



CPS EMPLOYEE ENGAGEMENT SURVEY HIGHLIGHTS

Survey Data Collection Dates: July 7 – August 18, 2025



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Introduction



This survey was conducted by the Calgary Police Commission with the objective of understanding the current views of CPS members when it comes to employee engagement.

Methodology

15-minute (median) **online survey**

Who Participated

1,684 CPS employees participated in the survey (49% response rate)

- 1,112 Sworn members
- 572 Civilian members

Data Collection

- **July 7 – August 18, 2025**
- **6 weeks** providing opportunity for all employees to complete survey when convenient

Historical Results

Where possible, results from prior employee engagement surveys (2008 - 2024) are shown

Commission Goals

Inform policy setting and business planning

Provide input to CPS performance evaluation

Enhance quality of information and depth of understanding

Employee Engagement Framework

? How employee engagement is measured

Employee Engagement Index (EEI)

A **SCORE OUT OF 100** representing the overall engagement of employees.



Four Components:

- I am proud to say I work for CPS
- I am satisfied with my current job
- I am motivated to go above and beyond my basic job description
- Policing/working at CPS is a career I would recommend to someone suited for it

Employees **rate CPS on the 4 components**. An Employee Engagement Index is calculated. High, moderate and low engagement scores are reported.

High Engagement
= 90-100

Moderate Engagement
= 70-89

Low Engagement
= 0-69

Performance Ratings

CPS is also rated using a 10-point scale on **33 performance measures** across 11 performance dimensions.

Engagement Drivers

Advanced analytics determine **what drives employee engagement** including strengths to leverage, areas of needed focus, table stakes to maintain, and lower priority areas to monitor for change.

Verbatim Comments

Open-ended comments were coded and analyzed by themes to provide deeper insight into the quantitative results.

2025 Performance Dimensions

33 performance measures ranked by importance from high to low within each of 11 performance dimensions.

Emotional Connection

- I feel I belong at CPS
- My morale is good
- I feel valued as an employee
- I am satisfied with my workplace environment
- I am committed to CPS values and principles

Leadership

- Morale at CPS is good
- Actions and directions of senior leaders show that CPS cares about employees
- CPS senior leaders and employees are working together to achieve the same goals
- A climate of trust exists between CPS senior leaders and employees

Communication

- I am kept well informed about decisions that affect my job
- I understand CPS goals and priorities
- I am satisfied with internal communications at CPS

Workplace Culture

- CPS fosters a culture of respect
- CPS takes appropriate action in response to incidents of harassment

Training and Development

- I am satisfied with the professional development opportunities at CPS
- I am provided with adequate training to do my job
- I am provided with the tools and equipment necessary to do my job

Fair Treatment

- The CPS values differing thoughts, ideas and perspectives among its employees
- CPS practices are applied equitably and fairly to all employees
- The CPS promotion/competition process is effective at selecting the best qualified person for the job
- Personal characteristics or backgrounds do not hinder an individual's career progression or development at CPS

Workplace Processes

- I am satisfied that CPS offers a sufficient array of health and wellness services and support
- CPS accommodates the needs of employees to balance multiple commitments
- I understand the disciplinary process

My Team

- I feel my views are listened to by my colleagues
- There is a respectful working relationship among my coworkers

Community

- CPS services are valued by the community
- The CPS workforce is representative of the community

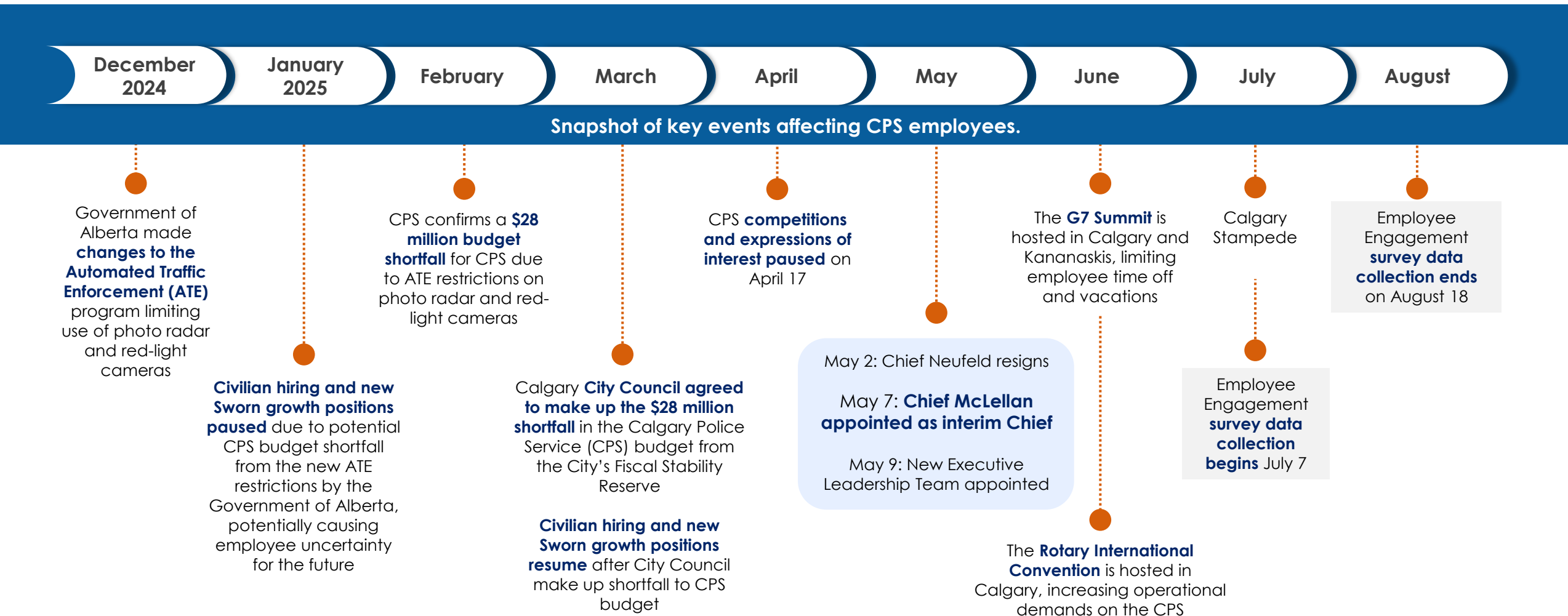
Workload and Stress

- My work-related stress is manageable
- My workload is reasonable
- CPS is adequately staffed

My Supervisor

- I am satisfied with my supervisor
- I receive performance development feedback from my supervisor at least once per year

The past year at a glance.



2025 Highlights



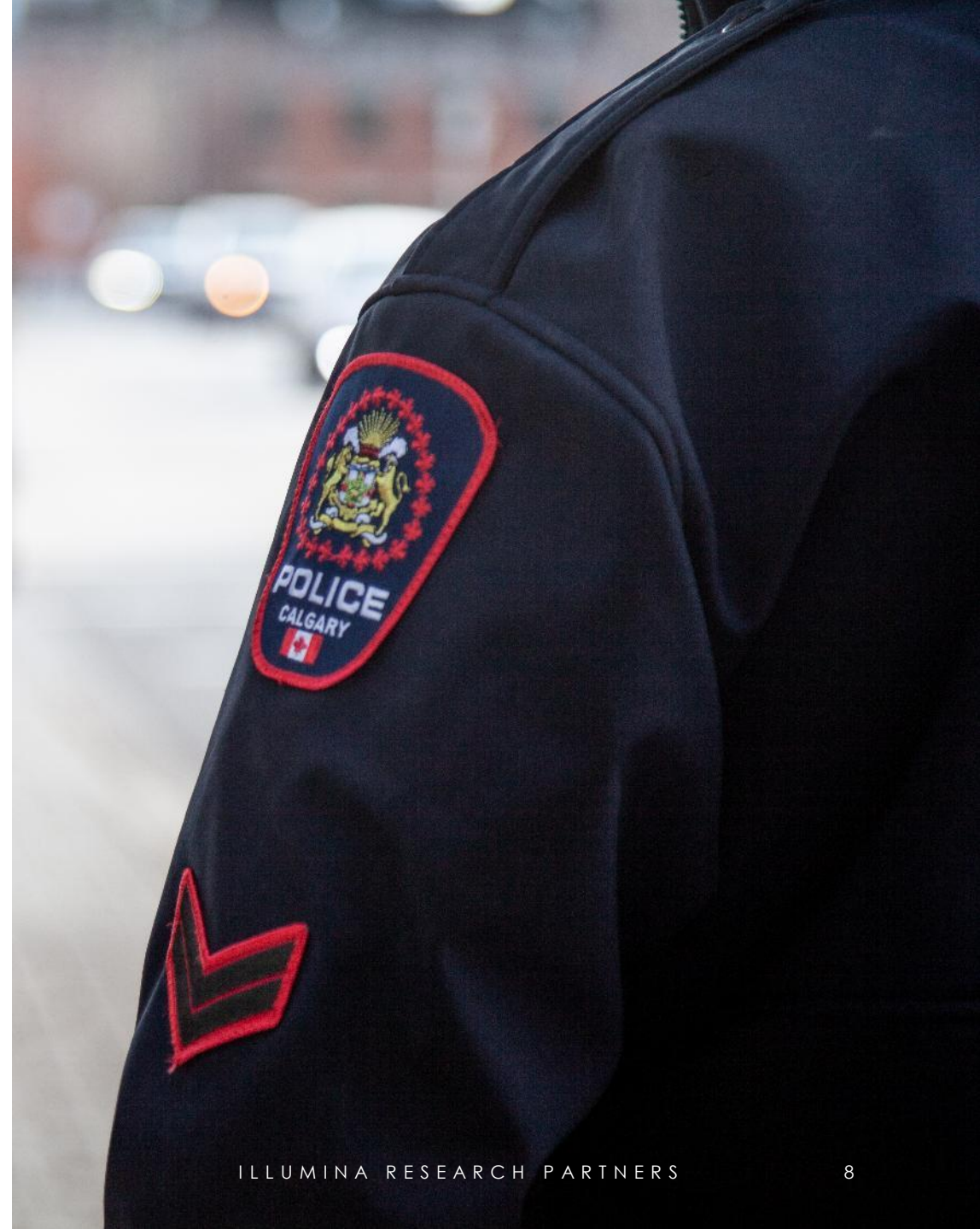
2025 Key Takeaways

CPS employee engagement reached a low in 2022 but has been steadily improving among both Sworn and Civilian members.

In 2025, employee engagement and CPS performance continue to improve, especially amongst Sworn members. Despite this progress, key challenges remain.

Adequate staffing remains the lowest-rated area of performance and a primary concern for employees.

Leadership and fair treatment improved in 2025 but **continue to be areas of lower performance**.



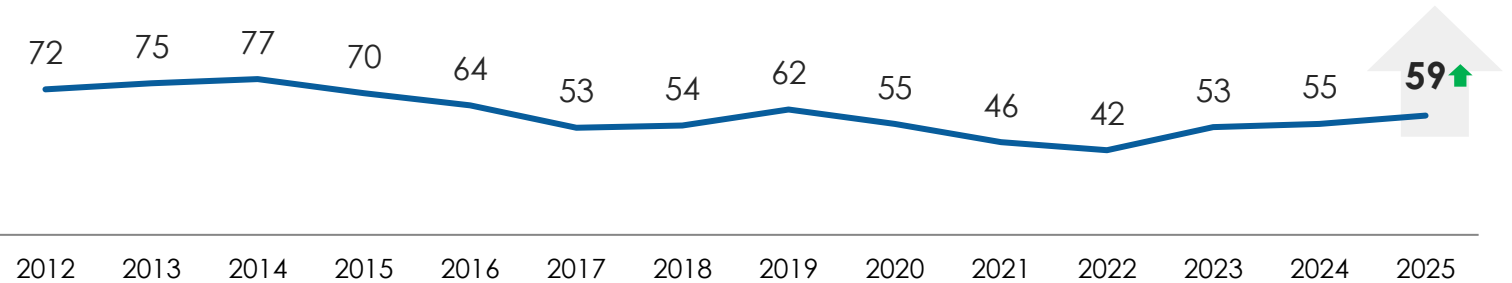
Employee engagement continues to improve.

Civilian EEI trends up this year and Sworn EEI continues to steadily improve since 2022.

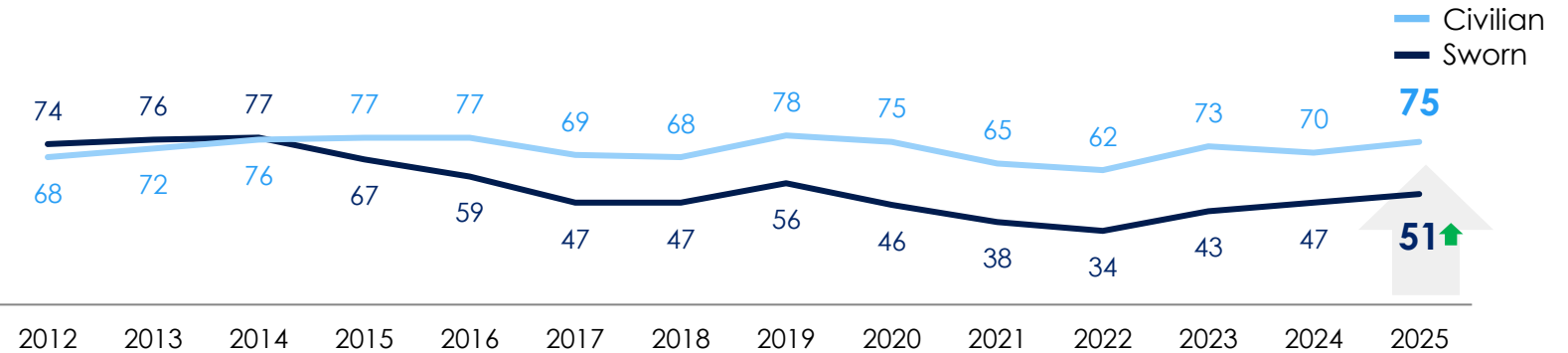
Employee Engagement Index (EEI)

% ENGAGEMENT (High + Moderate Engagement)

Total Employees



Sworn and Civilian Members



2025 Base sizes: Total respondents: n=1,684 Sworn n=1,112; Civilian n=572

↑ Denotes notably higher than 2024

See slides 39 and 40 for detailed results

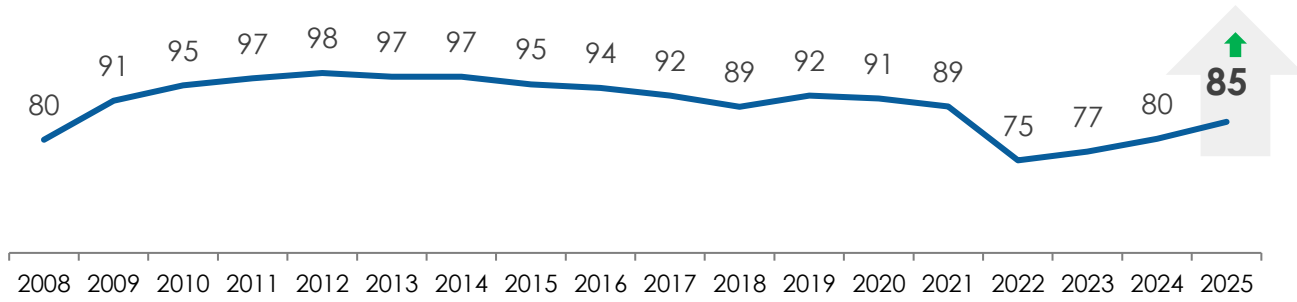
85% of employees view Calgary as a safe city to live in.

In 2025, perceptions improve among both Sworn and Civilian employees.

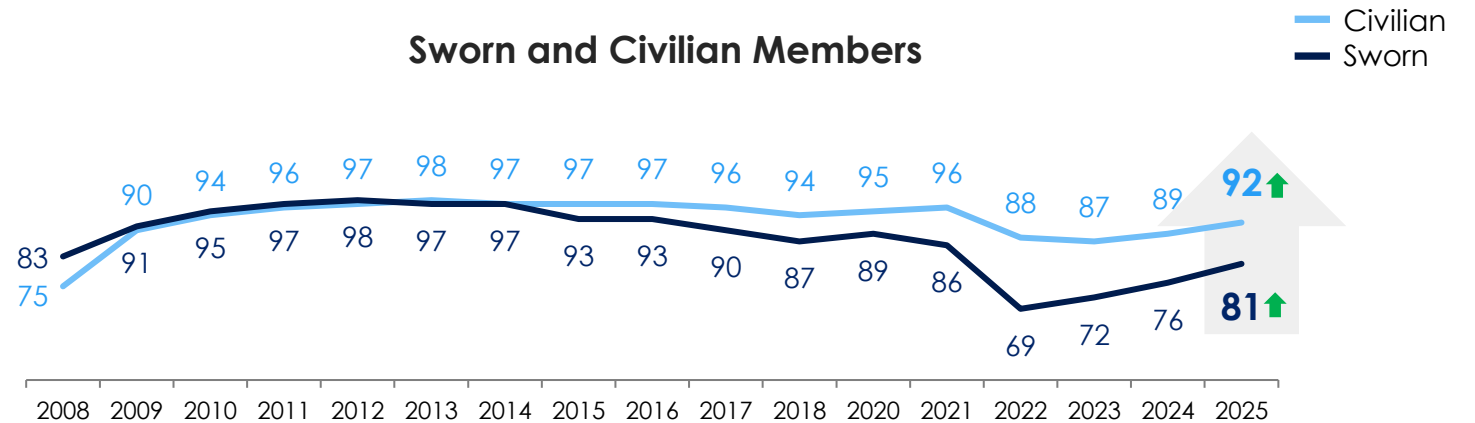
Employee Perceptions: Calgary is a Safe City to Live In

% AGREEMENT (High + Moderate Agreement)

Total Employees



Sworn and Civilian Members



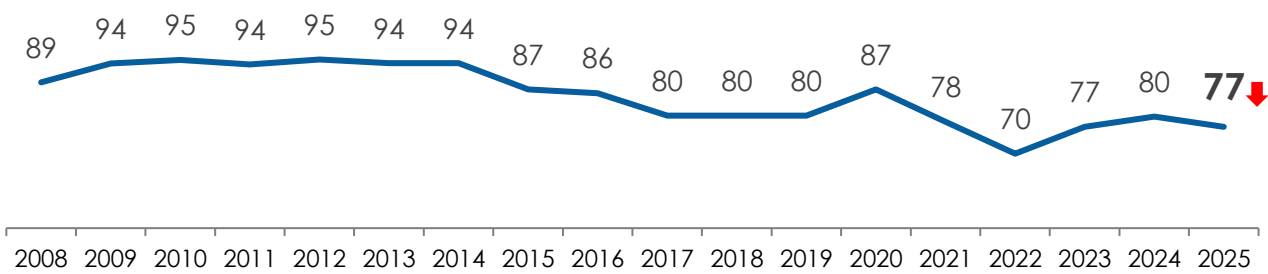
2025 Base sizes: Total respondents: n=1,684 Sworn n=1,112; Civilian n=572

↑ Denotes notably higher than 2024

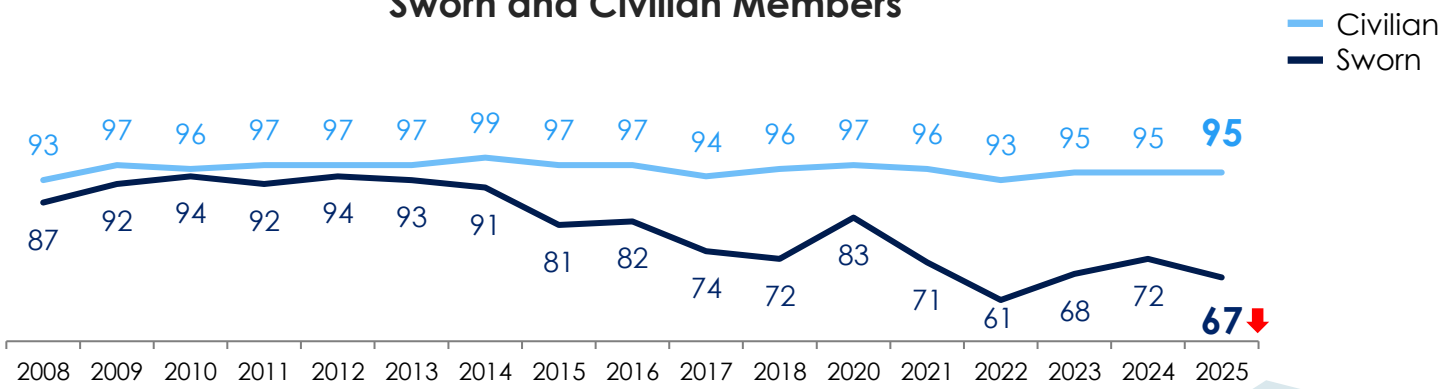
CPS Satisfaction with Service Delivery to Citizens

% SATISFIED (Very Satisfied + Satisfied)

Total Employees



Sworn and Civilian Members



2025 Base sizes: Total respondents: n=1,684 Sworn n=1,112; Civilian n=572

↓ Denotes notably lower than 2024

Inadequate staffing is negatively impacting Sworn perceptions of service delivery to citizens.
See page 41 for detailed results.

Sworn members are less satisfied with CPS service delivery to citizens than Civilian members.

Employee Perceptions: CPS Performance

%7-10 Performance Changes (2025 vs 2024)

Emotional Connection

- I feel I **belong at CPS**
- My morale is good
- I feel **valued as an employee**
- I am **satisfied with my workplace environment**
- I am committed to CPS values and principles

Leadership

- **Morale** at CPS is good
- Actions and directions of **senior leaders show that CPS cares** about employees
- CPS **senior leaders and employees are working together** to achieve the same goals
- **A climate of trust exists** between CPS senior leaders and employees

Communication

- I am kept well **informed about decisions** that affect my job
- I understand CPS goals and priorities
- I am satisfied with internal communications at CPS

Green font denotes %7-10 performance notably improved since 2024

Red font denotes %7-10 performance notably declined since 2024

Workplace Culture

- CPS fosters a **culture of respect**
- CPS takes **appropriate action in response to incidents of harassment**

Training and Development

- I am satisfied with the **professional development opportunities** at CPS
- I am provided with adequate training to do my job
- I am provided with the tools and equipment necessary to do my job

Fair Treatment

- The CPS **values differing thoughts, ideas and perspectives** among its employees
- CPS **practices are applied equitably and fairly** to all employees
- The CPS promotion /competition process is effective at selecting the best qualified person for the job
- **Personal characteristics or backgrounds do not hinder** an individual's career progression or development at CPS

Workplace Processes

- I am satisfied that CPS offers a sufficient array of health and wellness services and support
- CPS **accommodates the needs of employees** to balance multiple commitments
- I **understand the disciplinary process**

My Team

- I feel my views are listened to by my colleagues
- There is a respectful working relationship among my coworkers

Community

- CPS services are **valued by the community**
- The CPS **workforce is representative of the community**

Workload and Stress

- My work-related **stress is manageable**
- My **workload is reasonable**
- CPS is **adequately staffed**

My Supervisor

- I am satisfied with my supervisor
- I receive performance development feedback from my supervisor at least once per year

Employee perceptions of CPS performance improves on 20 of 33 measures.

Adequate staffing is the only measure to decline.

In 2025, new open-ended questions were added to explore employee perspectives on three historically low-performing areas: adequate staffing, leadership, and fair treatment.

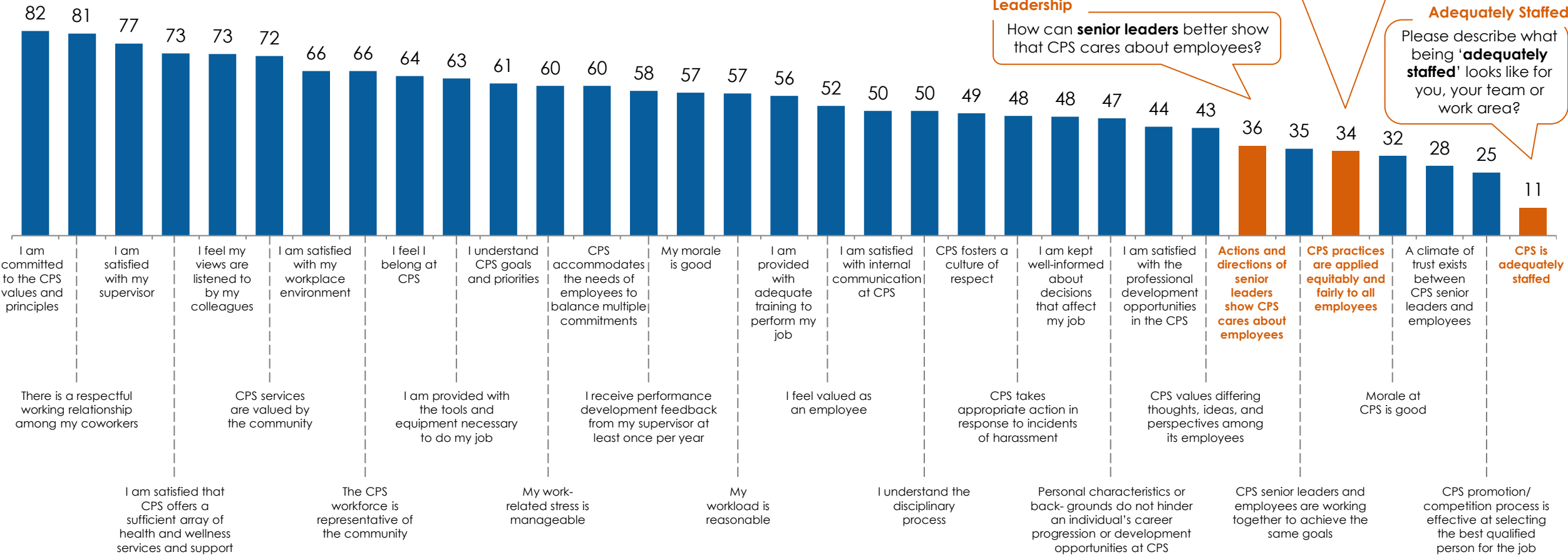
Adequately staffed, leadership and fair treatment continue to have lower performance in 2025. These areas are explored on the following pages.

Employees were asked:

Fair Treatment
What areas come to mind where CPS practices could be applied **more equitably and fairly** and what specifically could be improved in these areas?

Leadership
How can **senior leaders** better show that CPS cares about employees?

Adequately Staffed
Please describe what being '**adequately staffed**' looks like for you, your team or work area?



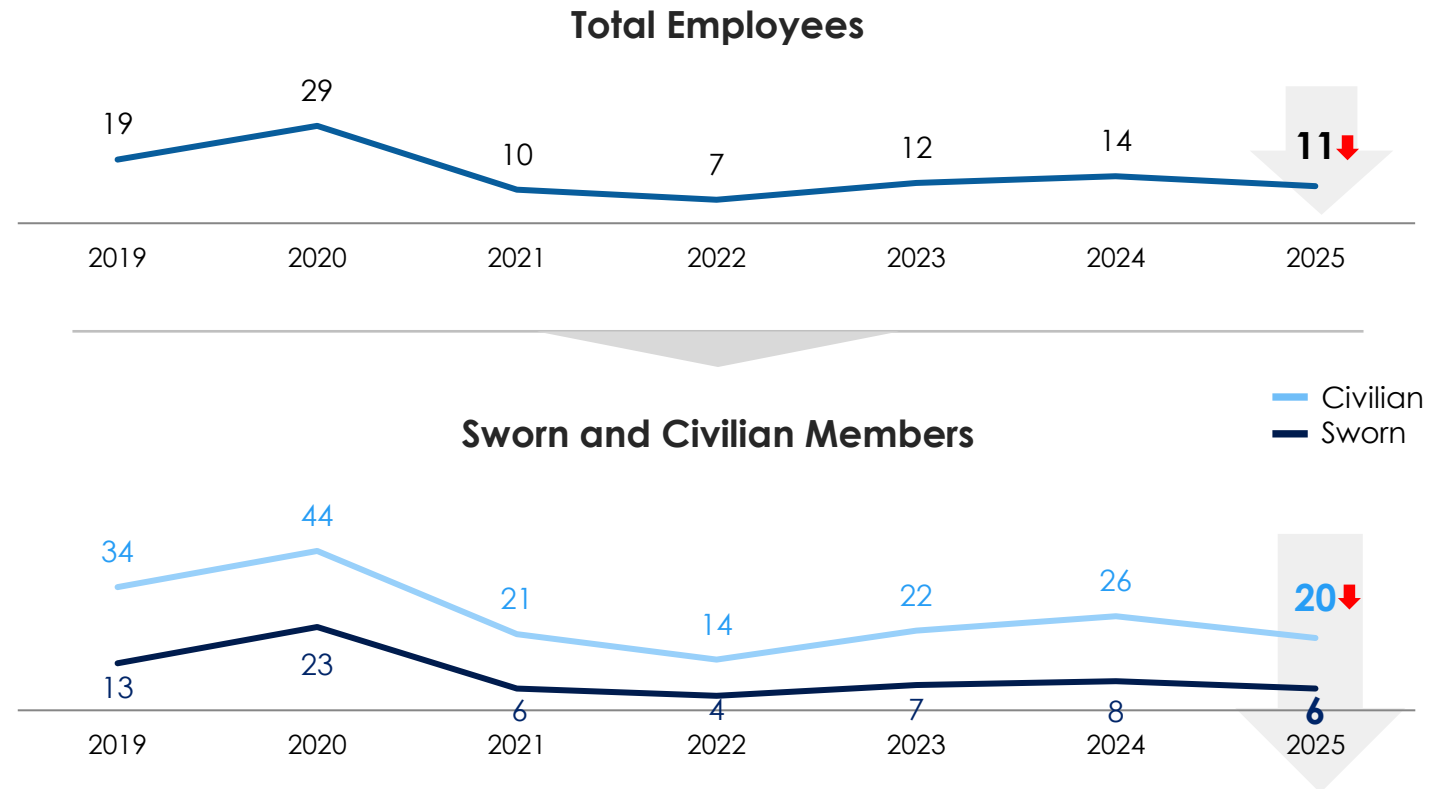
Agreement that
CPS is adequately
staffed is slipping.

Civilian perceptions
declined.

Very few Sworn
members agree
CPS is adequately
staffed.

Employee Perceptions: CPS is Adequately Staffed

% AGREEMENT (High + Moderate Agreement, %7-10)



2025 Base sizes: Total respondents: n=1,684 Sworn n=1,112; Civilian n=572

↓ Denotes notably lower than 2024

For Sworn members,
adequate staffing is
having better
staffing levels.

For Civilian
members,
it is balanced
workloads,
collaboration, and
timely vacancy
filling.



What Adequately Staffed at CPS Looks Like

In their own words, employees describe what being 'adequately staffed' looks like for them personally, their team or work area

Sworn

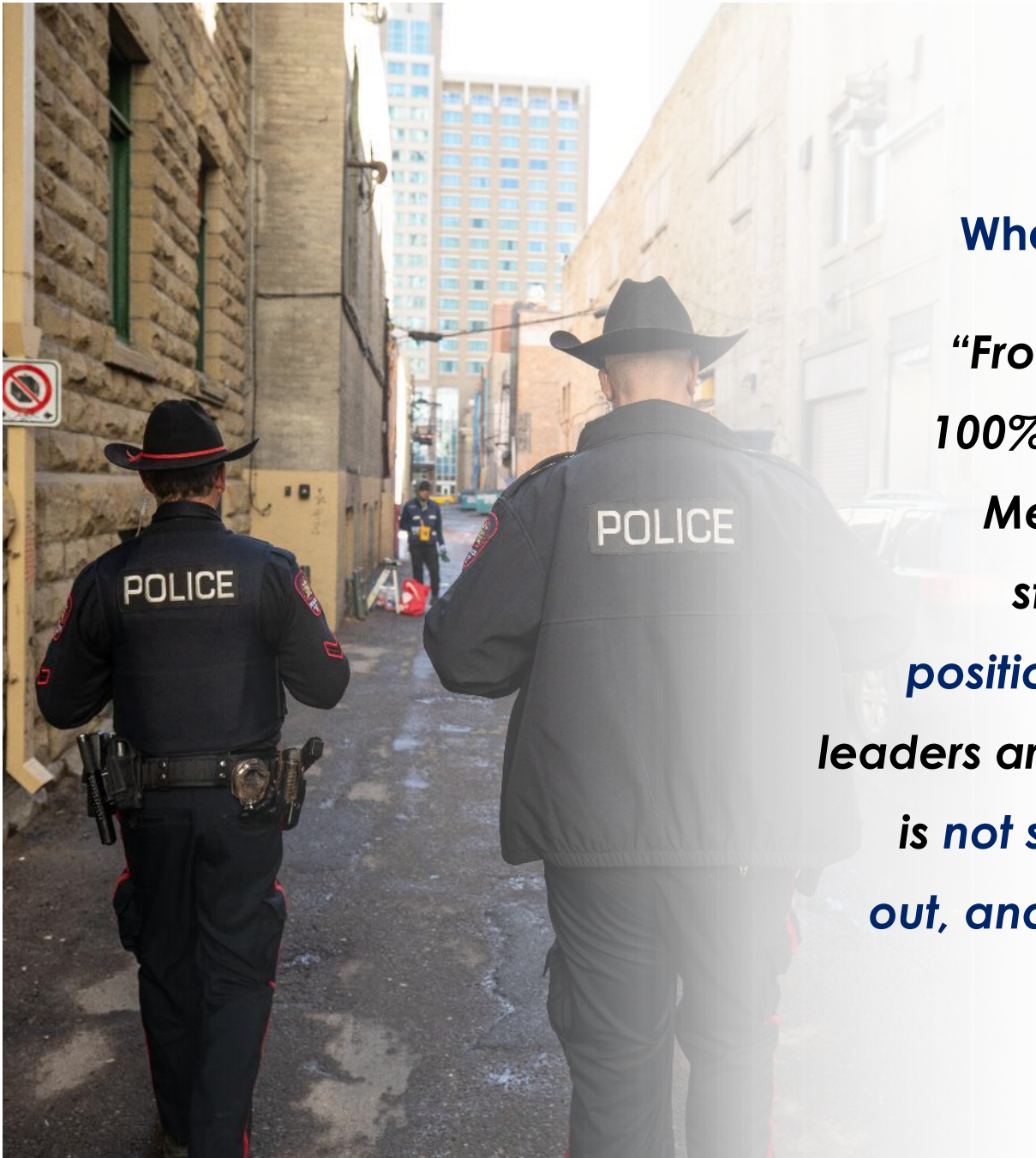
Civilian

Adequate staffing is described as...

- | | |
|---|---|
| <ul style="list-style-type: none"> • Higher minimum staffing levels of 75 – 100% • Fully staffed patrol teams • Enough staff to effectively manage call volumes • Prioritizing frontline staffing | <ul style="list-style-type: none"> • Equitable workloads within the team • Workload does not rely on overtime • Team collaboration and support • Timely vacancy filling |
|---|---|

Impact of inadequate staffing:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Safety risks for officers • Inadequate response time • Poor investigative follow-up • Limited proactive policing • Increased stress and burnout • Poor morale | <ul style="list-style-type: none"> • Struggling to keep up with workload demands • Unable to meet requests and project timelines • Poor work-life balance • Limited ability to take vacations |
|--|---|



What being “adequately staffed” looks like:

*“Front line staffing **at 60% strength** is the new 100%. 60% street strength is barely achieved. Members are **denied vacation time** due to staffing shortages. When members leave, **positions are not filled for several years**. Senior leaders are **collapsing vital investigative units**. This is **not sustainable**. Frontline members are **burnt out**, and they can’t handle the extra workload.”*

Quote from a Sworn employee



What being “adequately staffed” looks like:

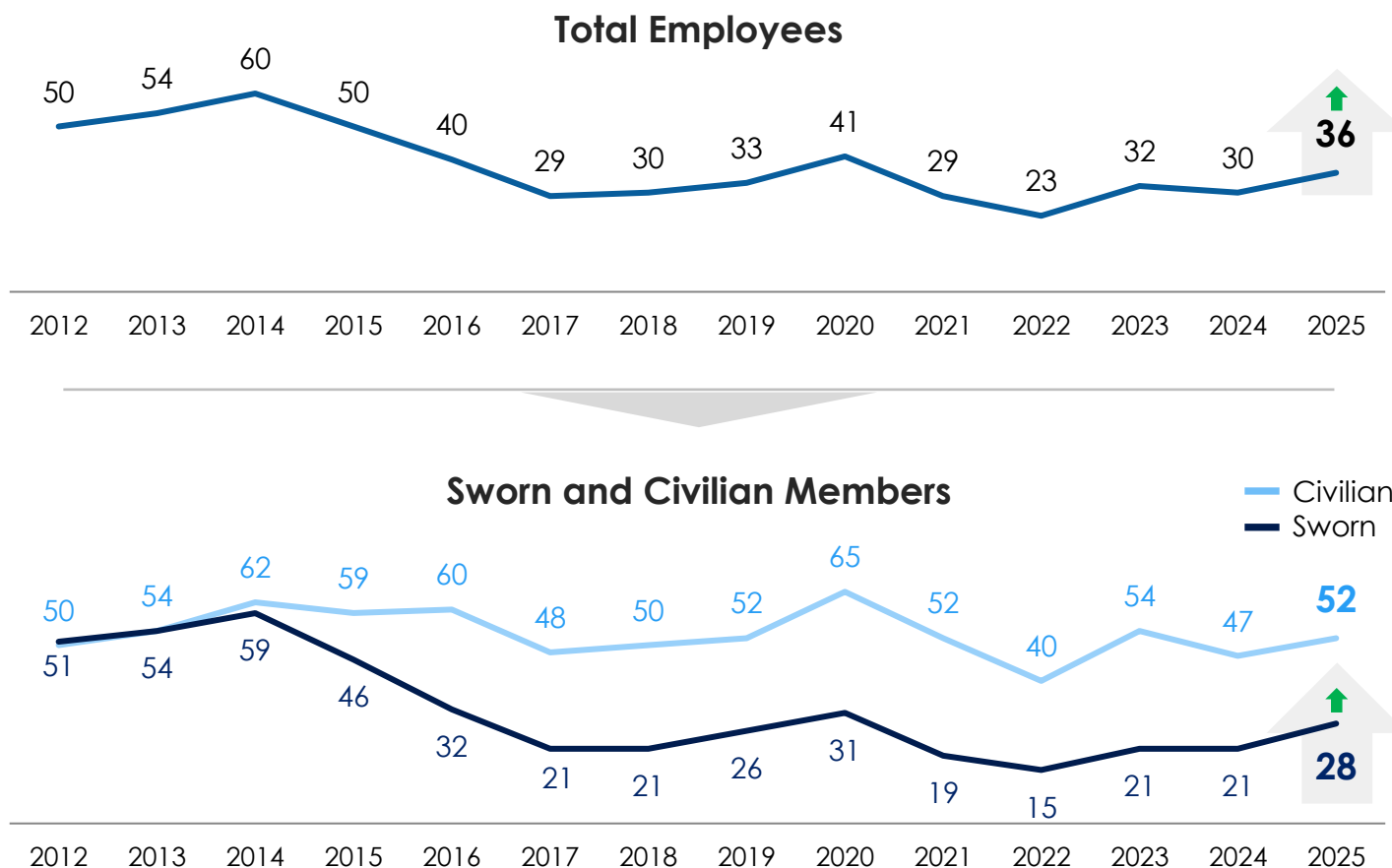
“Enough staff to ensure all *work is getting done* in a timely manner, and employees can *take time off* (work-life balance). Enough staff to *not feel overwhelmed* at work. Enough staff to feel like you have enough time to *get your tasks done effectively and efficiently* and are *not rushed through them as your workload is high.*”

Quote from a Civilian employee

More employees agree that actions and directions of senior leaders show the CPS cares about employees.

Employee Perceptions: Actions and Directions of Senior Leaders Show CPS Cares About Employees

% AGREEMENT (High + Moderate Agreement, %7-10)



2025 Base sizes: Total respondents: n=1,684 Sworn n=1,112; Civilian n=572

↑ Denotes notably higher than 2024



How Senior Leaders Can Better Show CPS Cares

In their own words, employees provide suggestions on how senior leaders can better show CPS cares about employees

Employees want more engagement with CPS leaders.

Sworn members also want leaders to defend them while Civilian members want more regular communication.

Sworn Top Mentions

33%

Increase engagement with employees (e.g., face-to-face interactions)

21%

Defend employees publicly and internally

Examples of increased engagement include:

- Visiting districts regularly (monthly, quarterly)
- Attending parades/roll calls
- Participating in ride-alongs/calls for service;
- Shaking hands, and
- Getting to know employee names

Civilian Top Mentions

29%

Increase engagement with employees (e.g., face-to-face interactions)

15%

Communicate more regularly, including face-to-face interactions

Examples of increased engagement include:

- Focusing on Civilian as well as Sworn members during district visits
- Including Civilian members in events
- Visiting different areas regularly
- Shaking hands, and
- Getting to know employee names

See page 44 for detailed results.

2025 Base size among respondents who gave a rating of 1 – 8 to “Actions and directions of senior leaders show that the CPS cares about employees”: Sworn n=773; Civilian n=328



How senior leaders can show CPS cares about employees:

*“It seems like an obvious answer but simply be **approachable**, respectful and available to have **conversations with people of all ranks**. Senior leaders signed up to be just that - leaders. APM or video messages don’t cut it. Being **out in the work areas**, **asking for suggestions**, showing they **have the backs of the members** will go a long way to show they actually care.”*

Quote from a Sworn employee

How senior leaders can show CPS cares about employees:

“One meaningful way senior leaders can show that CPS genuinely cares about employees is by being **more approachable** and **actively seeking input** from those with skills, experience, and subject matter expertise. Engaging a range of voices not only **strengthens decisions** but also **builds trust and connection**.”

Quote from a Civilian employee

Employee Feedback on New Chief and ELT

The survey did not directly ask about the new Chief and Executive Leadership Team. However, some employees provided feedback in the open-ended questions.

Some employees express cautious optimism describing the new leadership as a significant improvement over the previous executive team.

POSITIVE FEEDBACK

Increased Visibility and Engagement

Employees appreciate the new Chief's efforts to be visible and connect with employees. They mention seeing her at district offices and parades.

Supportive of Members

The new Chief is perceived as more supportive of members. Her response to a "code 900" incident and her reversal of a minimum staffing callout decision are highlighted as examples of supporting members.

Improved Morale and Hope

The arrival of the new Chief brings a sense of cautious optimism and boost to employee morale.

WAIT AND SEE

"Wait and see" Attitude

Some employees are reserving judgment, acknowledging that it's still early.

CONCERNS

Allegations of Nepotism and Unfair Promotions

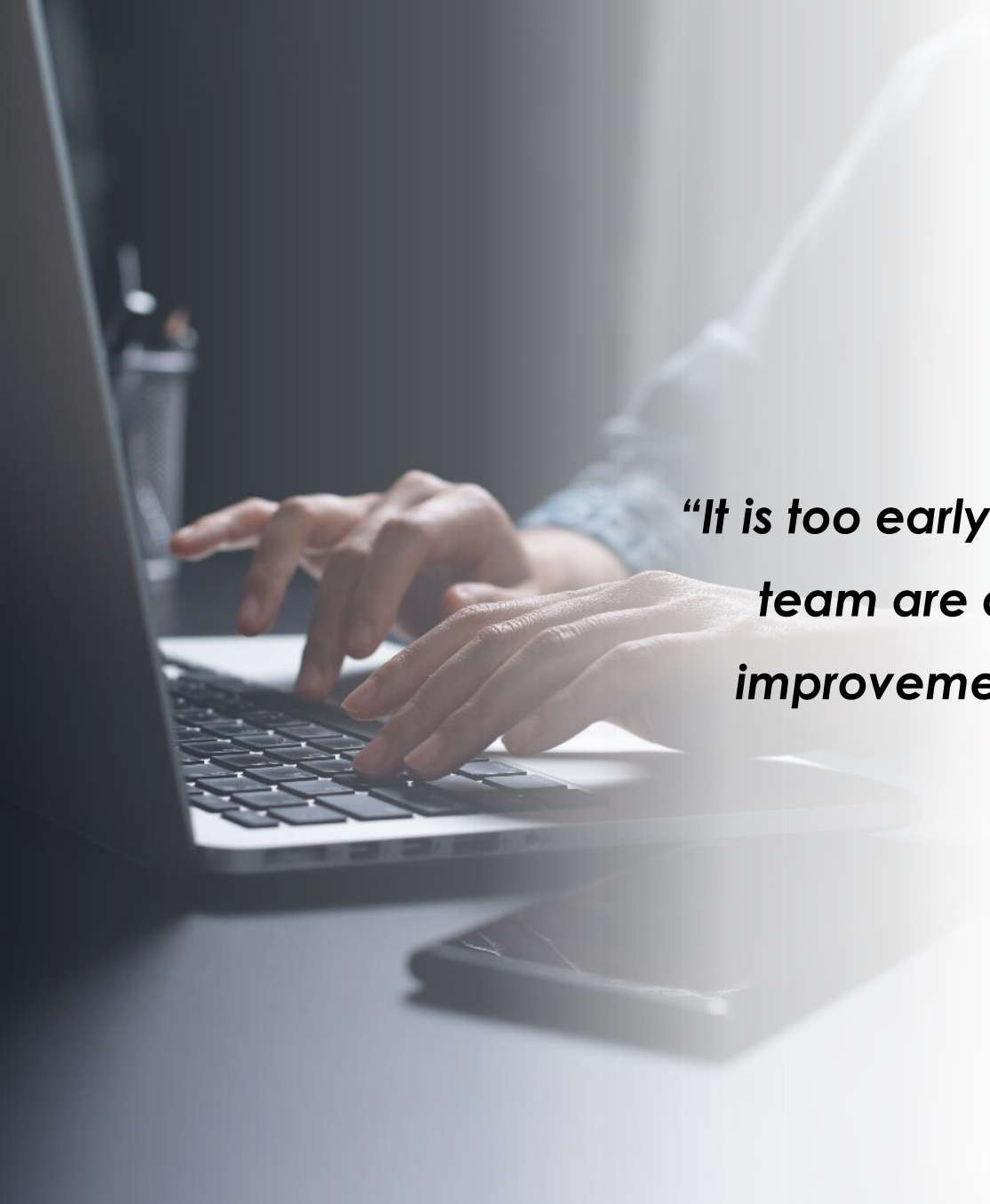
Some employees raise concerns about nepotism/favouritism and unfair promotions that are not based on merit, such as the appointment of the Deputy Chiefs.



Feedback on the new Chief and Executive Leadership Team (ELT):

“They already showed they care by **coming to the districts and attending parades.** I have worked...years and never met the old Chief. 1 month on with the new Chief and ELT and I have **already met them all.** Great step in the right direction.”

Quote from a Sworn employee



Feedback on the new Chief and Executive Leadership Team (ELT):

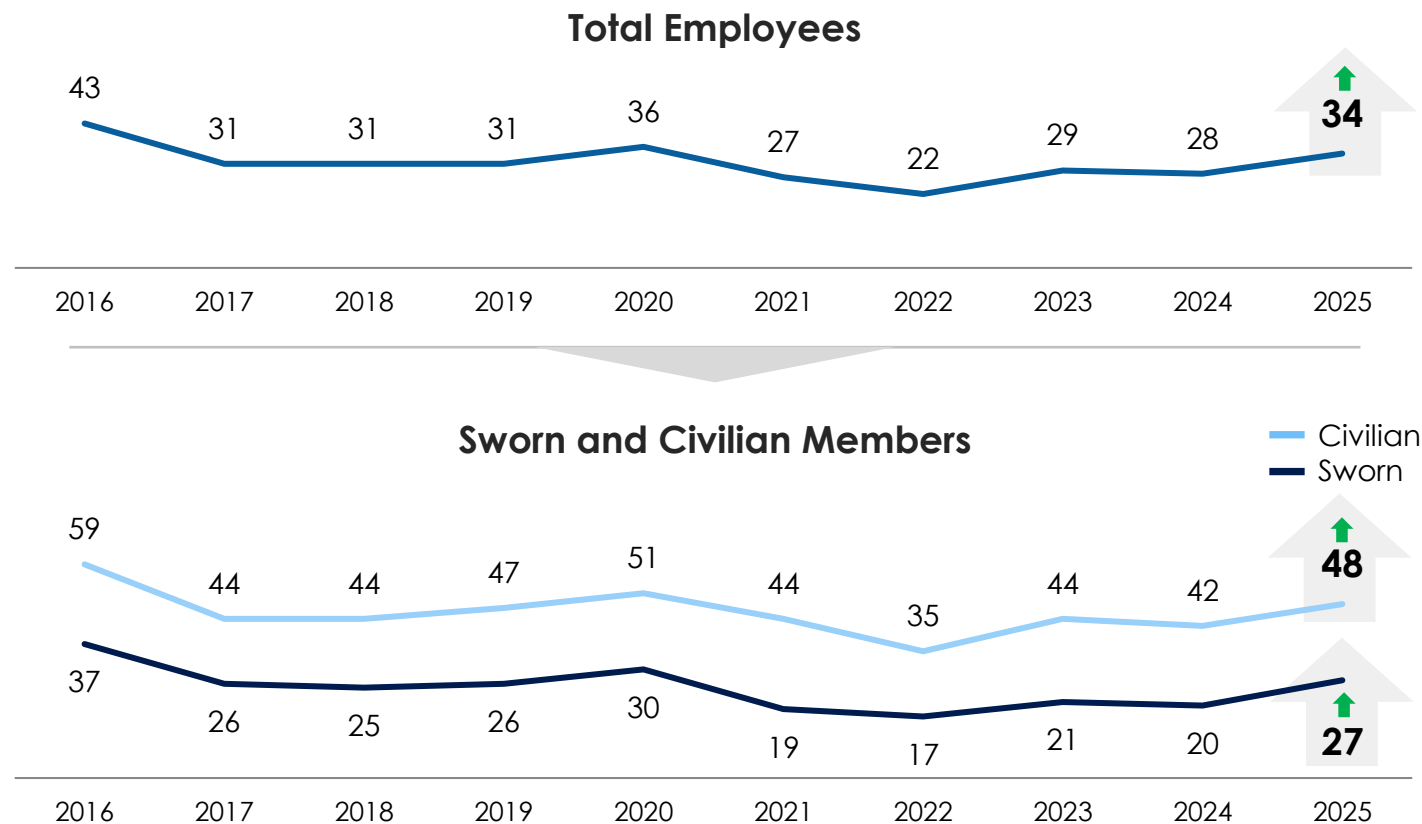
“It is too early to tell how the new Chief and her leadership team are doing. That said, there have been immediate improvements to the environment, communication, and sense of unity with the new Chief.”

Quote from a Civilian employee

Agreement that
CPS practices are
applied equitably
and fairly to all
employees
increases among
both Sworn and
Civilian members.

Employee Perceptions: CPS practices are applied equitably and fairly to all employees

% AGREEMENT (High + Moderate Agreement, %7-10)



2025 Base sizes: Total respondents: n=1,684 Sworn n=1,112; Civilian n=572

↑ Denotes notably higher than 2024



Top Three Most Mentioned Areas Where CPS Practices Could be Applied More Equitably and Fairly

In their own words, employees provide areas where CPS practices can be applied more equitably and fairly

Promotions, career advancement, and hiring practices are top areas where CPS practices could be applied more equitably and fairly.

23%

Promotions should be based on objective criteria, demonstrated skills, and/or job performance.

15%

Career advancement opportunities should be based on merit or seniority.

14%

Hiring practices should be based on skills, competency and work ethic.

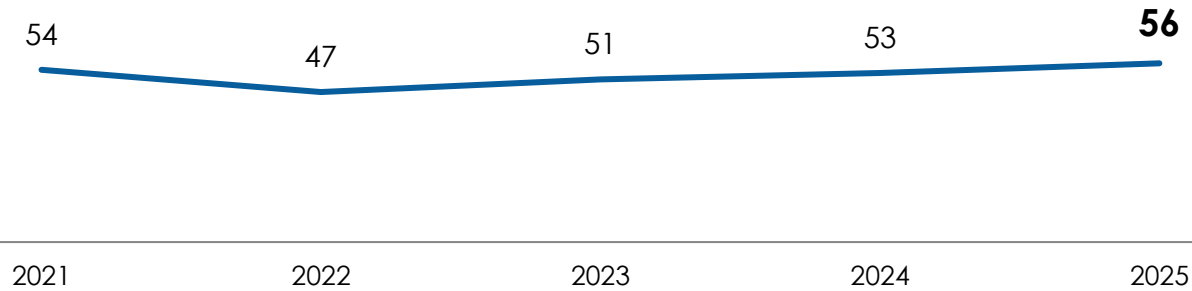
2025 Base size among respondents who gave a rating of 1 – 8 on “CPS practices are applied equitably and fairly to all employees”: n=925
See page 45 for detailed results for Sworn and Civilian.

In 2025, new questions were introduced to get employee feedback on adequate training and likelihood to stay with CPS.

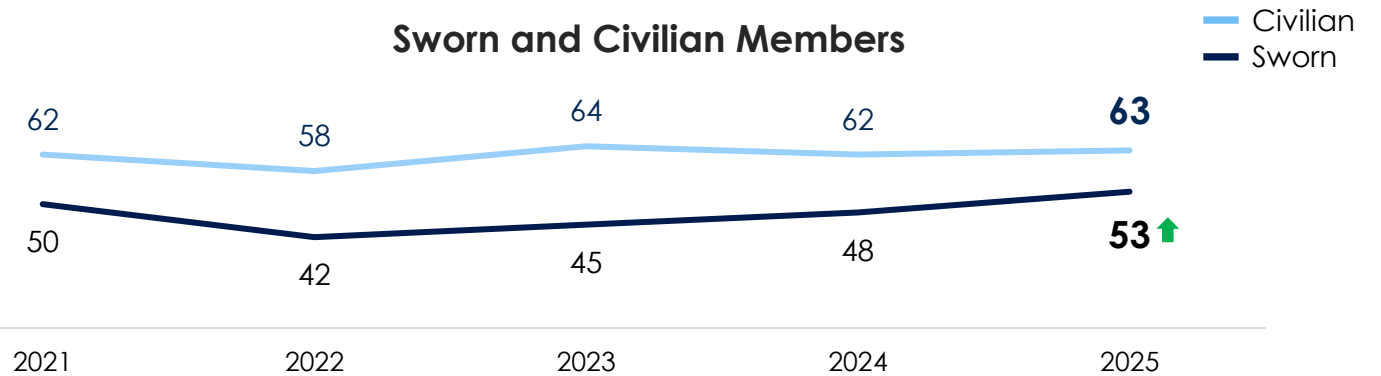
Employee Perceptions: I Am Provided With Adequate Training To Perform My Job

% AGREEMENT (High + Moderate Agreement, %7-10)

Total Employees



Sworn and Civilian Members



2025 Base sizes: Total respondents: n=1,684 Sworn n=1,112; Civilian n=572

↑ Denotes notably higher than 2024

Sworn perceptions
of adequate
training are
improving since
2022.

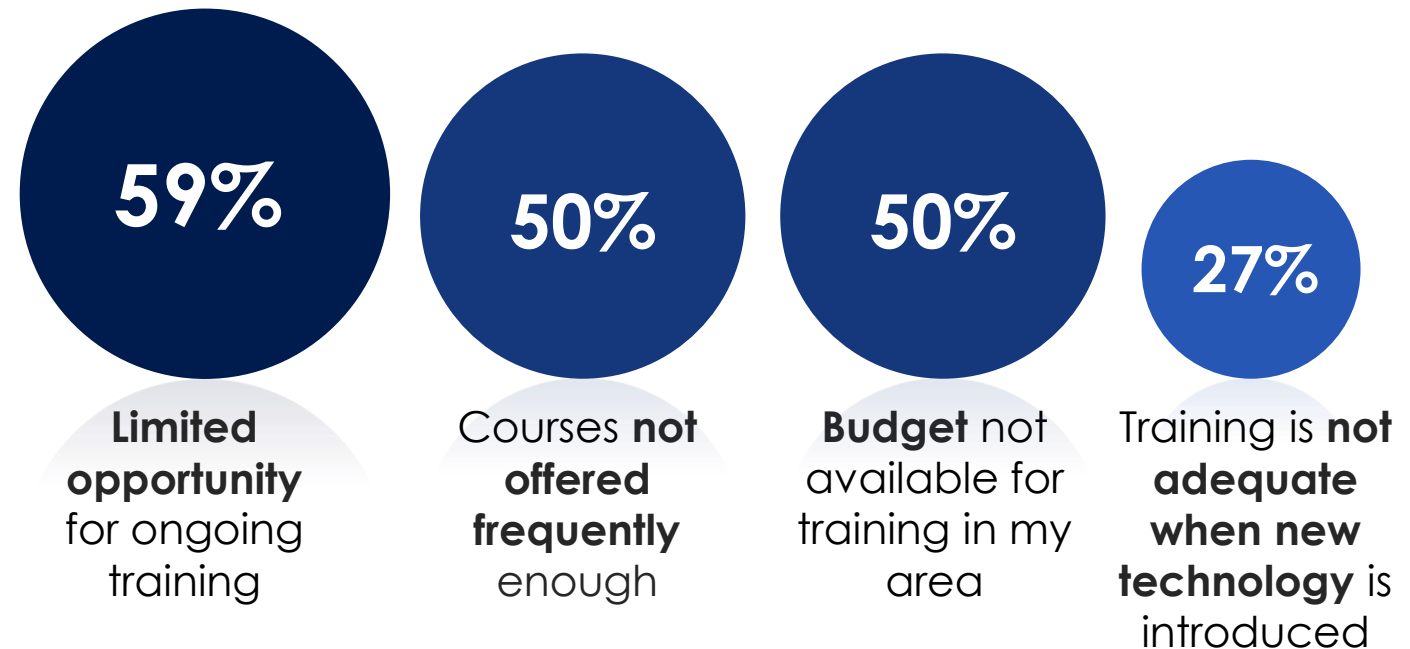
Concerns about inadequate training stem primarily from limited ongoing opportunities, infrequent courses, and budget constraints.



Reasons For Not Receiving Adequate Training To Do My Job

Top four reasons for not receiving adequate training to perform the job are the same for Sworn and Civilian members.

Multiple Select Question



2025 Base size among respondents who gave a rating of 1 – 8 for “I am provided with adequate training to perform my job”: n=1,354
See page 46 for detailed results for Sworn and Civilian.



“Training budgets need to be increased for all members...Some members go years without the opportunity for career growth due to a lack of training budget.”

Quote from a Sworn employee



“When job tasks changed, due to technological adoption, CPS did not provide proper training for all staff. ...there was no budget at the time.”

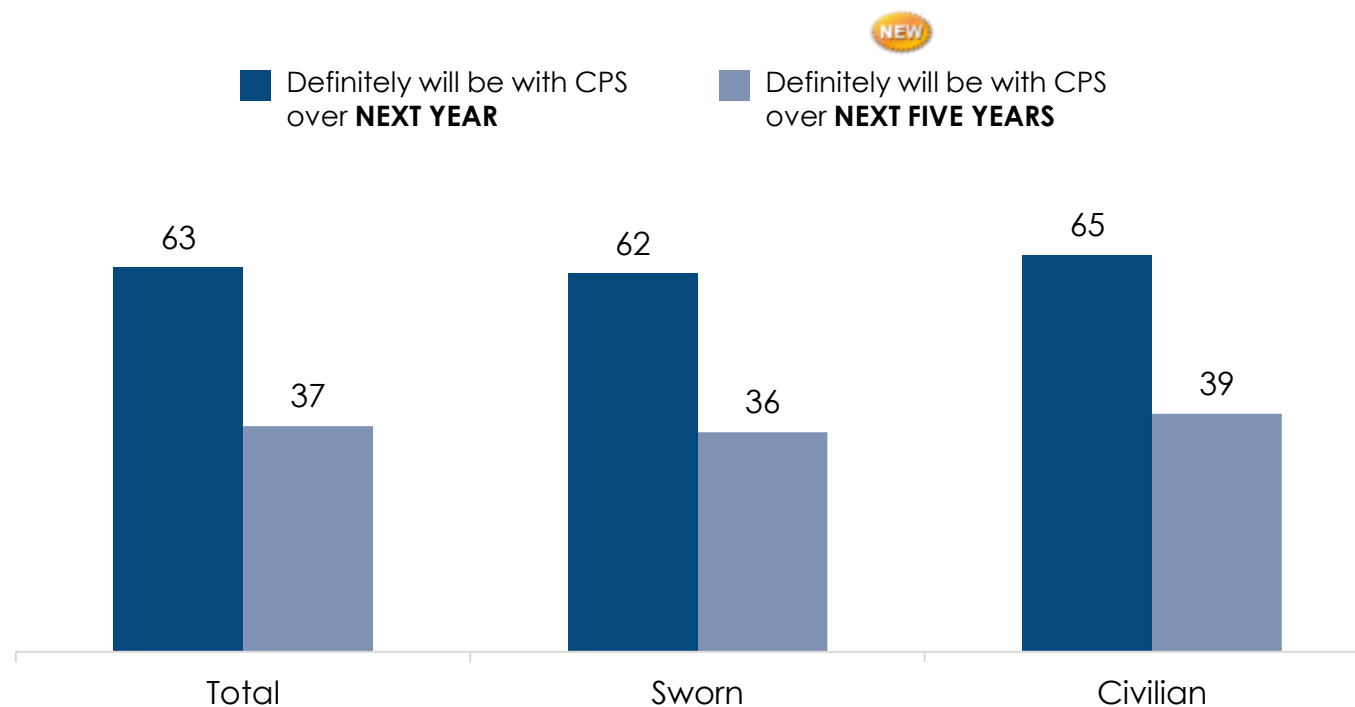
Quote from a Civilian employee

Two thirds of
employees are
likely to stay with
CPS over the next
year.

One third are likely
to stay with CPS
over the next five
years.

Likelihood to Stay with CPS

% DEFINITELY WILL stay with CPS



2025 Base sizes: Total respondents: n=1,684 Sworn n=1,112; Civilian n=572

See page 47 for historical results on likelihood to stay with CPS over the NEXT YEAR



Reasons for Leaving CPS Over Next Five Years

Top reasons for leaving CPS over the NEXT FIVE YEARS

differ between Sworn and Civilian members.

Multiple Select Question

Sworn members
point to retirement
as top reason for
leaving CPS over
the next five years.

Civilian members
cite no opportunity
for advancement.

Sworn	Civilian
37% Plan to retire	34% No opportunity for advancement in current position
27% Move to a different police agency	24% Plan to retire
26% Dissatisfied with current senior leadership	20% Want better work life balance
24% Find a job outside policing	

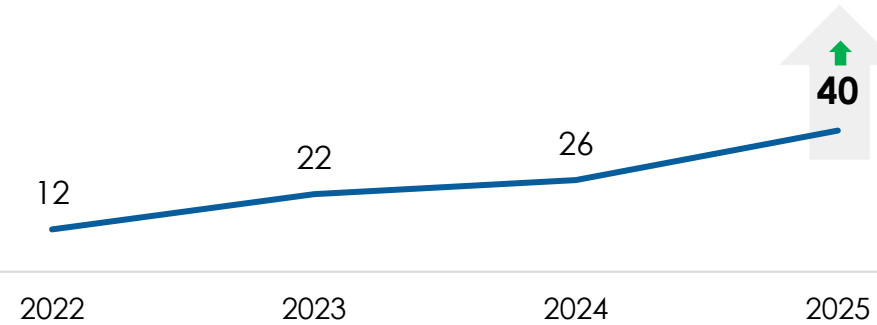
2025 Base sizes among respondents who may not be with CPS in the next 5 years: Sworn n=632; Civilian n=291

Employee trust in the Calgary Police Commission's governance and oversight of the Service is steadily improving.

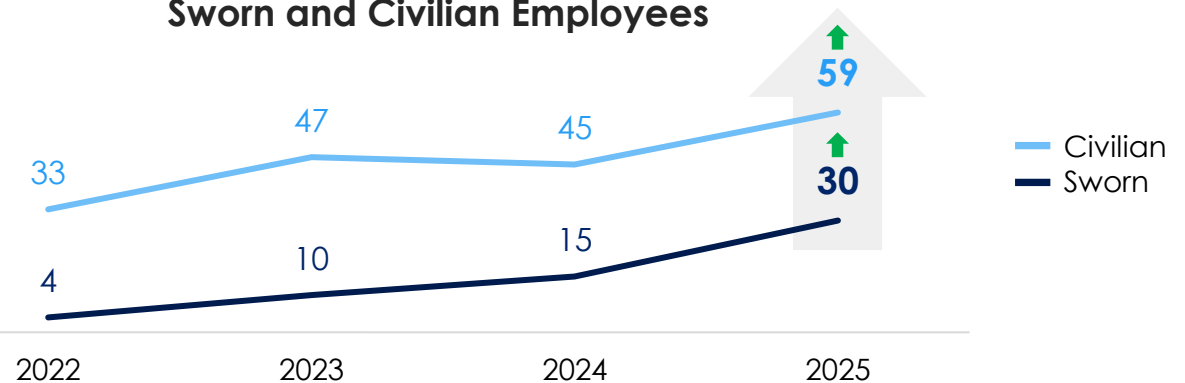
Trust in the Calgary Police Commission

% AGREEMENT (High + Moderate Agreement, %7-10)

Total Employees



Sworn and Civilian Employees



2025 Base sizes: Total respondents: n=1,684 Sworn n=1,112; Civilian n=572

↑ Denotes notably higher than 2024

Appendix



Research Methodology

Research Agency

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



For more information:

<https://www.canadianresearchinsightscouncil.ca/wp-content/uploads/2019/09/CRIC-Public-Opinion-Research-Standards-and-Disclosure-Requirements-1.pdf>

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 2025 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.

Open-ended comments were analyzed using a human-assisted AI tool (Caplena), with final coding and theming reviewed by researchers to ensure validity and rigor.

Questions Asked

The full questionnaire is in the appendix.

Method

15-minute (median) online survey available in English to all CPS Sworn and Civilian employees.

Field Dates

July 7 – August 18, 2025

Fieldwork was conducted over 6 weeks to provide an 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.

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 could receive the email invitation. Illumina staff members and selected internal Commission and CPS employees also tested the online survey to ensure it was accessible through the unique email link, and all survey questions were functioning correctly.

Sample Size

The Calgary Police Service has 3,470 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.

No member was screened out, and all responses are included in the data results.

1,684 CPS members participated for a response rate of 49%.

- n=1,112 Sworn members.
- n=572 Civilian members.

Statistical Limitations

To compare results year over year, we used standard significance tests (95% confidence interval). Because there are no industry standards for what constitutes a meaningful difference in this type of online survey, results are described as 'notably different' rather than 'statistically significant.' These differences highlight areas that may need attention, as determined by people familiar with the CPS work environment and its causes.

Reporting of Results

This report contains the results of the 2025 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)
- 2024 (n=1,725)
- 2025 (n=1,684)

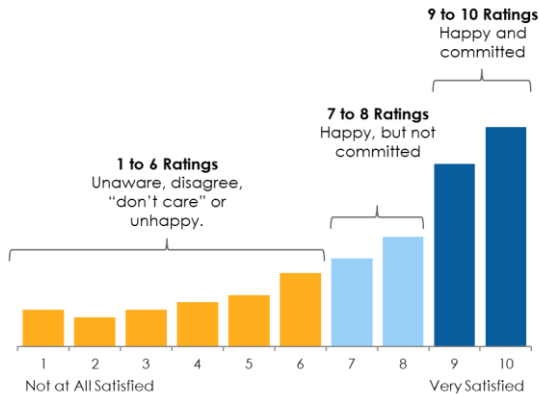
Unless otherwise stated, all results presented are on the total sample of CPS employees.

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.

This report shows top, middle and bottom box results from 2008 to 2025 where possible. Top box ratings are the best-in-class standard in performance tracking; the most rigorous measure for tracking true satisfaction. Research has shown that top box ratings (% 9 and 10 ratings) are awarded by individuals who have very strong, positive opinions and are least likely to change their opinions. By focusing on “top box,” research results become more focused, clear, and actionable.



Interpretation of Results



Indicates tracking is not available because the question is new for 2024.

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



Denotes notably higher than 2024



Denotes notably lower than 2024

The Employee Engagement Index (EEI)

The employee engagement index 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.

It is comprised of four measures:

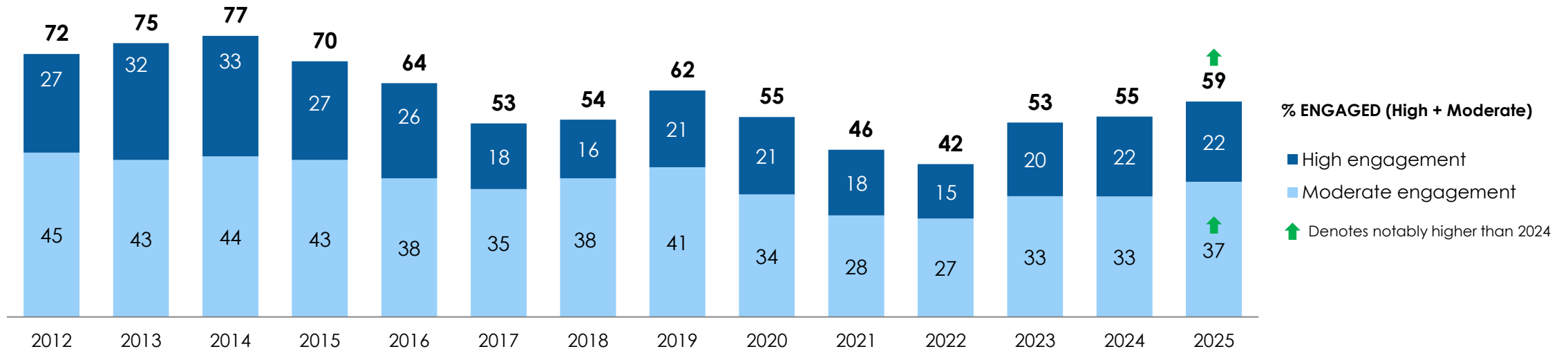


How the EEI Is Calculated

1. The respondents' scores to the above four questions are summed, resulting in a scale ranging from 4 to 10.
2. This resulting scale is divided by 4 to yield a maximum possible score of 10.
3. A reliability analysis is conducted to ensure the four items included in the index measure a single underlying concept of employee engagement.

Employee engagement is steadily improving since 2022. 6 in 10 employees have moderate or high engagement.

Calgary Police Service Employee Engagement Index (EEI) Results



Base: Total respondents (2025=1,684; 2024=1,725; 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)

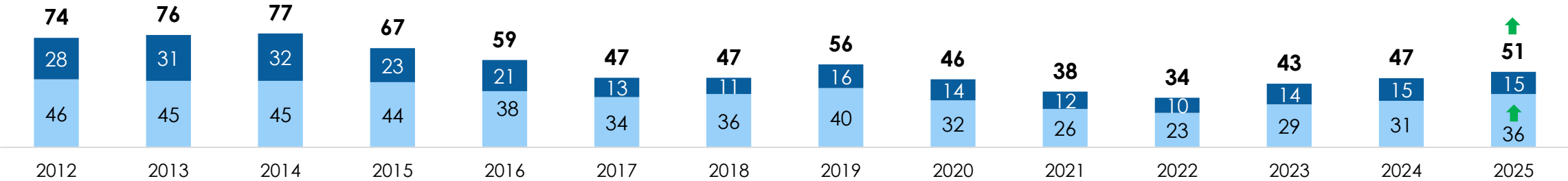
Sworn engagement continues to steadily increase and is at its highest level since 2020.



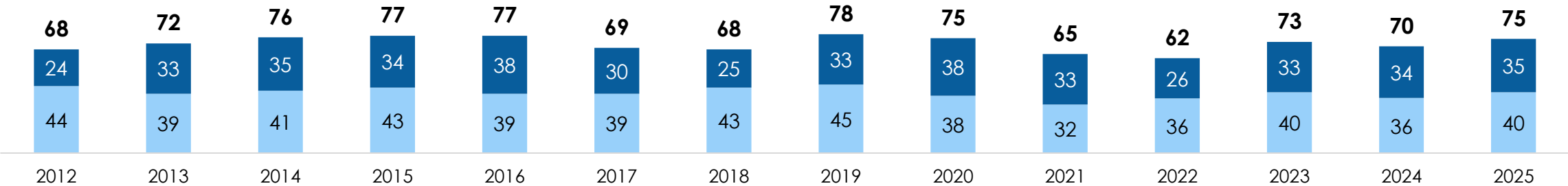
% ENGAGED (High + Moderate)

- High engagement
- Moderate engagement

Sworn Employee Engagement Index (EEI)



Civilian Employee Engagement Index (EEI)



Base: Sworn Members (2025=1,112; 2024=1,119; 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)

Base: Civilian Members (2025=572; 2024=606; 2023=540; 2022=454; 2021=414; 2020=436; 2019=500; 2018=412; 2017=383; 2016=447; 2015=423; 2014=453; 2013=484; 2012=425; 2011=523; 2010=454; 2009=428; 2008=474)

↑ Denotes notably higher than 2024

In 2025, increased negative sentiment is driven primarily by more employee concerns about inadequate staffing.

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

	2020	2021	2022	2023	2024	2025
NET: Positive Sentiment	54	42	38	44	48	47
Overall good service / not a lot of issues	5	11	12	16	13	10 
Trying hard / doing the best job we can	4	5	9	8	7	7
NET: Neutral Sentiment	16	15	13	17	17	15
There is always room for improvement / nothing is perfect	14	14	9	13	12	8 
NET: Negative Sentiment	48	69	71	65	65	75 
<i>SUBNET: Inadequate staffing</i>	<i>11</i>	<i>22</i>	<i>29</i>	<i>23</i>	<i>20</i>	<i>30</i> 
Lack of employees / short-staffed	8	12	21	17	18	21
Below minimum street staffing levels / more officers needed on the street	3	10	9	8	2	11 
Slow response to citizen calls / increased wait times for citizens	5	9	14	8	8	15 
Need to improve quality of service to the public	3	12	8	10	4	10 
Not enough resources / tools / equipment to do the job	2	5	6	7	6	9 
Heavy workload / overworked officers / too many projects / workload compromises quality / increased call volume	7	8	6	8	5	6
Investigations not done properly / weak or no follow-up on investigations	3	6	6	7	5	9 

2025 Results for Inadequate Staffing
Sworn: 36%
Civilian: 17%

% Mentions shown. Multiple mentions, will not add up to 100%. 2025 mentions of less than 5% not shown.
Base: Total respondents answering (2025=1,152; 2024=1,183; 2023=1,165; 2022=1,221; 2021=1,026; 2020=1,115)

 Denotes notably higher than 2024

 Denotes notably lower than 2024

Sworn perceptions improved in most areas. Communication, my team, and my supervisor remained stable. Civilian perceptions declined on “adequately staffed.”

↑ Denotes notably higher than 2024

↓ Denotes notably lower than 2024

% AGREEMENT (High + Moderate)	Sworn	Civilian
EMOTIONAL CONNECTION		
I am committed to CPS values and principles	78	90
I feel I belong at CPS	59 ↑	75 ↑
I feel valued as an employee	44 ↑	67
I am satisfied with my workplace environment	63	73
My morale is good	51	67
LEADERSHIP		
A climate of trust exists between CPS senior leaders and employees	21 ↑	41
Actions and directions of senior leaders show that the CPS cares about employees	28 ↑	52
CPS senior leaders and employees are working together to achieve the same goals	27 ↑	53 ↑
Morale at CPS is good	24 ↑	45 ↑
COMMUNICATION		
I am kept well informed about decisions that affect my job	42	59
I am satisfied with internal communication at CPS	42	66
I understand CPS goals and priorities	53	77

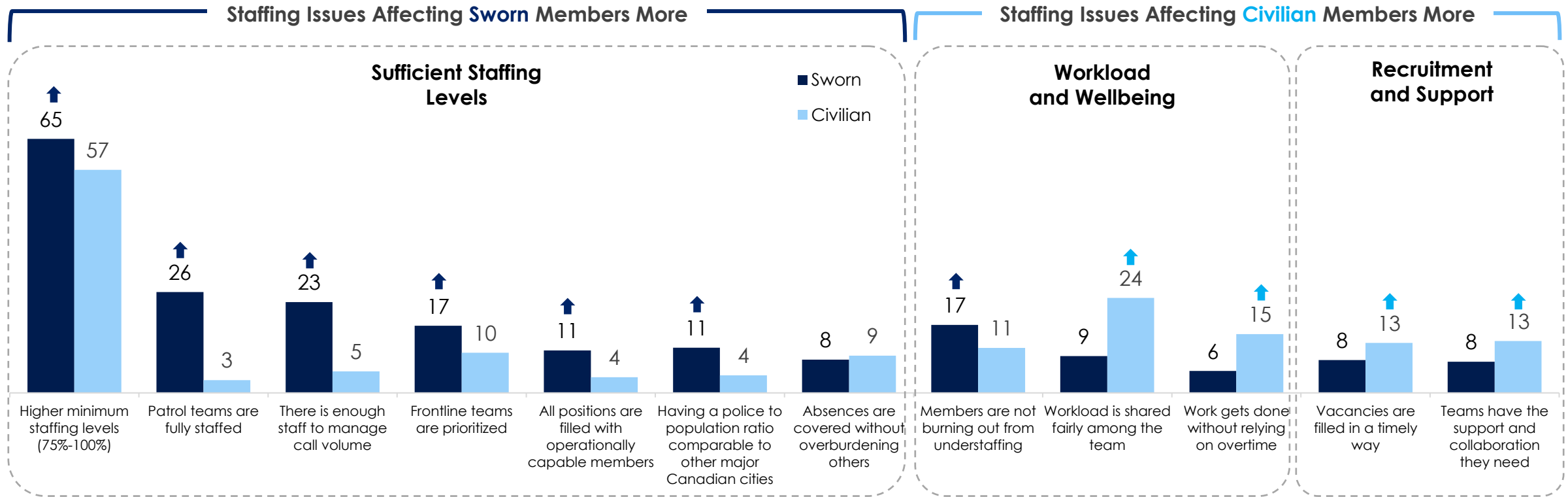
% AGREEMENT (High + Moderate)	Sworn	Civilian
WORKPLACE CULTURE		
CPS fosters a culture of respect	43 ↑	61 ↑
CPS takes appropriate action in response to incidents of harassment	42 ↑	58 ↑
TRAINING AND DEVELOPMENT		
I am satisfied with the professional development opportunities in CPS	38 ↑	54
I am provided with adequate training to do my job	53 ↑	63
I am provided with the tools and equipment necessary to perform my job	57	74
FAIR TREATMENT		
CPS practices are applied equitably and fairly to all employees	27 ↑	48 ↑
Personal characteristics or backgrounds do not hinder an individual's career progression or development opportunities at CPS	41 ↑	58
The CPS promotion/competition process is effective at selecting the best qualified person for the job	16	41
The CPS values differing thoughts, ideas and perspectives among its employees	35 ↑	57

% AGREEMENT (High + Moderate)	Sworn	Civilian
WORKPLACE PROCESSES		
I understand the disciplinary process	47 ↑	73 ↑
CPS accommodates the needs of employees to balance multiple commitments	54 ↑	71 ↑
I am satisfied that CPS offers a sufficient array of health and wellness services and support	68	82
MY TEAM		
There is a respectful working relationship among my coworkers	82	79
I feel my views are listened to by my colleagues	72	77
COMMUNITY		
CPS services are valued by the community	67 ↑	81
The CPS workforce is representative of the community	62 ↑	73 ↑
WORKLOAD AND STRESS		
My workload is reasonable	54	62
My work-related stress is manageable	56 ↑	68 ↑
CPS is adequately staffed	6	20 ↓
MY SUPERVISOR		
I receive performance development feedback from my supervisor at least once per year	53	69
I am satisfied with my supervisor	78	76

Both Sworn and Civilian want higher minimum staffing levels. Sworn want fully staffed patrol teams to manage call volume. Civilian want equitable, reasonable workloads.

Question: Please describe what being 'adequately staffed' looks like for you, your team or work area?

% Mentions – Coded and Themed Open-Ended Responses



Multiple Mentions

Base: Sworn=897; Civilian=402

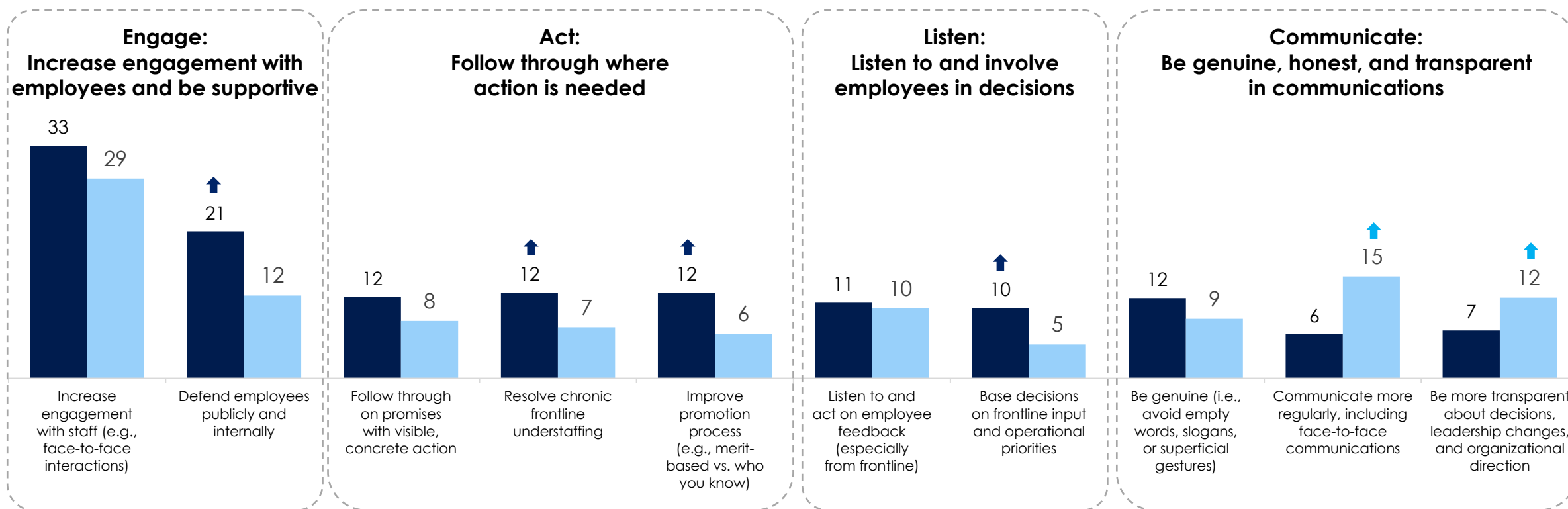
↑ Denotes Sworn notably higher than Civilian

↑ Denotes Civilian notably higher than Sworn

Sworn and Civilian employees want more engagement with senior leaders; Sworn also want senior leaders to defend them; Civilian want better communication.

Question: How can senior leaders better show that CPS cares about employees? "Senior leaders" refers to the Chief, Deputy Chiefs and Civilian equivalents, Superintendents, and Executive Directors.

% Mentions – Coded Open-Ended Responses Grouped Into Themes



Multiple Mentions

Base: Asked of those who gave "Actions and directions of senior leaders show that the CPS cares about employees" a rating of 1 to 8 on a 10-point scale where 1=strongly disagree and 10=strongly agree (Sworn=773; Civilian=328)

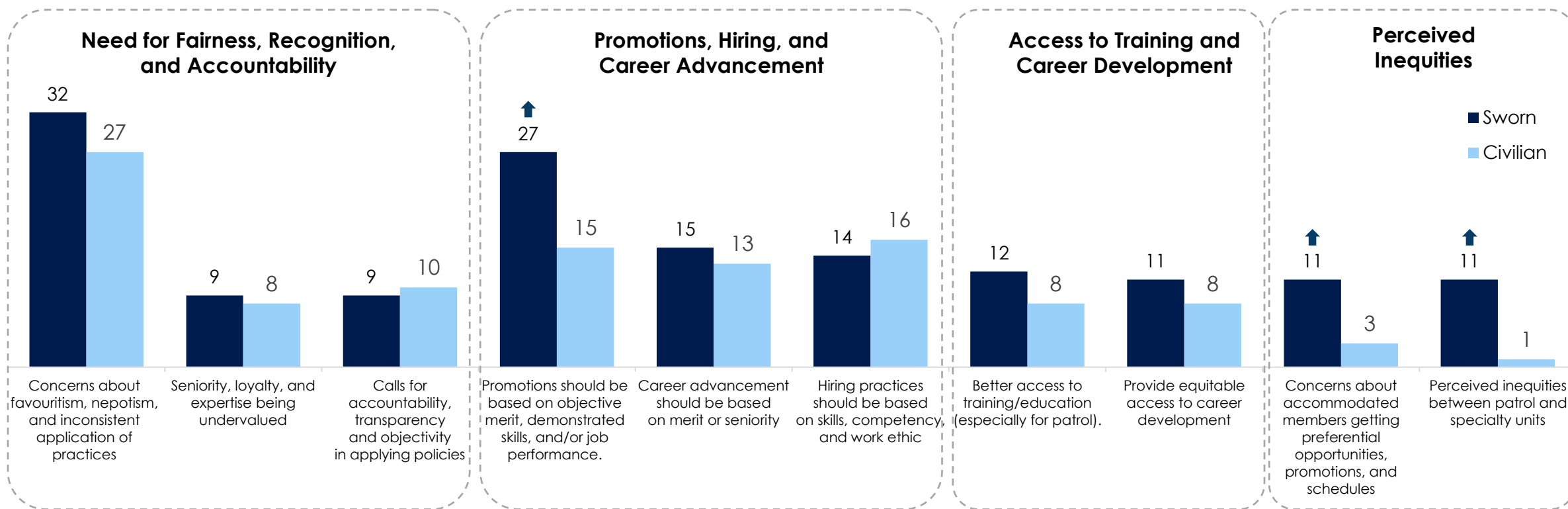
↑ Denotes Sworn notably higher than Civilian

↑ Denotes Civilian notably higher than Sworn

Promotions, career advancement, and hiring are the most mentioned areas by both Sworn and Civilian members where CPS practices could be applied more equitably and fairly.

Question: What areas come to mind where CPS practices could be applied more equitably and fairly and what specifically could be improved in these areas?

% Mentions – Coded and Themed Open-Ended Responses



Multiple Mentions

Base: Among those who responded to the question, "What areas come to mind where CPS practices could be applied more equitably and fairly and what specifically could be improved in these areas?" (Sworn=641; Civilian=284)

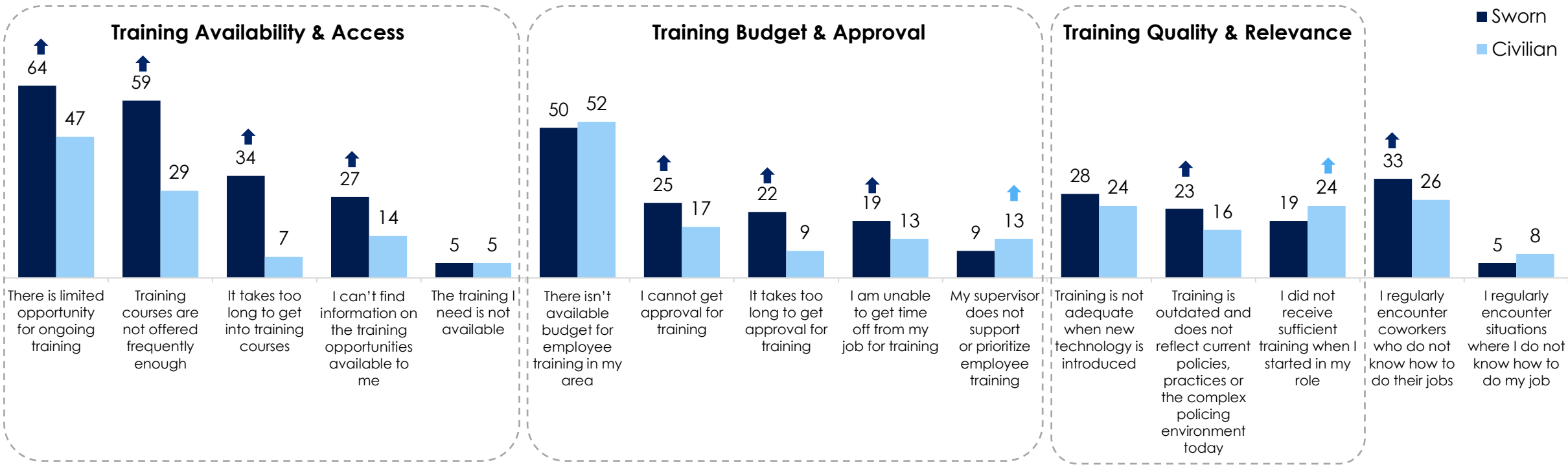
↑ Denotes Sworn notably higher than Civilian

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Limited opportunity for ongoing training and infrequent courses are the top reasons for Sworn. Both Sworn and Civilian cite budget constraints as a barrier to adequate training.

Question: What are the reasons you believe you are not receiving adequate training to perform your job? Please select all that apply.

Multiple Select Question – Answer Options Grouped Into Three Themes



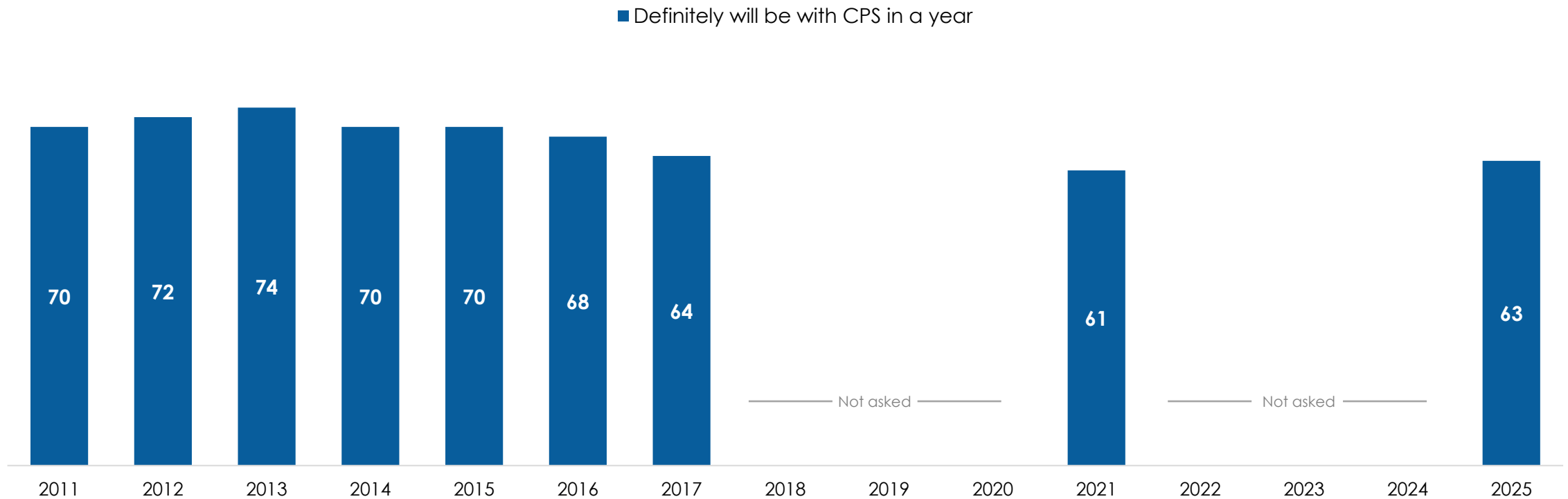
Multiple Mentions

Base: Among those who gave "I am provided with adequate training to perform my job" a rating of 1 to 8 on a 10-point scale where 1=strongly disagree and 10=strongly agree (Sworn=943, Civilian=411)

↑ Denotes Sworn notably higher than Civilian
 ↑ Denotes Civilian notably higher than Sworn

Likelihood to stay with CPS over the next year has not changed since 2017. About 6 in 10 employees definitely will be with CPS in the next year.

Question: As best as you can tell, what are the chances you will stay with the CPS over the next year?





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