results from the following years of Employee Engagement surveys 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)
- 2023 (n=1,625)

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

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.”

The data was not weighted.

Interpretation of Results

Indicates tracking is not available because the question is new for 2023.

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

- Indicates significantly higher than 2022.
- Indicates significantly lower than 2022.

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 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 methodology and 2023 survey changes.
### EXTERNAL CONTEXT

- Like all Canadians, citizens of Calgary faced high inflation and rising prices over the past year
- Rising concerns about Calgary transit safety; the City of Calgary and the Alberta government announced actions for tackling transit safety
- Ongoing, increasing trend for police to be called for social issues resulting in increased CPS partnerships with other organizations
- Global changes in employee expectations of the workplace including more flexibility in professional lives, hybrid working arrangements, and improved opportunities for professional development
- Increase in law enforcement deaths across the country in past year

### INTERNAL CONTEXT

- Many new CPS employees hired over the past year
- CPS Pathways to Engagement Action Plan was rolled out in September 2022 to improve employee engagement. Significant work is being done in the following areas:
  - 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
- Reforms around accountability of officer misconduct
- Diversification of the workforce through enhancements to recruiting
- Call diversion pilots for people in crisis due to mental health and addictions as well as other partnerships with The City of Calgary
SUMMARY OF 2023 HIGHLIGHTS
Employee perceptions of service delivery to citizens have improved in the past year.

**% Agree Calgary is a Safe City to Live In**

<table>
<thead>
<tr>
<th>Year</th>
<th>80</th>
<th>91</th>
<th>95</th>
<th>97</th>
<th>98</th>
<th>97</th>
<th>97</th>
<th>95</th>
<th>94</th>
<th>92</th>
<th>89</th>
<th>92</th>
<th>91</th>
<th>89</th>
<th>75</th>
<th>77</th>
</tr>
</thead>
</table>

**% Satisfied with CPS Service Delivery to Citizens**

| Year | 89 | 94 | 94 | 95 | 94 | 94 | 87 | 86 | 80 | 80 | 80 | 87 | 78 | 70 | 77 |

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 2022
↓ Denotes notably lower than 2022
Employee engagement improved.
Engagement continues to be higher among civilian members than sworn.

CPS Employee Engagement – Past 5 Years
**HIGHLIGHTS: VOICE OF EMPLOYEES BY ENGAGEMENT LEVEL**

Good service with not a lot of issues is mentioned across all engagement levels, but inadequate staffing continues to be a top concern.

<table>
<thead>
<tr>
<th>Engagement Level</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High EEI</strong></td>
<td>21</td>
<td>21</td>
<td>18</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td><strong>Moderate EEI</strong></td>
<td>41</td>
<td>34</td>
<td>28</td>
<td>27</td>
<td>33</td>
</tr>
<tr>
<td><strong>Low EEI</strong></td>
<td>38</td>
<td>45</td>
<td>54</td>
<td>58</td>
<td>47</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Reason</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good service; not a lot of issues</td>
<td>23</td>
<td>20</td>
<td>29</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Always room for improvement</td>
<td>18</td>
<td>19</td>
<td>15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inadequate staffing</td>
<td>15</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trying hard; doing the best we can</td>
<td>10</td>
<td>9</td>
<td>11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPS and citizens of Calgary have a good relationship; good interactions</td>
<td>10</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPS members are friendly, caring, considerate, polite, respectful</td>
<td>6</td>
<td>7</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heavy workload; overworked; too many projects; no time to get all the work done</td>
<td>7</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not enough resources to do the job; not adequate equipment, tools or technology</td>
<td>7</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Question: Why did you give that rating for CPS overall?  
Top six reasons displayed based on total mentions  
2023 Base: n=1,165 (Total mentions)  
[^1] Denotes notably higher than 2022  
[^2] Denotes notably lower than 2022  
ILLUMINA RESEARCH PARTNERS 11
## Performance Highlights

Performance improved on the majority of performance statements.

Black text indicates performance has not changed since 2022 or the statement is new.

Green text indicates performance has improved since 2022.

### 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.

Base: Total respondents 2023=1,625. See Appendix C for detailed historical results.
Many employees perceive overall morale at CPS to be lower than their own morale.

**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.

*Base: Total respondents 2023=1,625. See Appendix C for detailed historical results.*

<table>
<thead>
<tr>
<th>Agreement Level</th>
<th>My morale is good</th>
<th>Morale at CPS is good</th>
</tr>
</thead>
<tbody>
<tr>
<td>High agreement</td>
<td>50</td>
<td>23</td>
</tr>
<tr>
<td>Moderate agreement</td>
<td>21</td>
<td>5</td>
</tr>
<tr>
<td>Low agreement</td>
<td>29</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>77</td>
</tr>
</tbody>
</table>

**AGREEMENT (High + Moderate agreement)**
The employee emotional connection to CPS is a strength. Leadership, applying CPS practices equally, and professional development are top opportunities to improve employee engagement.

**Maintain performance** so that employees continue to feel positively. If employee perceptions decline, these areas can become more important and move to the area of needed focus.

- Commitment to CPS value and principles
- My supervisor
- My team
- Community
- Health and wellness services and support

**Leverage** the emotional connection so that even more employees feel positively. It is important to overall employee engagement and is a CPS strength.

- Emotional connection
  - I feel I belong at CPS
  - Satisfaction with the workplace environment

**Areas of Needed Focus** are important to employee engagement and have lower performance. Action taken on these attributes will generate the greatest improvement in employee engagement.

- Leadership and morale at CPS
- CPS practices applied equally
- Professional development opportunities

Two attributes of the **emotional connection** are important to employee engagement and have average performance. There is **opportunity to improve performance** so that these attributes are also strengths for CPS.

- My morale is good
- I feel valued as an employee

**Performance (mean score)**

Higher (HIGHER)

- Commitment to CPS value and principles
- My supervisor
- My team
- Community
- Health and wellness services and support

Lower (LOWER)

- Leadership and morale at CPS
- CPS practices applied equally
- Professional development opportunities

Average zone

**Importance to Employee Engagement Index (EEI)**

(derived importance $r^2$ to EEI)

2023 Total respondents: n=1,625

See Appendix D for 2023 detailed priority grid.
Just over one-quarter of employees indicate they have experienced a positive impact from actions taken by CPS to improve employee engagement.

% of Employees who have experienced a positive impact from Pathway to Engagement actions

- **Improve resourcing and reduce workloads**
  - Total: 28%
  - Sworn: 25%
  - Civilian: 33%

- **Build ELT trust and support**
  - Total: 27%
  - Sworn: 23%
  - Civilian: 36%

- **Implement fair, efficient and effective processes**
  - Total: 26%
  - Sworn: 26%
  - Civilian: 26%

CPS actions taken to improve employee engagement:

- Grew the police budget by $64 million
- Added almost 290 new positions for 2022-2026
- Service recruited a record number of new officers in 2022
- Added more Police and Crisis Teams (PACT)
- Enhanced partnerships to allow 9-1-1 calls to be diverted to other agencies when appropriate

Chief Neufeld and the Deputy Chiefs have:

- Visited districts and specialty units more regularly
- Been more visible publicly supporting members
- Participated in patrol and special event policing
- Participated in Patrol Advisory Committee meetings

Service released a discipline matrix to provide clarity on what penalties are typical for various misconduct

- Consulted with members through the PSS Journey Mapping Initiative to learn how member wellness can be better supported during the complaint process
- Shifted the focus in the promotion process from project examples to frontline examples
- Gave employees the ability to complete their own work history reviews

Questions:

- **While it will take time for these resources to be fully in place, what impact have these efforts had on your workload so far?** Base: Total respondents (2023=1,625)
  - Base: Total respondents (2023=1,625)
- **What impact do the actions taken to implement fair, efficient, and effective processes have on your feelings about the PSS and promotions process?** Base: Sworn members (2023=1,085)
  - Base: Sworn members (2023=1,085)
A good team relationship and supervisor positively impacts job satisfaction. Concerns about resourcing and workloads, poor leadership, and poor, unfair, ineffective processes negatively impact job satisfaction.

**Positive and Negative Impacts on Job Satisfaction in Past Year**

- **Positive Impact**:
  - Positive team (e.g., good supervisor, good co-workers, positive team environment) 39%
  - Improved resourcing, workloads, and resiliency (e.g., additional members, increased budget, flexible work options) 15%
  - Good compensation and benefits 5%
  - Helping the community 5%
  - Improved morale 5%

- **Negative Impact**:
  - Concerns about resourcing, workloads and resiliency (e.g., inadequate staffing, heavy workloads, HR issues, high turnover) 30%
  - Poor leadership (e.g., ELT, Chief) / poor relationship with senior leadership / they don’t care / don’t communicate 22%
  - Poor, unfair, and ineffective processes (e.g., promotion process, PSS process, tenure) 16%
  - Lack of professional development 6%
  - Low morale (e.g., unhappy, not valued, poor working environment) 5%

**Question:** Please tell us what has had the most positive impact on your job satisfaction in the past year and what has had the most negative impact on your job satisfaction?**

2023 Total respondents answering: n=1,112.
HIGHLIGHTS: TRUST IN THE COMMISSION’S GOVERNANCE AND OVERSIGHT

Trust in the Calgary Police Commission’s governance and oversight of CPS improved. Improvements in trust are higher among civilian members.

Question: How would you 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 2023, additional context was added to the question (see page 56). This context may have impacted results and comparisons to 2022 results should be made with caution.

Base: Total respondents (2023=1,625; 2022=1,573); Sworn (2023=1,085; 2022=1,119); Civilian (2023=540; 2022=454)
Some Commission actions taken to improve CPS employee trust in its governance and oversight of the Service align with employee feedback on how to improve trust.

**Commission actions with the most impact on improving trust in the governance and oversight of the Service**

- **52%** Visiting areas in the Service to learn what those areas do and how
- **50%** Ensuring negative public comments about CPS are fair and balanced
- **48%** Consulting directly with members on matters before the Commission
- **48%** Publicly sharing CPS successes and appreciation
- **46%** Improving communications around Commission activities and decisions

**Top employee feedback to increase trust in the Commission’s governance and oversight of the CPS**

- **16%** Commission members develop a better understanding of policing and what’s involved
- **22%** Commission ensures its members are not biased against the police
- **15%** Commission members do not have personal agendas or social/political ties
- **15%** Commission members support the membership (e.g., publicly, in the media, behind closed doors)
- **7%** Better communication by the Commission (clear, specific information; monthly updates)

Question: The Calgary Police Commission has been making an effort in the past year to directly interact with members, see first-hand how different areas in the Service operate, and improve communication. Which actions by the Commission do you feel have the most impact on improving your trust in their governance and oversight of the Service? Please select all that apply.

Base: Total respondents (2023=1,625)

Question: What would increase your trust in the Commission’s governance and oversight of CPS?

Base: Total respondents answering (2023=1,112)
SAFETY & SERVICE DELIVERY
Member perceptions of Calgary being a safe city to live in is consistent with 2022 results.

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

[Diagram showing percentage of responses from 2008 to 2023 for different levels of agreement.]
Member satisfaction with the services provided to the citizens of Calgary rebounded to 2021 levels.

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

<table>
<thead>
<tr>
<th>Year</th>
<th>%Very satisfied</th>
<th>%Satisfied</th>
<th>%Dissatisfied</th>
<th>%Very dissatisfied</th>
<th>%TOTAL SATISFIED</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>89</td>
<td>65</td>
<td>11</td>
<td>23</td>
<td>157</td>
</tr>
<tr>
<td>2009</td>
<td>94</td>
<td>70</td>
<td>6</td>
<td>24</td>
<td>160</td>
</tr>
<tr>
<td>2010</td>
<td>95</td>
<td>65</td>
<td>5</td>
<td>30</td>
<td>165</td>
</tr>
<tr>
<td>2011</td>
<td>95</td>
<td>63</td>
<td>6</td>
<td>30</td>
<td>164</td>
</tr>
<tr>
<td>2012</td>
<td>94</td>
<td>61</td>
<td>4</td>
<td>34</td>
<td>160</td>
</tr>
<tr>
<td>2013</td>
<td>94</td>
<td>57</td>
<td>5</td>
<td>37</td>
<td>166</td>
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<tr>
<td>2014</td>
<td>94</td>
<td>54</td>
<td>5</td>
<td>40</td>
<td>164</td>
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<tr>
<td>2015</td>
<td>87</td>
<td>55</td>
<td>12</td>
<td>32</td>
<td>156</td>
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<tr>
<td>2016</td>
<td>86</td>
<td>61</td>
<td>12</td>
<td>25</td>
<td>158</td>
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<tr>
<td>2017</td>
<td>80</td>
<td>59</td>
<td>18</td>
<td>21</td>
<td>156</td>
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<tr>
<td>2018</td>
<td>80</td>
<td>59</td>
<td>18</td>
<td>21</td>
<td>156</td>
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<tr>
<td>2019</td>
<td>87</td>
<td>61</td>
<td>18</td>
<td>19</td>
<td>158</td>
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<tr>
<td>2020</td>
<td>78</td>
<td>60</td>
<td>12</td>
<td>27</td>
<td>150</td>
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<tr>
<td>2021</td>
<td>70</td>
<td>58</td>
<td>20</td>
<td>20</td>
<td>158</td>
</tr>
<tr>
<td>2022</td>
<td>70</td>
<td>55</td>
<td>25</td>
<td>15</td>
<td>155</td>
</tr>
<tr>
<td>2023</td>
<td>77</td>
<td>60</td>
<td>20</td>
<td>17</td>
<td>157</td>
</tr>
</tbody>
</table>

Base: Total respondents (2023=1,625; 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=1,136; 2008=1,282)

Mentions of less than 3% not labelled

Denotes notably higher than 2022

Denotes notably lower than 2022
Member perceptions of CPS policing overall improved.

**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.
Negative sentiments have declined, but inadequate staffing remains a top concern.

**Reasons for Overall Rating**

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

<table>
<thead>
<tr>
<th>Reason</th>
<th>2017</th>
<th>2018</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET: Positive Sentiment</strong></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>19</td>
<td>14</td>
<td>5</td>
<td>11</td>
<td>12</td>
<td>16</td>
</tr>
<tr>
<td>Trying hard / doing the best job we can</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>CPS and citizens of Calgary have a good relationship / interactions</td>
<td>7</td>
<td>6</td>
<td>7</td>
<td>6</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td><strong>NET: Neutral Sentiment</strong></td>
<td>11</td>
<td>14</td>
<td>16</td>
<td>15</td>
<td>13</td>
<td>17</td>
</tr>
<tr>
<td>There is always room for improvement / nothing is perfect</td>
<td>10</td>
<td>10</td>
<td>14</td>
<td>14</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td><strong>NET: Negative Sentiment</strong></td>
<td>73</td>
<td>66</td>
<td>48</td>
<td>69</td>
<td>71</td>
<td>65</td>
</tr>
<tr>
<td><strong>SUBNET: Inadequate staffing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of employees / short-staffed</td>
<td>14</td>
<td>8</td>
<td>8</td>
<td>12</td>
<td>21</td>
<td>17</td>
</tr>
<tr>
<td>Below minimum street staffing levels / more officers needed on the street</td>
<td>15</td>
<td>14</td>
<td>3</td>
<td>10</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Slow response to citizen calls / increased wait times for citizens</td>
<td>14</td>
<td>10</td>
<td>5</td>
<td>9</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>Need to provide more effective service / better quality of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heavy workload / overworked officers / too many projects / workload compromises quality / increased call volume</td>
<td>7</td>
<td>4</td>
<td>7</td>
<td>8</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Investigations not done properly / weak or no follow-up on investigations</td>
<td>9</td>
<td>7</td>
<td>3</td>
<td>6</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Not enough resources / tools / equipment to do the job</td>
<td>1</td>
<td>7</td>
<td>2</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Serving the needs of the politically influential</td>
<td></td>
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</tr>
</tbody>
</table>

% Mentions

Base: Total respondents answering (2023=1,165; 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%.

2023 mentions of less than 5% not shown.

See Appendix C for detailed historical results.

Denotes notably higher than 2022

Denotes notably lower than 2022
CPS EMPLOYEE ENGAGEMENT
CPS EMPLOYEE ENGAGEMENT INDEX

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).*
Employee engagement improved in 2023. Over half of employees have moderate or high 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>
<th>ENGAGEMENT (High + Moderate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>28%</td>
<td>45%</td>
<td>27%</td>
<td>72%</td>
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<tr>
<td>2013</td>
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<tr>
<td>2023</td>
<td>53%</td>
<td>47%</td>
<td>20%</td>
<td>53%</td>
</tr>
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</table>

Base: Total respondents (2023=1,625; 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)
Proud to Work for CPS

Pride in working for CPS increased.
6-in-10 employees agree they are proud to say they 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.”

Base: Total respondents (2023=1,625; 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)
More employees agree they are motivated to go above and beyond their basic job description.

**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.”
More employees are satisfied with their current job than in 2022.

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

“I am satisfied with my current job.”
Over one-half of employees would recommend CPS as a career; an improvement since 2022.

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).
SWORN & CIVILIAN ENGAGEMENT
Employee engagement has increased among both sworn and civilian members in 2023.

**CPS Employee Engagement Index (EEI)**

**Sworn Members**

- **High Engagement (9-10)**
- **Moderate Engagement (7-8)**
- **Low Engagement (1-6)**
- **ENGAGEMENT (High + Moderate)**

<table>
<thead>
<tr>
<th>Year</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>ENGAGEMENT</th>
</tr>
</thead>
<tbody>
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<td>46</td>
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<tr>
<td>2023</td>
<td>68</td>
<td>68</td>
<td>28</td>
<td>96</td>
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</table>

**Civilian Members**

- **High Engagement (9-10)**
- **Moderate Engagement (7-8)**
- **Low Engagement (1-6)**
- **ENGAGEMENT (High + Moderate)**

<table>
<thead>
<tr>
<th>Year</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>ENGAGEMENT</th>
</tr>
</thead>
<tbody>
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<td>2012</td>
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<td>44</td>
<td>32</td>
<td>84</td>
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<tr>
<td>2013</td>
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<tr>
<td>2023</td>
<td>73</td>
<td>43</td>
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</table>

**Base:** Sworn Members (2023=1,085; 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)

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 increased among both sworn and civilian 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.”
Almost three-quarters of civilian members agree they are motivated to go above and beyond their basic job description.

**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**
  - Base: Sworn Members (2023=1,085; 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)

- **Civilian Members**
Compared to 2022, a higher proportion of sworn and civilian members 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.”

**Base:**
- **Sworn Members:** (2023=1,085; 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)
- **Civilian Members:** (2023=540; 2022=454; 2021=500; 2020=436; 2019=473; 2018=383; 2017=447; 2016=423; 2015=453; 2014=484; 2013=523; 2012=473; 2011=454; 2010=436; 2009=473; 2008=473)
There is an increase in sworn and civilian members who would recommend policing/CPS as a career.

**Likelihood to Recommend: Sworn and Civilian Results**

**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.

**Base:**
- **Civilian Members:** 2023 = 540; 2022 = 454; 2021 = 414; 2020 = 436; 2019 = 500; 2018 = 412; 2017 = 383; 2016 = 447; 2015 = 423; 2014 = 453; 2013 = 484; 2012 = 447; 2011 = 523; 2010 = 454; 2009 = 428; 2008 = 608
- **Sworn Members:** 2023 = 1,085; 2022 = 1,119; 2021 = 961; 2020 = 1,019; 2019 = 1,270; 2018 = 886; 2017 = 939; 2016 = 1,101; 2015 = 785; 2014 = 852; 2013 = 985; 2012 = 749; 2011 = 952; 2010 = 818; 2009 = 710; 2008 = 608
WORKING AT CPS
Work that is interesting and meaningful, the variety of work, and teamwork all increased as reasons for why employees like working at CPS.

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

<table>
<thead>
<tr>
<th>Reason</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job security</td>
<td>70</td>
<td>72</td>
<td>72</td>
</tr>
<tr>
<td>Coworkers or team that I work with</td>
<td>66</td>
<td>67</td>
<td>68</td>
</tr>
<tr>
<td>Work is interesting and meaningful</td>
<td>56</td>
<td>54</td>
<td>57</td>
</tr>
<tr>
<td>Variety of work I do</td>
<td>52</td>
<td>49</td>
<td>52</td>
</tr>
<tr>
<td>Teamwork</td>
<td>48</td>
<td>47</td>
<td>51</td>
</tr>
<tr>
<td>Compensation and benefits</td>
<td>55</td>
<td>51</td>
<td>49</td>
</tr>
<tr>
<td>Helping the community and making a difference</td>
<td>49</td>
<td>49</td>
<td>46</td>
</tr>
</tbody>
</table>

Multiple Mentions

Base: Total respondents (2023=1,625, 2022=1,573; 2021=1,375)
See Appendix C for detailed results
Employee emotional connection to CPS improved. Half of employees agree their morale is good.

**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): 17
  - Moderate agreement (%7-8): 31
  - High agreement (%9-10): 52
  - 83% agree
- **I feel I belong at CPS**
  - Low agreement (%1-6): 42
  - Moderate agreement (%7-8): 31
  - High agreement (%9-10): 27
  - 58% agree
- **I am satisfied with my workplace environment**
  - Low agreement (%1-6): 40
  - Moderate agreement (%7-8): 35
  - High agreement (%9-10): 25
  - 60% agree
- **I feel valued as an employee**
  - Low agreement (%1-6): 57
  - Moderate agreement (%7-8): 27
  - High agreement (%9-10): 16
  - 43% agree
- **My morale is good**
  - Low agreement (%1-6): 50
  - Moderate agreement (%7-8): 29
  - High agreement (%9-10): 21
  - 50% agree

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

Denotes notably higher than 2022
Denotes notably lower than 2022

No notable change from 81% in 2022
Overall agreement increased from 53% in 2022
Overall agreement increased from 50% in 2022
Overall agreement increased from 35% in 2022
NEW in 2023
Perceptions of leadership have improved but remain 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

### Actions and directions of senior leaders show that the CPS cares about employees
- Low agreement: 68\% (1-6)
- Moderate agreement: 23\% (7-8)
- High agreement: 9\% (9-10)

**Overall agreement increased from 23\% in 2022**

### CPS senior leaders and employees are working together to achieve the same goals
- Low agreement: 71\% (1-6)
- Moderate agreement: 22\% (7-8)
- High agreement: 7\% (9-10)

**Overall agreement increased from 20\% in 2022**

### A climate of trust exists between CPS senior leaders and employees
- Low agreement: 79\% (1-6)
- Moderate agreement: 16\% (7-8)
- High agreement: 5\% (9-10)

**Overall agreement increased from 14\% in 2022**

### Morale at CPS is good
- Low agreement: 77\% (1-6)
- Moderate agreement: 18\% (7-8)
- High agreement: 5\% (9-10)

**Overall agreement increased from 13\% in 2022**

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

↑ Denotes notably higher than 2022
↓ Denotes notably lower than 2022
Agreement that CPS fosters a culture of respect has increased.

**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 takes appropriate action in response to incidents of harassment**
  - Low agreement (%1-6): 59
  - Moderate agreement (%7-8): 28
  - High agreement (%9-10): 13
  - 41% agree
  - No notable change from 39% in 2022

- **CPS fosters a culture of respect**
  - Low agreement (%1-6): 56
  - Moderate agreement (%7-8): 31
  - High agreement (%9-10): 13
  - 44% agree
  - Overall agreement increased from 36% in 2022

*Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)*

See Appendix C for detailed historical results
The majority of members do not agree CPS is adequately staffed. About 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

- **My work-related stress is manageable:**
  - Low agreement (1-6): 45
  - Moderate agreement (7-8): 35
  - High agreement (9-10): 20
  - 55% agree
  - Overall agreement increased from 46% in 2022

- **My workload is reasonable:**
  - Low agreement (1-6): 53
  - Moderate agreement (7-8): 31
  - High agreement (9-10): 16
  - 47% agree
  - Overall agreement increased from 39% in 2022

- **CPS is adequately staffed:**
  - Low agreement (1-6): 88
  - Moderate agreement (7-8): 10
  - High agreement (9-10): 2
  - 12% agree
  - Overall agreement increased from 7% in 2022

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

[1] Denotes notably higher than 2022
[2] Denotes notably lower than 2022
FAIR TREATMENT

Perceptions of fair treatment improved.
There is room to further improve perceptions among over half of employees.

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): 57
  - Moderate agreement (%7-8): 26
  - High agreement (%9-10): 17
  - 43% agree
  - No notable change from 40% in 2022

- The CPS values differing thoughts, ideas and perspectives among its employees
  - Low agreement (%1-6): 62
  - Moderate agreement (%7-8): 29
  - High agreement (%9-10): 9
  - 38% agree
  - Overall agreement increased from 32% in 2022

- CPS practices are applied equitably and fairly to all employees
  - Low agreement (%1-6): 71
  - Moderate agreement (%7-8): 21
  - High agreement (%9-10): 8
  - 29% agree
  - Overall agreement increased from 22% in 2022

- The CPS promotion/competition process is effective at selecting the best qualified person for the job
  - Low agreement (%1-6): 79
  - Moderate agreement (%7-8): 16
  - High agreement (%9-10): 5
  - 21% agree
  - Overall agreement increased from 16% in 2022

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

↑ Denotes notably higher than 2022
↓ Denotes notably lower than 2022
8-in-10 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): 19
  - Moderate agreement (%7-8): 35
  - High agreement (%9-10): 46
  - 81% agree Overall agreement increased from 77% in 2022

- **I feel my views are listened to by my colleagues**
  - Low agreement (%1-6): 30
  - Moderate agreement (%7-8): 40
  - High agreement (%9-10): 30
  - 70% agree Overall agreement increased from 65% in 2022

Denotes notably higher than 2022
Denotes notably lower than 2022

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)
See Appendix C for detailed historical results
MY SUPERVISOR

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): 24
  - Moderate agreement (%7-8): 24
  - High agreement (%9-10): 52
  - **76%** agree
  - Overall agreement increased from 72% in 2022

- I receive performance development feedback from my supervisor at least once per year
  - Low agreement (%1-6): 39
  - Moderate agreement (%7-8): 21
  - High agreement (%9-10): 40
  - **61%** agree
  - No notable change from 63% in 2022

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

↑ Denotes notably higher than 2022
↓ Denotes notably lower than 2022
**TRAINING AND DEVELOPMENT**

Member perceptions of adequate training, tools, and professional development opportunities have improved.

**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): 42
- Moderate agreement (%7-8): 34
- High agreement (%9-10): 24

**58%** agree

Overall agreement increased from 54% in 2022

**I am provided with adequate training to perform my job**

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

**51%** agree

Overall agreement increased from 47% in 2022

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

- Low agreement (%1-6): 64
- Moderate agreement (%7-8): 24
- High agreement (%9-10): 12

**36%** agree

Overall agreement increased from 29% in 2022

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)

See Appendix C for detailed historical results

↑ Denotes notably higher than 2022
↓ Denotes notably lower than 2022
Member perceptions of communication at CPS have improved.

**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): 40
  - Moderate agreement (%7-8): 36
  - High agreement (%9-10): 24
  - Overall agreement increased from 51% in 2022

- **I am kept well-informed about decisions that affect my job**
  - Low agreement (%1-6): 57
  - Moderate agreement (%7-8): 28
  - High agreement (%9-10): 15
  - Overall agreement increased from 37% in 2022

- **I am satisfied with internal communication at CPS**
  - Low agreement (%1-6): 54
  - Moderate agreement (%7-8): 30
  - High agreement (%9-10): 16
  - Overall agreement increased from 35% in 2022
About two-thirds of employees perceive that CPS services are valued by the community.

**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): 35
  - Moderate agreement (%7-8): 46
  - High agreement (%9-10): 19
  - Overall agreement increased from 59% in 2022

- **The CPS workforce is representative of the community**
  - Low agreement (%1-6): 39
  - Moderate agreement (%7-8): 40
  - High agreement (%9-10): 21
  - Overall agreement increased from 54% in 2022

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)
See Appendix C for detailed historical results

Denotes notably higher than 2022
Denotes notably lower than 2022
About 7-in-10 employees agree CPS offers a sufficient array of health and wellness services and support.

**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):** 44
- **Moderate agreement (%7-8):** 33
- **High agreement (%9-10):** 23

Overall agreement increased from 51% in 2022

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

- **Low agreement (%1-6):** 60
- **Moderate agreement (%7-8):** 26
- **High agreement (%9-10):** 14

Overall agreement increased from 36% in 2022

I am satisfied that CPS offers a sufficient array of health and wellness services and support

- **Low agreement (%1-6):** 31
- **Moderate agreement (%7-8):** 35
- **High agreement (%9-10):** 34

69% agree - NEW in 2023

Denotes notably higher than 2022

Denotes notably lower than 2022

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)

*Base: Sworn members or civilian supervisors only (2023=1,172; 2022=1,196; 2021=n=1,017)

See Appendix C for detailed historical results.
IMPACT OF PATHWAYS TO ENGAGEMENT ACTIONS
Over one-quarter of members indicate that Commission and Council efforts have had a positive impact on their workload.

To improve resourcing and reduce workloads, the Commission and Council grew the police budget by $64 million and added almost 290 new positions for 2022-2026. The Service also recruited a record number of new officers in 2022, added more Police and Crisis Teams (PACT), and enhanced partnerships to allow 9-1-1 calls to be diverted to other agencies when appropriate.

Question: While it will take time for these resources to be fully in place, what impact have these efforts had on your workload so far?
Just over one-quarter of members indicate that actions by ELT have had a positive impact on their trust in ELT.

To build ELT trust and support, Chief Neufeld and the Deputy Chiefs have visited districts and specialty units more regularly, been more visible publicly supporting members, participated in patrol and special event policing, and participated in Patrol Advisory Committee meetings.

**Question:** What impact have these actions taken by ELT had on your trust in ELT?

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Sworn</th>
<th>Civilian</th>
</tr>
</thead>
<tbody>
<tr>
<td>A positive impact</td>
<td>27</td>
<td>23</td>
<td>36</td>
</tr>
<tr>
<td>No impact</td>
<td>66</td>
<td>68</td>
<td>61</td>
</tr>
<tr>
<td>A negative impact</td>
<td>7</td>
<td>9</td>
<td>3</td>
</tr>
</tbody>
</table>

Denotes notably higher than Civilian members

Denotes notably lower than Civilian members

Base: Total respondents (2023=1,625)
Sworn members=1,085, Civilian members=540
One-quarter of sworn members feel the actions taken by the Service have positively impacted their feelings about the PSS and promotions process.

To implement fair, efficient, and effective processes, the Service released a discipline matrix to provide clarity on what penalties are typical for various misconduct, consulted with members through the PSS Journey Mapping initiative to learn how member wellness can be better supported during the complaint process, shifted the focus in the promotion process from project examples to frontline examples, and gave employees the ability to complete their own work history reviews.

**Question:** What impact do the actions taken to implement fair, efficient, and effective processes have on your feelings about the PSS and promotions process?

- A positive impact: 26
- A negative impact: 10
- No impact: 64

*Base: Sworn members (2023=1,085)*
Good coworkers and a good supervisor positively impact employee job satisfaction. Inadequate staffing, heavy workloads, and poor leadership relationships are top concerns.

**Question:** Please tell us what has had the most positive impact on your job satisfaction in the past year and what has had the most negative impact on your job satisfaction?

<table>
<thead>
<tr>
<th>Positive Impacts on Job Satisfaction</th>
<th>(% Mentions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive team</td>
<td>39</td>
</tr>
<tr>
<td>Good co-workers / positive team environment</td>
<td>26</td>
</tr>
<tr>
<td>Good supervisor</td>
<td>21</td>
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<tr>
<td>Improved resourcing, workloads, and resiliency</td>
<td>15</td>
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<tr>
<td>Flexibility/flexible work options (e.g., remote work, schedule, better hours)</td>
<td>5</td>
</tr>
<tr>
<td>Improved staffing / additional members</td>
<td>5</td>
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<tr>
<td>Improved trust in workplace / autonomy</td>
<td>3</td>
</tr>
<tr>
<td>Good compensation and benefits</td>
<td>5</td>
</tr>
<tr>
<td>Helping the community</td>
<td>5</td>
</tr>
<tr>
<td>Improved morale</td>
<td>5</td>
</tr>
<tr>
<td>Opportunities for advancement</td>
<td>4</td>
</tr>
<tr>
<td>Improved communication and information sharing</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Negative Impacts on Job Satisfaction</th>
<th>(% Mentions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerns about resourcing, workloads, and resiliency</td>
<td>30</td>
</tr>
<tr>
<td>Inadequate staffing</td>
<td>11</td>
</tr>
<tr>
<td>Heavy workload; uneven work distribution</td>
<td>9</td>
</tr>
<tr>
<td>Issues with HR: poor hiring processes; lack of support by HR, unresponsive to employees</td>
<td>6</td>
</tr>
<tr>
<td>No retention measures / high turnover rates</td>
<td>4</td>
</tr>
<tr>
<td>Poor leadership (e.g., ELT, Chief) / poor relationship with senior leadership / they don’t care / don’t communicate</td>
<td>22</td>
</tr>
<tr>
<td>Poor, unfair, ineffective processes (e.g., promotion process, PSS, tenure)</td>
<td>16</td>
</tr>
<tr>
<td>Not enough professional development</td>
<td>6</td>
</tr>
<tr>
<td>Low morale (e.g., unhappy, not valued, poor working environment)</td>
<td>5</td>
</tr>
<tr>
<td>Poor team (e.g., poor team environment, bad colleagues, unqualified new employees)</td>
<td>4</td>
</tr>
<tr>
<td>Lack of Commission support</td>
<td>4</td>
</tr>
<tr>
<td>Poor compensation / benefits</td>
<td>3</td>
</tr>
<tr>
<td>No positive impact</td>
<td>3</td>
</tr>
</tbody>
</table>
TRUST IN THE CALGARY POLICE COMMISSION
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.

---

<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>2022</td>
<td>9</td>
<td>15</td>
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<tr>
<td>2023</td>
<td>7</td>
<td>15</td>
<td>88</td>
</tr>
</tbody>
</table>

Base: Total respondents (2023=1,625; 2022=1,573)

In 2023, the following additional context was added to the question. This context may have impacted results and comparisons to 2022 results should be made with caution.

The Police Act tasks the Calgary Police Commission with:

- Proposing a total police budget to City Council and approving how that budget is spent in consultation with the police chief
- Setting the priorities and annual plans for policing in consultation with the police chief
- Hiring and supervising the police chief
- Establishing policies for the Service that ensure there is efficient and effective policing in Calgary
- Issuing instructions – as necessary – to the police chief regarding those policies
- Ensuring the Service has the resources and staffing it needs to fulfill its mandate
- Monitoring and making certain decisions in the police conduct complaint process (specifically, ratifying decisions to relieve from duty without pay, extending time limits, addressing complaints against the chief, and hearing appeals on policy complaints)
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."

Base: Sworn Members=2023=1,085; 2022=1,119; Civilian Members 2023=540; 2022=454

Additional context added to question in 2023. See prior page for context added. Caution is needed in making comparisons to 2022.

Trust in Commission's Governance & Oversight
Sworn Members

- 4% agree
  - 1
  - 3

- 10% agree
  - 7

- 96

- 90

2022 2023

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

33% agree
10
23
67

47% agree
17
30
53

2022 2023

Denotes notably higher than 2022
Denotes notably lower than 2022

57
The top Commission actions to improve member trust in the Commission are visiting areas in the Service to learn what those areas do and ensuring negative comments about CPS are fair and balanced.

The Calgary Police Commission has been making an effort in the past year to directly interact with members, see first-hand how different areas in the Service operate, and improve communication.

**Question:** Which actions by the Commission do you feel have the most impact on improving your trust in their governance and oversight of the Service?

<table>
<thead>
<tr>
<th>Action</th>
<th>Total</th>
<th>Sworn</th>
<th>Civilian</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visiting areas in the Service to learn what those areas do and how</td>
<td>52</td>
<td>50</td>
<td>48</td>
</tr>
<tr>
<td>Ensuring negative public comments about CPS are fair and balanced</td>
<td>49</td>
<td>48</td>
<td>48</td>
</tr>
<tr>
<td>Consulting directly with members on matters before the Commission</td>
<td>48</td>
<td>48</td>
<td>49</td>
</tr>
<tr>
<td>Publicly sharing CPS successes and appreciation</td>
<td>48</td>
<td>47</td>
<td>48</td>
</tr>
<tr>
<td>Improving communication around Commission activities and decisions</td>
<td>46</td>
<td>43</td>
<td>53</td>
</tr>
<tr>
<td>Going on ride alongs</td>
<td>39</td>
<td>29</td>
<td>44</td>
</tr>
<tr>
<td>Sharing recordings of Commission meetings and presentations online</td>
<td>28</td>
<td>26</td>
<td>32</td>
</tr>
<tr>
<td>Attending events that honour fallen members</td>
<td>26</td>
<td>28</td>
<td>23</td>
</tr>
<tr>
<td>Participating in CPS ceremonies and celebratory events</td>
<td>20</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>Other</td>
<td>8</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>None of these actions improve my trust in the Commission</td>
<td>18</td>
<td>21</td>
<td>13</td>
</tr>
</tbody>
</table>

Base: Total respondents (2023=1,625) Sworn members=1,085; Civilian members=540

Denotes notably higher than Civilian members

Denotes notably lower than Civilian members
Having a non-biased Commission who understands policing, supports CPS, and has no political agenda are the top ways to increase member trust in the Commission.

**Question:** What would increase your trust in the Commission’s governance and oversight of the CPS?

<table>
<thead>
<tr>
<th>Suggestion</th>
<th>Total</th>
<th>Sworn</th>
<th>Civilian</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not biased (e.g., remove members who share negative opinions about police)</td>
<td>22</td>
<td>27</td>
<td>8</td>
</tr>
<tr>
<td>Better understanding of policing</td>
<td>16</td>
<td>16</td>
<td>14</td>
</tr>
<tr>
<td>Support membership everywhere (e.g., behind closed doors, publicly, in the media)</td>
<td>15</td>
<td>18</td>
<td>9</td>
</tr>
<tr>
<td>No personal agenda or social/political ties</td>
<td>15</td>
<td>17</td>
<td>9</td>
</tr>
<tr>
<td>Complete overhaul/have a new commission</td>
<td>9</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>Better/more communication (e.g., monthly updates)</td>
<td>7</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Build relationships (e.g., trust, interaction, engagement)</td>
<td>6</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Improve accountability (e.g., being held to the same standards as the Service)</td>
<td>6</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Less negative/more positive social media posts</td>
<td>6</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Listen to the membership (e.g., from all ranks, results from previous surveys)</td>
<td>6</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Transparency/honest/open about information</td>
<td>5</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Make CPS feel valued/appreciated/respected</td>
<td>4</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Don’t know/refused</td>
<td>5</td>
<td>3</td>
<td>12</td>
</tr>
</tbody>
</table>

% Mentions

Base: Total respondents answering (2023=1,112)
Sworn members=822; Civilian members=290
Total mentions of less than 4% not reported.
Appendix A:
Additional Methodological Details
New for 2023

Added two new statements to evaluate working at CPS.
- Now we’re going to show you a few more statements about specific aspects of your work at CPS.
- How strongly you AGREE or DISAGREE that the statement describes your work at CPS.
  - My morale is good
  - I am satisfied that CPS offers a sufficient array of health and wellness services and support

For the following question, added in context about the tasks of the Commission.
- Now we would like your perspective on the Calgary Police Commission. The Police Act tasks the Calgary Police Commission with:
  - Proposing a total police budget to City Council and approving how that budget is spent in consultation with the police chief
  - Setting the priorities and annual plans for policing in consultation with the police chief
  - Hiring and supervising the police chief
  - Establishing policies for the Service that ensure there is efficient and effective policing in Calgary
  - Issuing instructions – as necessary – to the police chief regarding those policies
  - Ensuring the Service has the resources and staffing it needs to fulfill its mandate
  - Monitoring and making certain decisions in the police conduct complaint process (specifically, ratifying decisions to relieve from duty without pay, extending time limits, addressing complaints against the chief, and hearing appeals on policy complaints)

Please rate your level of agreement with the following statement: I trust the Calgary Police Commission’s governance and oversight of the Service.

Added the following new questions:
- What would increase your trust in the Commission’s governance and oversight of the CPS? (Open-end)

The Calgary Police Commission has been making an effort in the past year to directly interact with members, see first-hand how different areas in the Service operate, and improve communication.

Which actions by the Commission do you feel have the most impact on improving your trust in their governance and oversight of the Service? Please select all that apply.
- Visiting areas in the Service to learn what those areas do and how
- Going on ride alongs
- Participating in CPS ceremonies and celebratory events
- Attending events that honour fallen members
- Publicly sharing CPS successes/appreciation
- Ensuring negative public comments about CPS are fair and balanced
- Consulting directly with members on matters before the Commission
- Sharing recordings of Commission meetings and presentations online
- Improving communication around Commission activities and decisions
- Other (please specify)
- None of these actions improve my trust in the Commission’s governance and oversight of the Service

To improve resourcing and reduce workloads, the Commission and Council grew the police budget by $64 million and added almost 290 new positions for 2022-2026. The Service also recruited a record number of new officers in 2022, added more Police and Crisis Teams (PACT), and enhanced partnerships to allow 9-1-1 calls to be diverted to other agencies when appropriate.

While it will take time for these resources to be fully in place, what impact have these efforts had on your workload so far?
- A positive impact
- No impact
- A negative impact

To build ELT trust and support, Chief Neufeld and the Deputy Chiefs have visited districts and specialty units more regularly, been more visible publicly supporting members, have participated in patrol and special event policing, and participated in Patrol Advisory Committee meetings.

What impact have these actions taken by ELT had on your trust in ELT?
- A positive impact
- No impact
- A negative impact
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 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?

What impact do the actions taken to implement fair, efficient, and effective processes have on your feelings about the PSS and promotions process?

- A positive impact
- No impact
- A negative impact

Please tell us what has had the most positive impact on your job satisfaction in the past year and what has had the most negative impact on your job satisfaction? (Open-end)
### Sample Sizes and Response Rates

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Total CPS employees</td>
<td>1,138</td>
<td>1,272</td>
<td>1,475</td>
<td>1,174</td>
<td>1,469</td>
<td>1,305</td>
<td>1,208</td>
<td>1,548</td>
<td>1,322</td>
<td>1,278</td>
<td>1,770</td>
<td>1,455</td>
<td>1,375</td>
<td>1,573</td>
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<td>749</td>
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<tr>
<td>Civilian Members</td>
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<td>454</td>
<td>523</td>
<td>425</td>
<td>484</td>
<td>453</td>
<td>423</td>
<td>447</td>
<td>383</td>
<td>412</td>
<td>500</td>
<td>436</td>
<td>414</td>
<td>454</td>
<td>540</td>
</tr>
<tr>
<td>Response rate</td>
<td>47%</td>
<td>50%</td>
<td>57%</td>
<td>44%</td>
<td>54%</td>
<td>47%</td>
<td>44%</td>
<td>56%</td>
<td>47%</td>
<td>45%</td>
<td>60%</td>
<td>51%</td>
<td>44%</td>
<td>50%</td>
<td>51%</td>
</tr>
</tbody>
</table>
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.

**CPS EMPLOYEE ENGAGEMENT INDEX (EEI) CALCULATIONS**

**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.

**I am proud to say that I work for CPS**
- **Strongly disagree=1 / Strongly agree=10**

**I am satisfied with my current job**
- **Strongly disagree=1 / Strongly agree=10**

**I am motivated to go above and beyond my basic job description**
- **Strongly disagree=1 / Strongly agree=10**

**Policing with the CPS / Working for the CPS is a career I would recommend to someone suited for it**
- **Strongly disagree=1 / Strongly agree=10**

*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
## Demographics

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### Gender

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<th></th>
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<th>Female</th>
<th>Non-binary / third gender</th>
<th>Prefer to self-describe</th>
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% Mentions

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

↑ Denotes notably higher than 2022

↓ Denotes notably lower than 2022
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% Mentions

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↑ Denotes notably higher than 2022
↓ Denotes notably lower than 2022
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% Mentions

Denotes notably higher than 2022
Denotes notably lower than 2022
About one-quarter of CPS employees identify 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?
Appendix C: Additional Detailed Reporting
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 (2023=1,625; 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=1,303; 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)

- **Denotes notably higher than 2022**
- **Denotes notably lower than 2022**
**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 (2023=1,625; 2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770)
EMOTIONAL CONNECTION

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

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<td>High agreement (%9-10)</td>
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</table>

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375)

Denotes notably higher than 2022
Denotes notably lower than 2022
**Question:** Please select the number that indicates how strongly do you agree or disagree that the statement describes your work at CPS.

*My morale is good.*
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.
**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.**

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</tbody>
</table>

Base: Total respondents (2023=1,425; 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)

- Denotes notably higher than 2022
- Denotes notably lower than 2022
**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.*

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

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770)

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

Denotes notably higher than 2022

Denotes notably lower than 2022
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.*

Base: Total respondents (2023=1,625; 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.
**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.*

<table>
<thead>
<tr>
<th>Year</th>
<th>High agreement (%9-10)</th>
<th>Moderate agreement (%7-8)</th>
<th>Low agreement (%1-6)</th>
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<tr>
<td>2008</td>
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<tr>
<td>2015</td>
<td>13</td>
<td>28</td>
<td>59</td>
</tr>
</tbody>
</table>

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,322; 2017=1,548; 2016=1,548)

- Denotes notably higher than 2022
- Denotes notably lower than 2022
**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.*

![Bar chart showing the percentage of people agree or disagree with the statement from 2008 to 2023.](chart.png)
**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.

![Graph showing changes in agreement from 2008 to 2023 for the statement: "My work-related stress is manageable." The graph indicates a high agreement in 2023, with a notable increase compared to 2022. The base for the respondents varies from 1,272 in 2010 to 1,770 in 2019.](image-url)
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 (2023=1,625; 2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770)
**Fair Treatment**

**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.**

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,322; 2017=1,548; 2016=1,548)

*2021 wording changed from “equally” to “equitably”

Not asked

<table>
<thead>
<tr>
<th>Year</th>
<th>High agreement (%9-10)</th>
<th>Moderate agreement (%7-8)</th>
<th>Low agreement (%1-6)</th>
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<tbody>
<tr>
<td>2008</td>
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<tr>
<td>2023</td>
<td>8</td>
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</table>

↑ Denotes notably higher than 2022
↓ Denotes notably lower than 2022
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 agreement levels from 2008 to 2023](chart.png)

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

Base: Total respondents (2023=1,625; 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 2022
↓ Denotes notably lower than 2022
**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.**

![Chart showing agreement levels from 2008 to 2023](chart.png)

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

*Base: Total respondents (2023=1,625; 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 2022
- Denotes notably lower than 2022
**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.

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,322; 2017=1,548)

Denotes notably higher than 2022

Denotes notably lower than 2022
**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.

![Survey Results Diagram](image-url)
**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 (2023=1,625; 2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548; 2015=1,208)
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.
**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.

Base: Total respondents (2023=1,625; 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)
**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.*

![Bar chart showing the percentage agreement from 2008 to 2023.](chart)

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

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,276; 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)

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

[1] Denotes notably higher than 2022

[2] Denotes notably lower than 2022
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

Not asked

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

Base: Total respondents (2023=1,625; 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 am provided with the tools and equipment necessary to do my job
**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 (2023=1,625; 2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,278; 2017=1,322; 2016=1,548)
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.

<table>
<thead>
<tr>
<th>Year</th>
<th>High agreement (%9-10)</th>
<th>Moderate agreement (%7-8)</th>
<th>Low agreement (%1-6)</th>
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<td>2023</td>
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</tbody>
</table>

Base: Total respondents (2023=1,625; 2022=1,573; 2021=1,375; 2020=1,455; 2019=1,770; 2018=1,322; 2017=1,548)
**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

---

**Base:** Total respondents (2023=1,625; 2022=1,573; 2021=1,375)

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

Denotes notably higher than 2022

Denotes notably lower than 2022
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**

![Bar chart showing the percentage of respondents who agree with the statement from 2008 to 2023.](chart)

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

**Base:** Total respondents (2023=1,625; 2022=1,573; 2021=1,375)

- Denotes notably higher than 2022
- Denotes notably lower than 2022
**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)*

![Graph showing agreement levels from 2008 to 2023](chart.png)

**Base:** Sworn Members/Civilian Supervisors (2023=1,172; 2022=1,196; 2021=1,017; 2020=1,081)

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

Denotes notably higher than 2022
Denotes notably lower than 2022

---

*Image and text data has been extracted and presented in a readable format.*
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.
**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 that CPS offers a sufficient array of health and wellness services and support

<table>
<thead>
<tr>
<th>Year</th>
<th>High agreement (%9-10)</th>
<th>Moderate agreement (%7-8)</th>
<th>Low agreement (%1-6)</th>
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<tbody>
<tr>
<td>2023</td>
<td>34</td>
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</table>

*Base: Total Respondents (2023=1,625)*

Attribute added in 2023
<table>
<thead>
<tr>
<th>Question: Why did you give that rating for the CPS overall?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall good service / not a lot of issues</td>
</tr>
<tr>
<td>Trying hard / doing the best we can</td>
</tr>
<tr>
<td>CPS and citizens of Calgary have a good relationship</td>
</tr>
<tr>
<td>CPS members are friendly / caring / considerate / polite / courteous / respectful</td>
</tr>
<tr>
<td>There is always room for improvement / nothing is perfect</td>
</tr>
<tr>
<td>SUBNET: Inadequate staffing</td>
</tr>
<tr>
<td>Lack of employees / short-staffed</td>
</tr>
<tr>
<td>Below minimum street staffing levels / more officers needed on the street</td>
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<tr>
<td>Slow response to citizen calls</td>
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<tr>
<td>Need to provide a more effective service / improve quality of service</td>
</tr>
<tr>
<td>Heavy workload / overworked officers / too many projects / workload compromises quality / increased call volume</td>
</tr>
<tr>
<td>Investigations not done properly / weak or no follow-up on investigations</td>
</tr>
<tr>
<td>Not enough / too few resources / tools / equipment / technology to do the job</td>
</tr>
<tr>
<td>Serving the needs of the politically influential</td>
</tr>
<tr>
<td>Low morale / stress / frustration of members</td>
</tr>
<tr>
<td>Don’t care about officers / employees / don’t feel supported</td>
</tr>
<tr>
<td>Crime is on the rise in Calgary / increased gangs/organized crime / more guns on the street</td>
</tr>
<tr>
<td>Expected to deal with it all / non-related police matters / too much on front line to deal with</td>
</tr>
</tbody>
</table>

Base: Total respondents answering (2023=1,165; 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 2022
Denotes notably lower than 2022

Mentions of less than 3% in 2023 not reported.
Question: Please indicate what you like best about working at the CPS? Please select all that apply.

- Job security
- Coworkers or team I work with
- Work is interesting and meaningful
- Variety of work I do
- Teamwork
- Compensation and benefits
- Helping the community and making a difference
- Autonomy and flexibility to do my job
- My supervisor
- Work-life balance
- The job or career in policing
- Flexible work options
- Opportunities for different career paths
- Positive relationship with citizens
- Opportunities for advancement
- CPS cares about employees

Denotes notably higher than 2022
Denotes notably lower than 2022
Employee engagement continues to be similar between equity-seeking and non-equity seeking group members.

Calgary Police Service Employee Engagement Index (EEI) Results

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity-seeking</td>
<td>19</td>
<td>16</td>
<td>23</td>
</tr>
<tr>
<td>Non-equity-seeking</td>
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<td></td>
<td>11</td>
<td>64</td>
<td>72</td>
</tr>
</tbody>
</table>

Base: Equity-seeking members (2023=423; 2022=406; 2021=359) Non-equity seeking members (2023=876; 2022=876; 2021=868) Prefer not to specify (2023=251; 2022=291; 2021=148)

<table>
<thead>
<tr>
<th></th>
<th>High Engagement (9-10)</th>
<th>Moderate Engagement (7-8)</th>
<th>Low Engagement (1-6)</th>
<th>ENGAGEMENT (High + Moderate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity-seeking</td>
<td>Denotes notably higher than 2022</td>
<td>Denotes notably lower than 2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-equity-seeking</td>
<td>Denotes notably higher than 2022</td>
<td>Denotes notably lower than 2022</td>
<td>Denotes notably lower than 2022</td>
<td>Denotes notably lower than 2022</td>
</tr>
</tbody>
</table>
Employee engagement is highest among employees with a tenure of less than 4 years. There are more civilian members with a tenure of less than 4 years.

**Employee Engagement by Tenure**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>High engagement (9-10)</th>
<th>Moderate engagement (7-8)</th>
<th>Low engagement (1-6)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 4 years</td>
<td>46</td>
<td>39</td>
<td>15</td>
</tr>
<tr>
<td>4-10 years</td>
<td>16</td>
<td>50</td>
<td>34</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>11</td>
<td>58</td>
<td>30</td>
</tr>
</tbody>
</table>

**% of Sworn vs Civilian Members by Tenure**

- % Sworn
  - Less than 4 years: 39%
  - 4-10 years: 66%
  - More than 10 years: 80%
- % Civilian
  - Less than 4 years: 61%
  - 4-10 years: 34%
  - More than 10 years: 20%

Base: Total respondents (2023=1,509)
Appendix D: Priority Grid
To determine priorities, derived importance is plotted against performance ratings on a 2x2 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.

Attributes in the yellow zone have average performance. These are secondary opportunities for improvement.

**Performance (mean score)**
- Higher
- Lower

**Importance to Employee Engagement Index (EEI)**
- Derive importance $r^2$ to EEI

Respondents rated the Calgary Police Service on 33 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.
The emotional connection is the top driver of employee engagement.

Maintain

My Team (19 & 20), My Supervisor (21 & 22), Community (29 & 30), commitment to CPS values and principles (11), and satisfaction with array of health and wellness services and support (33) perform well. It is essential to maintain performance on these attributes or they can shift to areas of needed focus.

Leverage

I feel I belong at CPS (2) and satisfaction with the workplace environment (4) are CPS strengths, meaning they have higher performance and a strong influence on employee engagement.

My morale is good (5) and feeling valued as an employee (3) are top drivers of employee engagement and secondary opportunities for improvement.
The emotional connection, perceptions of overall morale at CPS, and manageable work-related stress are important drivers of personal morale.

**2023 CPS PRIORITY GRID: PERSONAL MORALE**

The emotional connection (2, 4, 5, 6, and 7) and work-related stress is manageable (15) are top drivers of personal morale with above average performance.

Leadership (8, 9 and 10), practices applied equitably and fairly to all employees (17), and satisfaction with professional development opportunities (25) are additional areas of needed focus.

Feeling valued as an employee (3) and morale at CPS (11) are critical areas of needed focus to improve personal morale.
Appendix E: Questionnaire
Calgary Police Service
2023 Annual Employee Survey

PROGRAMMING TO START HERE
PROGRAMMING INVITE INFO
From: CPSSurveySupport@illuminaresearch.com
Reply to: CPSSurveySupport@illuminaresearch.com

SURVEY INVITATION
From: CPSSurveySupport@illuminaresearch.com
Subject: Your Annual Employee Survey Link – DO NOT SHARE

The 2023 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.

As an incentive to complete the survey and as a gesture of appreciation, you can enter to win one of two $100 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.

Protectors are 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://canadaresearchinsightscouncil.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.

The survey is open until end of day Monday, August 29, 2023.

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

If you have any questions related to the survey, please email Don Orford, Communications and Policy Director with the Calgary Police Commission or Alona K. 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@illuminaresearch.com

Helpful Hints
Welcome to the 2023 Calgary Police Service Employee Survey!

Before we get started, a couple of helpful hints… Once you’ve answered all questions on the screen, click on “Next” at the bottom of the screen to advance to the next screen in the survey. You may need to scroll down to see the navigation buttons.

Please read each question carefully, including any directions regarding how to respond.

Short on time? You can always start now and come back later. When you advance to a new screen, your answers will be saved, and you can return to where you left off. Simply click on the link in the email invitation to return to the survey anytime.

Please:
• DO NOT use the “enter” key to submit your responses
• DO NOT use the forward and back buttons on your browser’s navigation bar to move forward and back in the survey.

Thanks again!

PROGRAMMING NOTES:
• Unless otherwise stated below for non-numeric text in all open-ended questions, respondents generally supply very long answers within open-ended; please ensure long responses are allowed for all open-ended questions.
• Watch for statements to be asked of sworn and/or civilian employees.
• Include back button. Programmer must confirm back button doesn’t cause issues with data.
• Upon completion of the survey, respondents are to submit their form and their URL is to be terminated (thereby avoiding any “Submit Survey” button).
• Respondents must be given the ability to view the link via work address or alternate address (if forwarded by respondent).
• It is NOT okay to change alpha pre-notes to numeric notes.
• For visually impaired employees, each indicator needs to have their own scale list for the reader to identify. Otherwise, it reads the columns and then all 20 scale attributes, making it difficult to fill out. (E.G., JAMES 10 & EXPLORER 1) Please ensure all is tested in JAWS and that the numerical values in the scale for each question are not must таким for each question.
• Embed analytics (e.g., bar charts) have been widely used in many questionnaires (e.g., changes over time). It is extremely important the variable labels linked to their respective in the final dataset match exactly so they can accurately track usage and track the amount of time between follow-up and panel points.
• Find how to remove multiple questions new for 2023 to avoid it.
• Ensure completed surveys are inexpressible.
SECTION A: Overall Perceptions of Safety

I would now like to focus on your work environment at the Calgary Police Service. 

I would like to get your feedback on how well the Calgary Police Service (CPS) is meeting your needs and expectations. 

Please respond to the following questions by circling the number that best describes your overall perception of the CPS based on your experiences and observations. 

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

Scale: 1-5

Questions:

A. How well do you feel the CPS is meeting your needs and expectations? 

B. How satisfied do you feel with the overall working environment at the CPS? 

C. How satisfied do you feel with the overall leadership at the CPS? 

D. How satisfied do you feel with the overall performance at the CPS? 

E. How satisfied do you feel with the overall communication at the CPS? 

F. How satisfied do you feel with the overall support for professional development at the CPS? 

G. How satisfied do you feel with the overall support for personal development at the CPS?

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

Note: The questions are designed to assess your overall satisfaction with the CPS in various aspects of your work environment and leadership. Please consider your experiences and observations when responding.

Thank you for your participation in this survey. Your feedback is valued and will be used to improve the working environment at the CPS.
SECTION 2: Employee Engagement

SCALE 1-10
8. Please indicate the extent to which you AGREE or DISAGREE with the statement:
   Overall, I am satisfied with my workplace environment.
   AGREE
   DISAGREE

SCALE 1-10
9. Please indicate the extent to which you AGREE or DISAGREE with the statement:
   I would recommend my job to someone looking for a job in Calgary.
   AGREE
   DISAGREE

SECTION 3: Improving Engagement (Ad Hoc Section)

CE CRA - NOT MANDATORY
8. What would increase your trust in the Commissioner’s governance and oversight of the CPS?
   [ ] More information on the role and responsibilities of the Commissioner
   [ ] Increased transparency in decision-making processes
   [ ] Enhanced communication with employees
   [ ] Improved performance evaluations

CE DB - NOT MANDATORY
9. The Calgary Police Commission has been mailing a letter to all employees in the past year. Please indicate:
   [ ] I received a letter
   [ ] I did not receive a letter

SC - SKIP QUESTION IF CDA (21, 11) OR CPR (23, 11) OR CPR (22, 11) MANDATORY
101. To implement fair, efficient, and effective processes, the Commission released a discipline matrix to provide clarity on what penalties are imposed for various misconducts; conducted interviews through the FPS, and implemented a new complaint process. Drifted the topic in the promotion process from project examples to narratives examples, and gave employees the ability to complete their own work history reviews.

What impact do the actions taken to implement fair, efficient, and effective processes have on your feelings about the FPS and promotion process?

1. A positive impact
2. A negative impact
3. No impact

CE CRA - NOT MANDATORY
102. Please let us know what has had the most positive impact on your job satisfaction in the past year and what has had the most negative impact on your job satisfaction?
   [ ] Improved working conditions
   [ ] Enhanced communication
   [ ] Better work-life balance
   [ ] Reduced workload
SECTION 3: BACKGROUND INFORMATION

INTRODUCTION
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 experiences of those who are employed in this organization. YOUR ANSWERS WILL BE CONFIDENTIAL. Your answers will only be published in aggregate form and will not be linked to an individual. All data will be de-identified. 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.

SD
1. Are you...
   1. Female
   2. Male
   3. Bi/Gender
   4. Prefer to self-describe [INSERT TEXT BOX TO SPECIFY]
   5. Prefer not to answer

SC
1. What is your age?
   1. 24 years and under
   2. 25 to 34 years old
   3. 35 to 44 years old
   4. 45 to 54 years old
   5. 55 to 64 years old
   6. 65 years or older
   7. Prefer not to answer

SC
1. 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, ethnicity, 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?
   Y  N
   Prefer not to say

SC
1. Do you consider yourself to be a member of an equity-seeking group?
   Y  N
   Prefer not to say

SC
1. What is your role?
   Y  N
   Prefer not to answer

SC
1. Which Division do you work in?
   Y  N
   Prefer not to answer

SC
1. Which Division do you work in?
   Y  N
   Prefer not to answer

OPTIONAL RESPONSE - ALLOW RESPONDENTS TO MOVE FORWARD WITHOUT ANSWERING, HOWEVER DO NOT ANNOUNCE THAT THEY DO NOT NEED TO SUPPLY AN ANSWER

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

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

ILLUMINA RESEARCH PARTNERS