

University of Prince Edward Island

Employee Engagement Survey
2012

Report



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Appendix A: Survey

Background and Study Objectives

The CN Centre for Occupational Health and Safety at Saint Mary's University is pleased to present the results of the **UPEI Employee Engagement Survey**. The overall research objective of this study is to measure employee engagement and key aspects of the work environment at UPEI. More specific research objectives of this study include:

- To provide the University of Prince Edward's Island (UPEI) with metrics that measure key employee issues related to the achievement of strategic goals; and
- To provide managers with feedback on key people issues within their teams so that they can take action.

A self-administered survey was distributed to all employees in January 2012. All employees were given the option to complete the survey manually (pen and paper) or electronically (online). In total, 739 surveys were returned to Saint Mary's University.

Executive Summary

The results of the **UPEI Employee Engagement Survey** indicate that UPEI receives generally positive ratings. Using a sample of members of the working population in Nova Scotia as a benchmark comparator, UPEI's average scores are significantly better for skill use, routine, autonomy, control, coworker support, supervisor support, and employee recognition. UPEI scores the highest in skill use, or allowing employees to use a variety of skills and abilities on the job. The lowest scores are found in the area of employee recognition.

Engagement was measured as three work-related components: (a) passion for the job itself, (b) commitment to the employing organization, and (c) close relationships with employees. Closeness in coworker relationships is the only area where UPEI does not exceed benchmark comparator levels for those areas, though levels are not below average. Otherwise, employees are more passionate about their jobs and more committed to the University than are members of the general population towards their own jobs and employers.

A regression analysis shows that skill use is the strongest predictor of passion of the job in UPEI employees. Interestingly, having coworker support is the strongest driver for both organizational commitment and close coworker relationships. For employees at UPEI, these key factors are likely to be influential in their engagement level at work.

Overall, employees are only moderately familiar with the various forms of coverage and programs offered in their compensation package, but recognize that information about their benefits is easily accessible. In the event that new information about their benefit coverage plan must be communicated to them, employees overwhelmingly prefer electronic communication, either by email or via postings on the internal website.

Participant Demographics

Status

Three-quarters of survey participants are of **full-time status** (73%; n=532), one in ten are of **part-time status** (10%; n=64), and one percent indicate being a **casual** employee (n=6). Note: some employees did not provide their status.

One-quarter of participants indicate being **faculty** (28%). Six in ten participants indicate being **staff** (61%). Note: some employees did not provide their employment status.

Sessional Faculty

One in ten survey participants is a **sessional professor** (9%). Of those who are sessional faculty (n=60), one-half teach **both the Fall and Winter semesters** (53%), followed by two in ten who teach **only in the Winter** (17%). Fewer than one in ten indicate teach other semesters.

Tenure

Average tenure in years is 13.7 years. Just under four in ten participants have been employed at the University for **1 to 5 years** (37%) or **6 to 15 years** (35%). Two in ten indicate being at the University for **16 to 25 years** (20%). A minority of participants have **less than one year** of tenure (4%), or **more than 25 years** (5%).

Age

The average age for participants in this survey is 44.6 years. One-third of survey participants are **46-55 years old** (32%), while one-quarter are **36-45 years old** (26%). Two in ten employees are **26-35 years old** (21%) or **over 55 years old** (18%). A small minority of participants are **25 years or younger** (4%).

Sex

Six in ten survey respondents are **women** (59%), and three in ten are **men** (29%). One in ten participants did not provide their sex (12%).

Department

Department	n	Overall %
Academic Development Group (Centre for Life Long Learning, Library, Registrar's Office, Student Services, etc.)	72	11
Finances and Facilities (Accounting, Auxiliary Services, Athletics and Recreation)	84	13
Faculty of Arts	70	11
Faculty of Education	32	5
Faculty of Science	78	12
Faculty of Veterinary Medicine (Atlantic Veterinary College)	173	27
School of Business	29	4
School of Nursing	26	4
Other (Advancement Services, Integrated Communications, etc.)	83	13
Missing Department:	92	
TOTAL:	739	

The following table shows the breakdown of main demographic variables, including age, sex, tenure, employment status and stream by department.

Department	Overall	Gender		Age					Tenure					Status		Status	
	%	F	M	<25yrs	26-35	36-45	46-55	>55	<1yr	1-5	6-15	16-25	>25yrs	Faculty	Staff	FT	PT
Academic Development Group	11	13	8	4	14	11	7	16	14	13	8	8	20	5	15	12	14
Finance and Facilities	13	12	15	8	10	14	17	10	5	13	13	15	17	0	20	15	5
Faculty of Arts	11	8	16	8	5	8	12	17	19	4	15	12	17	27	3	8	3
Faculty of Education	5	5	5	4	2	4	3	12	5	7	5	1	0	11	2	4	5
Faculty of Science	12	9	18	38	13	7	16	7	19	11	15	13	7	20	8	11	17
Faculty of Veterinary Medicine (AVC)	27	30	21	17	35	31	22	23	14	25	25	36	23	19	30	29	29
School of Business	4	4	6	4	5	5	5	4	5	8	2	1	10	7	3	4	2
School of Nursing	4	6	0	4	2	6	5	2	0	5	5	3	0	10	1	3	17
Other	13	13	11	13	14	14	12	11	19	14	12	11	7	2	18	14	7
Sample Size (#)	647	420	213	24	130	160	196	113	21	212	194	118	30	194	425	520	58
Mean	4.9	5.0	4.6	5.3	5.1	5.1	4.9	4.4	4.9	5.1	4.9	4.9	4.1	4.9	4.9	4.9	5.3
Standard Deviation	2.51	2.56	2.34	2.15	2.52	2.58	2.46	2.48	2.69	2.60	2.41	2.37	2.53	1.88	2.77	2.56	2.43

NOTE: Figures in the table above refer to percentages, except for rows shaded in green (i.e. sample size, mean, and standard deviation).

Detailed Analysis

Work Environment

The University of Prince Edward's Island is performing above average on most measured workplace variables.

To assess UPEI's work environment, items measuring several workplace characteristics and job demands were administered to participants. Where applicable, items that belong in a scale were compared to benchmark levels of work environment characteristics collected from a sample of members of the general population in Nova Scotia whose demographics reflect the 2006 Census. Participants from the benchmark sample are full-time, part-time, and seasonal employees in a large range of occupations, including but not limited to academia. The average hours worked per week is 40. Ages range from 22 to 77 (mean of 55.4, median of 49).

The following sections outline scale-level and item-level analyses, including benchmark comparisons.

Skill Use

The skill use scale is composed of the following four items:

- ✓ My job allows me to learn new things
- ✓ My job allows me to use my skills and abilities
- ✓ My job requires the use of many skills
- ✓ My job is challenging

Scale reliability is good (Cronbach's alpha = .85). Overall, skill use at UPEI is **above average** compared to skill use across Nova Scotia.

Skill Use

UPEI Mean	Nova Scotia Mean
4.4	3.9

Note: mean of scale ranging from '1' (Strongly disagree) to '5' (Strongly agree)

A means difference test by department shows that skill use is lowest in the School of Business and Other (i.e. Advancement Services, Integrated Communications, etc.) departments, and highest for employees in the School of Nursing, Faculty of Education, Faculty of Arts and Faculty of Science departments.

Looking at each item individually, employees at UPEI show high levels of agreement with all items included in the Skill Use scale. Two-thirds of employees strongly agree with **their job requiring the use of many skills** (65%), while over one-half strongly agree that their job **is challenging** (56%), **allows them to learn new things** (55%), and **allows them to use their skills and abilities** (54%).

The following tables show the breakdown of individual responses to each item in this scale:

TABLE V12: My job allows me to learn new things

	OVERALL
	%
Strongly Disagree	1
Disagree	4
Neither Agree nor Disagree	5
Agree	36
Strongly Agree	55
SAMPLE SIZE (#)	706
MEAN	4.4
SD	0.82

TABLE V13: My job allows me to use my skills and abilities

	OVERALL
	%
Strongly Disagree	1
Disagree	3
Neither Agree nor Disagree	3
Agree	38
Strongly Agree	54
SAMPLE SIZE (#)	703
MEAN	4.4
SD	0.82

TABLE V14: My job requires the use of many skills

	OVERALL
	%
Strongly Disagree	1
Disagree	2
Neither Agree nor Disagree	5
Agree	27
Strongly Agree	65
SAMPLE SIZE (#)	698
MEAN	4.5
SD	0.75

TABLE V15: My job is challenging

	OVERALL
	%
Strongly Disagree	1
Disagree	3
Neither Agree nor Disagree	8
Agree	32
Strongly Agree	56
SAMPLE SIZE (#)	692
MEAN	4.4
SD	0.86

Several differences in the proportion of employees who strongly agree with items measuring skill use are evident across faculty and staff employment status. Specifically, compared to staff members, significantly more faculty members strongly agree that their job allows them to learn new things (76% compared to 44%), allows them to use their skills and abilities (77% compared to 43%), requires the use of many skills (82% compared to 58%), and that their job is challenging (74% compared to 47%).

Routine

The routine scale is composed of the following three items:

- ✓ At work, I often do the same thing over and over
- ✓ Nothing ever changes in my job
- ✓ Sometimes it seems as though I could do my job in my sleep

Scale reliability is adequate (Cronbach's alpha = .72).

For the routine scale, lower scores represent a healthier workplace. Overall, routine at UPEI is **better than average** compared to routine across Nova Scotia.

Routine	
UPEI Mean	Nova Scotia Mean
2.4	3.1

Note: mean of scale ranging from '1' (Strongly disagree) to '5' (Strongly agree)

Individual item analysis shows that UPEI employees mostly disagree with items included in the Routine scale. Indeed, the highest level of agreement is shown by one in ten employees who indicate that **at work, they often do the same thing over and over** (10%). The highest level of disagreement is for **seeming as though the job can be done in one's sleep** (40% strongly disagree).

The following tables show the breakdown of individual responses to each item in this scale:

TABLE V16: At work, I often do the same thing over and over

	OVERALL
	%
Strongly Disagree	7
Disagree	28
Neither Agree nor Disagree	23
Agree	32
Strongly Agree	10
SAMPLE SIZE (#)	694
MEAN	3.1
SD	1.12

TABLE V17: Nothing ever changes in my job

	OVERALL
	%
Strongly Disagree	26
Disagree	53
Neither Agree nor Disagree	9
Agree	8
Strongly Agree	4
SAMPLE SIZE (#)	697
MEAN	2.1
SD	1.00

TABLE V18: Sometimes it seems as though I could do my job in my sleep

	OVERALL
	%
Strongly Disagree	40
Disagree	37
Neither Agree nor Disagree	11
Agree	9
Strongly Agree	3
SAMPLE SIZE (#)	693
MEAN	2.0
SD	1.06

An analysis of employee demographic subgroups shows a difference between faculty and staff members for only one item. Staff members are twice as likely as faculty to say that they often do the same thing over and over at work (12% compared to 5%).

Supervisor Support

The supervisor support scale is composed of the following four items:

- ✓ My supervisor treats me with respect
- ✓ My supervisor treats me with courtesy
- ✓ My supervisor is polite to me
- ✓ My supervisor considers my feelings

Scale reliability is excellent (Cronbach's alpha = .94).

A means difference test by department shows that supervisor support is lowest among employees in 'Other' departments, and highest in the Faculty of Arts.

Supervisor support at UPEI is high. Just under one-half of employees strongly agree that their **supervisor is polite** to them (46%), while four in ten strongly agree that their **supervisor treats them with courtesy** (44%) and their **supervisor treats them with respect** (42%). One-third indicate that their **supervisor considers their feelings** (33%). Indeed, next to none of the employees surveyed indicate any disagreement with these items.

The following tables show the breakdown of individual responses to each item in this scale:

TABLE V31:My supervisor treats me with respect

	OVERALL
	%
Strongly Disagree	4
Disagree	6
Neither Agree nor Disagree	8
Agree	41
Strongly Agree	42
SAMPLE SIZE (#)	689
MEAN	4.1
SD	1.02

TABLE V32:My supervisor treats me with courtesy

	OVERALL
	%
Strongly Disagree	3
Disagree	2
Neither Agree nor Disagree	7
Agree	44
Strongly Agree	44
SAMPLE SIZE (#)	696
MEAN	4.2
SD	0.89

TABLE V33: My supervisor is polite to me

	OVERALL
	%
Strongly Disagree	2
Disagree	2
Neither Agree nor Disagree	4
Agree	46
Strongly Agree	46
SAMPLE SIZE (#)	690
MEAN	4.3
SD	0.80

TABLE V34: My supervisor considers my feelings

	OVERALL
	%
Strongly Disagree	4
Disagree	8
Neither Agree nor Disagree	18
Agree	38
Strongly Agree	33
SAMPLE SIZE (#)	689
MEAN	3.9
SD	1.07

Interestingly, there are differences in supervisor support across employee faculty or staff status. Indeed, the proportion of faculty members who strongly agree with each item is much higher than it is for staff members. Specifically, faculty members are more likely to say that their supervisor treats them with respect (50% compared to 39%) or with courtesy (51% compared to 41%), and that their supervisor is polite to them (55% compared to 43%).

Coworker Support

The coworker support scale is composed of the following four items:

- ✓ My coworkers treat me with respect
- ✓ My coworkers treat me with courtesy
- ✓ My coworkers are polite to me
- ✓ My coworkers consider my feelings

Scale reliability is excellent (Cronbach's alpha = .94).

Similarly to supervisor support, support from coworkers is prevalent at UPEI. Four in ten employees indicate that their **coworkers are polite** to them (40% strongly agree), their **coworkers treat them with courtesy** (39%), and that their **coworkers treat them with respect** (37%). Three in ten say their **coworkers consider their feelings** (29%). The following tables show the breakdown of individual responses to each item in this scale:

TABLE V35: My coworkers treat me with respect

	OVERALL
	%
Strongly Disagree	2
Disagree	4
Neither Agree nor Disagree	7
Agree	51
Strongly Agree	37
SAMPLE SIZE (#)	682
MEAN	4.2
SD	0.86

TABLE V36: My coworkers treat me with courtesy

	OVERALL
	%
Strongly Disagree	2
Disagree	2
Neither Agree nor Disagree	7
Agree	50
Strongly Agree	39
SAMPLE SIZE (#)	686
MEAN	4.2
SD	0.81

TABLE V37: My coworkers are polite to me

	OVERALL
	%
Strongly Disagree	1
Disagree	2
Neither Agree nor Disagree	7
Agree	50
Strongly Agree	40
SAMPLE SIZE (#)	684
MEAN	4.3
SD	0.76

TABLE V38: My coworkers consider my feelings

	OVERALL
	%
Strongly Disagree	2
Disagree	5
Neither Agree nor Disagree	19
Agree	45
Strongly Agree	29
SAMPLE SIZE (#)	685
MEAN	3.9
SD	0.93

Control Over Decision-Making

The control scale is composed of the following three items:

- ✓ I have enough influence on my job
- ✓ I have a say in how my work gets done
- ✓ I have the opportunity to make my own decisions

Scale reliability is good (Cronbach's alpha = .85).

Overall, control over decision-making at UPEI is **above average** compared to control across Nova Scotia.

Control	
UPEI Mean	Nova Scotia Mean
3.9	3.6

Note: mean of scale ranging from '1' (Strongly disagree) to '5' (Strongly agree)

A means difference test by department shows that control over decision-making is lowest for employees in the 'Other' departments, and highest for employees in the Faculty of Arts, Faculty of Education, and Faculty of Science.

UPEI employees enjoy a relatively high level of control over the decision-making in their jobs, with three in ten employees who *strongly agree* to **having a say in how work gets done** (30%) and **having the opportunity to make their own decisions** (29%), and more than one-half who *agree* (53% and 52%, respectively). Control seems to be slightly lower for **having enough influence on one's own job** (14%). The following tables show the breakdown of individual responses to each item in this scale:

TABLE V19: I have enough influence on my job

	OVERALL
	%
Strongly Disagree	5
Disagree	14
Neither Agree nor Disagree	24
Agree	43
Strongly Agree	14
SAMPLE SIZE (#)	688
MEAN	3.5
SD	1.04

TABLE V20: I have a say in how my work gets done

	OVERALL
	%
Strongly Disagree	3
Disagree	4
Neither Agree nor Disagree	10
Agree	53
Strongly Agree	30
SAMPLE SIZE (#)	696
MEAN	4.0
SD	0.90

TABLE V21: I have the opportunity to make my own decisions

	OVERALL
	%
Strongly Disagree	2
Disagree	5
Neither Agree nor Disagree	11
Agree	52
Strongly Agree	29
SAMPLE SIZE (#)	698
MEAN	4.0
SD	0.89

Faculty and staff members are again divided on the issue of control over decision-making. Faculty members are more likely than staff to strongly agree that they have enough influence on the job (23% compared to 10%), they have a say in how their work gets done (49% compared to 21%), and they have the opportunity to make their own decisions (48% compared to 20%).

Employee Recognition and Appreciation

The following six items measuring recognition were assessed:

- ✓ I usually hear if I've done a good job*
- ✓ My coworkers recognize the quality of my work
- ✓ My accomplishments are recognized
- ✓ People compliment me on my job performance
- ✓ There is not enough recognition for good work in this organization* (reversed)
- ✓ Nobody in authority appreciates my work* (reversed)

Asterisks denote items that were included in the benchmark comparison of Recognition across Nova Scotia, in order to keep scale comparisons accurate.

Scale reliability of the three comparative items is adequate, though slightly low (Cronbach's alpha = .73). Scale reliability of all six items is good (Cronbach's alpha = .87).

Overall, recognition at UPEI is **slightly higher** than average recognition levels across Nova Scotia.

Recognition	
UPEI Mean	Nova Scotia Mean
3.0	2.9

Note: mean of scale ranging from '1' (Strongly disagree) to '5' (Strongly agree)

A means difference test by tenure shows that recognition is lowest for employees who have been employed at UPEI for over 6 years. Recognition is significantly higher for employees who have less than one year of tenure at UPEI. This may be an indication that appreciative feedback is adequately provided to new employees, but tends to diminish over time.

Though average recognition levels are healthy at UPEI, the proportion of employees who offer top scores (i.e. 'strongly agree') for the recognition items assessed is relatively low. Only one in ten employees strongly agree that **their coworkers recognize the quality of their work** (13%), **they usually hear if they've done a good job** (11%), **their accomplishments are recognized** (10%), or **people compliment them on their job performance** (10%). Further, two in ten employees strongly agree that **there is not enough recognition for good work at UPEI** (19%). On a positive note, only a very small minority strongly agree that **nobody in authority appreciates their work** (6%).

The following tables show the breakdown of individual responses to each item in this scale:

TABLE V25:I usually hear if I've done a good job

	OVERALL
	%
Strongly Disagree	11
Disagree	20
Neither Agree nor Disagree	25
Agree	34
Strongly Agree	11
SAMPLE SIZE (#)	692
MEAN	3.1
SD	1.18

TABLE V26:My coworkers recognize the quality of my work

	OVERALL
	%
Strongly Disagree	5
Disagree	11
Neither Agree nor Disagree	25
Agree	46
Strongly Agree	13
SAMPLE SIZE (#)	689
MEAN	3.5
SD	1.02

TABLE V27:My accomplishments are recognized

	OVERALL
	%
Strongly Disagree	6
Disagree	17
Neither Agree nor Disagree	28
Agree	39
Strongly Agree	10
SAMPLE SIZE (#)	693
MEAN	3.3
SD	1.06

TABLE V28:People compliment me on my job performance

	OVERALL
	%
Strongly Disagree	4
Disagree	16
Neither Agree nor Disagree	26
Agree	44
Strongly Agree	10
SAMPLE SIZE (#)	689
MEAN	3.4
SD	1.00

TABLE V29:There is not enough recognition for good work in this organization

	OVERALL
	%
Strongly Disagree	5
Disagree	16
Neither Agree nor Disagree	28
Agree	32
Strongly Agree	19
SAMPLE SIZE (#)	691
MEAN	3.4
SD	1.12

TABLE V30:Nobody in authority appreciates my work

	OVERALL
	%
Strongly Disagree	11
Disagree	43
Neither Agree nor Disagree	28
Agree	12
Strongly Agree	6
SAMPLE SIZE (#)	689
MEAN	2.6
SD	1.02

Autonomy

The Autonomy scale is composed of the following three items:

- ✓ I have control over my work schedule
- ✓ I decide how to spend my time at work
- ✓ I decide what tasks I work on each day

Scale reliability is good (Cronbach's alpha = .86).

Overall, autonomy at UPEI is **above average** compared to autonomy across Nova Scotia.

Autonomy	
UPEI Mean	Nova Scotia Mean
3.8	3.0

Note: mean of scale ranging from '1' (Strongly disagree) to '5' (Strongly agree)

A means difference test shows that autonomy is lowest for employees in the 'Other' departments, and highest for employees in the Faculty of Arts, Faculty of Education, and Faculty of Science.

About one quarter of employees indicate they have high autonomy in their day-to-day tasks by strongly agreeing that they **decide how to spend their time at work** (27%), **decide what tasks they work on each day** (26%), and **have control over their work schedule** (24%).

The following tables show the breakdown of individual responses to each item in this scale:

TABLE V22: I have control over my work schedule

	OVERALL
	%
Strongly Disagree	7
Disagree	13
Neither Agree nor Disagree	16
Agree	41
Strongly Agree	24
SAMPLE SIZE (#)	693
MEAN	3.6
SD	1.17

TABLE V23: I decide how to spend my time at work

	OVERALL
	%
Strongly Disagree	3
Disagree	8
Neither Agree nor Disagree	16
Agree	46
Strongly Agree	27
SAMPLE SIZE (#)	694
MEAN	3.9
SD	1.01

**TABLE V24:I decide what tasks I
work on each day**

	OVERALL
	%
Strongly Disagree	2
Disagree	9
Neither Agree nor Disagree	13
Agree	49
Strongly Agree	26
SAMPLE SIZE (#)	695
MEAN	3.9
SD	0.99

With regards to autonomy in the workplace, faculty and staff members at UPEI show significant differences in the proportion who strongly agree with each item. Compared to staff members, faculty members are more likely to say they have control over their work schedule (31% compared to 20%), they decide how to spend their time at work (36% compared to 21%), and they decide what tasks they work on each day (37% compared to 21%).

Engagement

Employees report being passionate about their work, committed to their organization, and neutral about their coworker relationships.

Passion for the Job

A component of engagement, passion for the job itself was measured using the following five items:

- ✓ My work is more than just a job to me, it's a passion
- ✓ I wish my friends found their work as personally fulfilling as I find mine
- ✓ I am so happy that I do the job that I do
- ✓ My job keeps my interest engaged like no other task
- ✓ I would do almost anything just to do what I currently do at UPEI

Scale reliability is good (Cronbach's alpha = .87).

Overall, passion at UPEI is **higher than average** compared to passion across Nova Scotia.

Passion	
UPEI Mean	Nova Scotia Mean
3.5	3.0

Note: mean of scale ranging from '1' (Strongly disagree) to '5' (Strongly agree)

A means difference test shows that passion for one's job is lowest in the 'Other' departments, the Faculty of Veterinary Medicine, and in the Finances and Facilities departments. Passion for one's job is highest in the Faculty of Arts, School of Nursing, Faculty of Education and Academic Development departments.

Overall, employees at UPEI are generally passionate about their job. Three in ten offer scores of 5 (i.e. 'strongly agree') for **being so happy to do the job they do** (31%), and **wishing their friends found their work as personally fulfilling as they find theirs** (28%). Indeed, three in ten strongly agree that **their work is more than just a job to them, it's a passion** (30%). Although the percentage of employees offering top scores for agreeing that **their job keeping their interest engaged like no other task** (16%) and that **they would do almost anything just to do what they currently do at UPEI** (10%), agreement with those items is relatively high (i.e. scores of '4'; 31% and 25%, respectively).

The following tables show the breakdown of individual responses to each item in this scale:

TABLE LOJpas1:My work is more than just a job to me, it's a passion

	OVERALL
	%
Strongly Disagree	2
Disagree	7
Neither Agree nor Disagree	21
Agree	39
Strongly Agree	30
SAMPLE SIZE (#)	689
MEAN	3.9
SD	1.00

TABLE LOJpas2:I wish my friends found their work as personally fulfilling as I find mine

	OVERALL
	%
Strongly Disagree	5
Disagree	17
Neither Agree nor Disagree	22
Agree	29
Strongly Agree	28
SAMPLE SIZE (#)	687
MEAN	3.6
SD	1.19

TABLE LOJpas3:I am so happy that I do the job that I do

	OVERALL
	%
Strongly Disagree	4
Disagree	8
Neither Agree nor Disagree	19
Agree	37
Strongly Agree	31
SAMPLE SIZE (#)	682
MEAN	3.8
SD	1.09

TABLE LOJpas4:My job keeps my interest engaged like no other task

	OVERALL
	%
Strongly Disagree	5
Disagree	19
Neither Agree nor Disagree	28
Agree	31
Strongly Agree	16
SAMPLE SIZE (#)	685
MEAN	3.3
SD	1.12

TABLE LOJpas5:I would do almost anything just to do what I currently do at UPEI

	OVERALL
	%
Strongly Disagree	10
Disagree	24
Neither Agree nor Disagree	31
Agree	25
Strongly Agree	10
SAMPLE SIZE (#)	679
MEAN	3.0
SD	1.14

Faculty members appear to be more passionate about their job than staff members, as they are more likely to strongly agree that their work is a passion to them (43% compared to 24%), they wish their friends found their work as personally fulfilling as they do theirs (46% compared to 20%), they are so happy they do the job they do (39% compared to 28%), their job keeps their interest engaged (27% compared to 10%), and they would do almost anything just to do what they currently do at UPEI (15% compared to 8%).

Close Relationships with Coworkers

A component of engagement, close relationships with coworkers was measured using the following seven items:

- ✓ I feel lucky to be working with the people that I do
- ✓ I enjoy the time I spend on the job with my coworkers
- ✓ I feel very close to the people at work
- ✓ We value each other greatly in our work life
- ✓ We care deeply for each other at work
- ✓ I love the people I work with
- ✓ I would feel a deep sense of loss if I could no longer work with my coworkers

Scale reliability is good (Cronbach's alpha = .89).

Overall, close relationships with coworkers at UPEI is **about the same** as close coworker relationships across Nova Scotia.

Close coworker relationships

UPEI Mean	Nova Scotia Mean
3.5	3.4

Note: mean of scale ranging from '1' (Strongly disagree) to '5' (Strongly agree)

On average, employees indicate feeling relatively neutral about their coworkers at UPEI. One-quarter of employees strongly agree with **feeling lucky to be working with the people they do** (24%) and **enjoying the time they spend on the job with their coworkers** (22%). However, the proportion of employees who offered top scores is lower for **valuing each other greatly in their worklife** (15%), **feeling a deep sense of loss if they could no longer work with their coworkers** (15%), **caring deeply for each other at work** (14%), **loving the people they work with** (13%) and **feeling very close to the people at work** (12%).

The following tables show the breakdown of individual responses to each item in this scale:

TABLE LOJint1:I feel lucky to be working with the people that I do

	OVERALL
	%
Strongly Disagree	3
Disagree	9
Neither Agree nor Disagree	35
Agree	30
Strongly Agree	24
SAMPLE SIZE (#)	679
MEAN	3.6
SD	1.02

TABLE LOJint2:I enjoy the time I spend on the job with my coworkers

	OVERALL
	%
Strongly Disagree	3
Disagree	12
Neither Agree nor Disagree	29
Agree	34
Strongly Agree	22
SAMPLE SIZE (#)	687
MEAN	3.6
SD	1.03

TABLE LOJint3:I feel very close to the people at work

	OVERALL
	%
Strongly Disagree	4
Disagree	15
Neither Agree nor Disagree	35
Agree	34
Strongly Agree	12
SAMPLE SIZE (#)	679
MEAN	3.4
SD	1.00

TABLE LOJint4:We value each other greatly in our work life

	OVERALL
	%
Strongly Disagree	3
Disagree	10
Neither Agree nor Disagree	28
Agree	44
Strongly Agree	15
SAMPLE SIZE (#)	682
MEAN	3.6
SD	0.96

TABLE LOJint5:We care deeply for each other at work

	OVERALL
	%
Strongly Disagree	4
Disagree	15
Neither Agree nor Disagree	37
Agree	30
Strongly Agree	14
SAMPLE SIZE (#)	676
MEAN	3.3
SD	1.02

TABLE LOJint6:I love the people I work with

	OVERALL
	%
Strongly Disagree	4
Disagree	13
Neither Agree nor Disagree	38
Agree	32
Strongly Agree	13
SAMPLE SIZE (#)	671
MEAN	3.4
SD	1.01

TABLE LOJint7:I would feel a deep sense of loss if I could no longer work with my coworkers

	OVERALL
	%
Strongly Disagree	5
Disagree	17
Neither Agree nor Disagree	31
Agree	32
Strongly Agree	15
SAMPLE SIZE (#)	679
MEAN	3.3
SD	1.08

Faculty members are somewhat more inclined to have close personal relationships with their coworkers than staff members. Faculty members are more likely to strongly agree that they feel lucky to be working with the people they do (32% compared to 19%) and they really enjoy the time they spend on the job with their coworkers (32% compared to 17%).

Commitment to the Employing Organization

A component of engagement, commitment to the organization was measured using the following five items:

- ✓ I love the organization for which I work
- ✓ I would be very happy to spend the rest of my career at UPEI
- ✓ I enjoy discussing UPEI with people outside of it
- ✓ UPEI has a great deal of personal meaning to me
- ✓ I really identify with UPEI

Scale reliability is good (Cronbach's alpha = .85).

Overall, commitment to UPEI is **higher than average** compared to commitment across Nova Scotia.

Commitment	
UPEI Mean	Nova Scotia Mean
3.7	3.0

Note: mean of scale ranging from '1' (Strongly disagree) to '5' (Strongly agree)

A means difference test by tenure shows that commitment is significantly higher among employees who have been employed at the organization for less than one year compared to employees who have between 16 and 25 years of service.

Commitment at UPEI is generally high. One-quarter of employees strongly agree that **UPEI has a great deal of personal meaning to them** (28%), **they love the organization for which they work** (24%), and **they enjoy discussing UPEI with people outside of it** (23%). Two in ten employees say they **would be very happy to spend the rest of their career at UPEI** (18%) and just under that say they **really identify with UPEI** (14%).

The following tables show the breakdown of individual responses to each item in this scale:

TABLE LOJcom1:I love the organization for which I work

	OVERALL
	%
Strongly Disagree	3
Disagree	7
Neither Agree nor Disagree	23
Agree	43
Strongly Agree	24
SAMPLE SIZE (#)	689
MEAN	3.8
SD	0.97

TABLE LOJcom2:I would be very happy to spend the rest of my career at UPEI

	OVERALL
	%
Strongly Disagree	3
Disagree	10
Neither Agree nor Disagree	34
Agree	34
Strongly Agree	18
SAMPLE SIZE (#)	686
MEAN	3.5
SD	1.02

TABLE LOJcom3:I enjoy discussing UPEI with people outside of it

	OVERALL
	%
Strongly Disagree	1
Disagree	4
Neither Agree nor Disagree	18
Agree	54
Strongly Agree	23
SAMPLE SIZE (#)	681
MEAN	3.9
SD	0.83

TABLE LOJcom4:UPEI has a great deal of personal meaning to me

	OVERALL
	%
Strongly Disagree	2
Disagree	4
Neither Agree nor Disagree	18
Agree	48
Strongly Agree	28
SAMPLE SIZE (#)	685
MEAN	4.0
SD	0.90

TABLE LOJcom5:I really identify with UPEI

	OVERALL
	%
Strongly Disagree	5
Disagree	13
Neither Agree nor Disagree	34
Agree	34
Strongly Agree	14
SAMPLE SIZE (#)	678
MEAN	3.4
SD	1.05

Faculty members are more likely than staff to strongly agree that they love UPEI (33% compared to 19%) and that they really identify with UPEI (19% compared to 11%).

Drivers of Engagement

Skill use strongly predicts employees' passion for their jobs, while coworker support is the strongest driver for organizational commitment and close coworker relationships.

Multiple regression analyses were conducted in order to better understand which specific aspects are most strongly associated with engagement. Regression analyses can determine which variables have the potential to influence engagement ratings by uncovering the relationship between a variety of scales and components of engagement (passion for the job, commitment to the employing organization, and close coworker relationships).

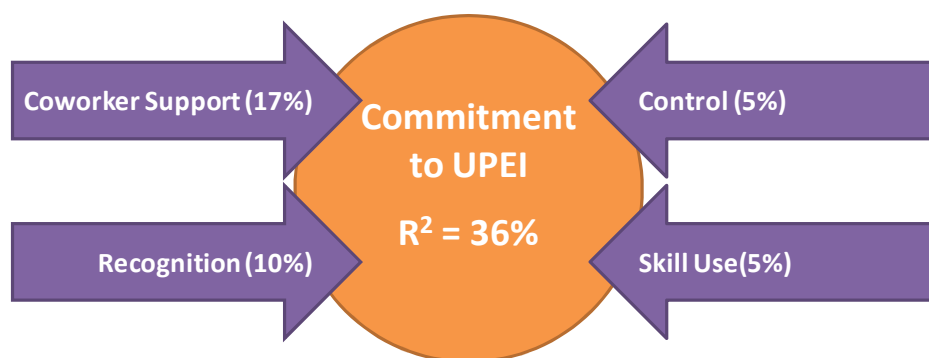
For each analysis, the following job demands were entered as predictors in the model: (a) skill use, (b) routine, (c) control over decision-making, (d) employee recognition, (e) autonomy, (f) coworker support and (g) supervisor support.

Commitment to UPEI

The regression analysis performed for commitment reveals that four factors explain 36 percent of the variability in commitment to the organization. The four key drivers include (a) skill use, (b) control over decision-making, (c) employee recognition, and (d) coworker support.

The following graphic illustrating the relationship among the four factors and commitment to the organization includes the percentage of variance that each factor contributes to the overall model. The percentages are an indicator of the strength of the relationship between each individual driver and commitment to UPEI. The relationships are shown in descending order of strength, starting on the left side of the graphic.

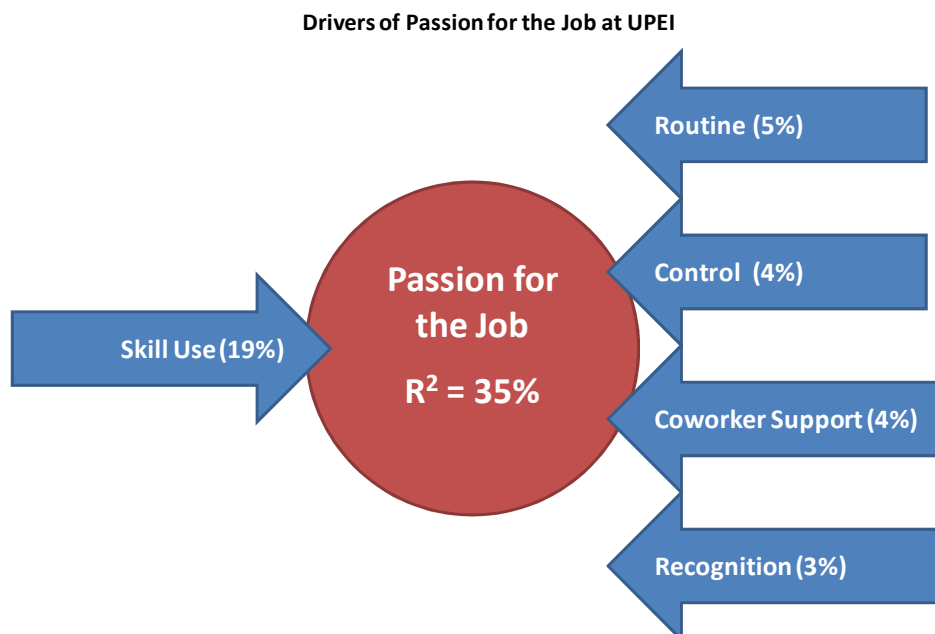
Drivers of Commitment to UPEI



Passion for the Job

The regression analysis performed for passion reveals that five factors explain 35 percent of the variability in passion for the job itself. The five key drivers include (a) skill use, (b) routine, (c) control over decision-making, (d) employee recognition, and (e) coworker support.

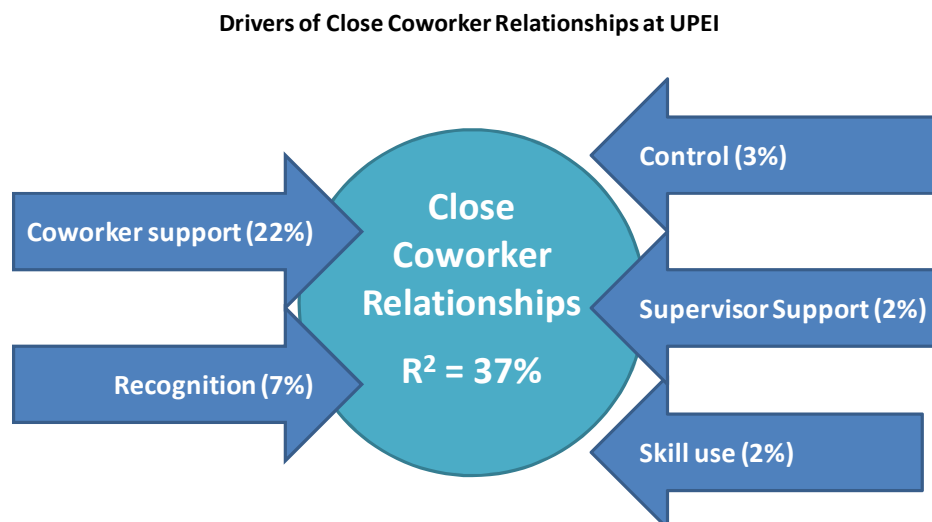
The following graphic illustrating the relationship among the five factors and passion for the job includes the percentage of variance that each factor contributes to the overall model. The percentages are an indicator of the strength of the relationship between each individual driver and passion for the job. The relationships are shown in descending order of strength, starting on the left side of the graphic.



Close Coworker Relationships

The regression analysis performed for coworker relationships reveals that five factors explain 37 percent of the variability in close coworker relationships. The five key drivers include (a) skill use, (b) control over decision-making, (c) employee recognition, (d) supervisor support, and (e) coworker support.

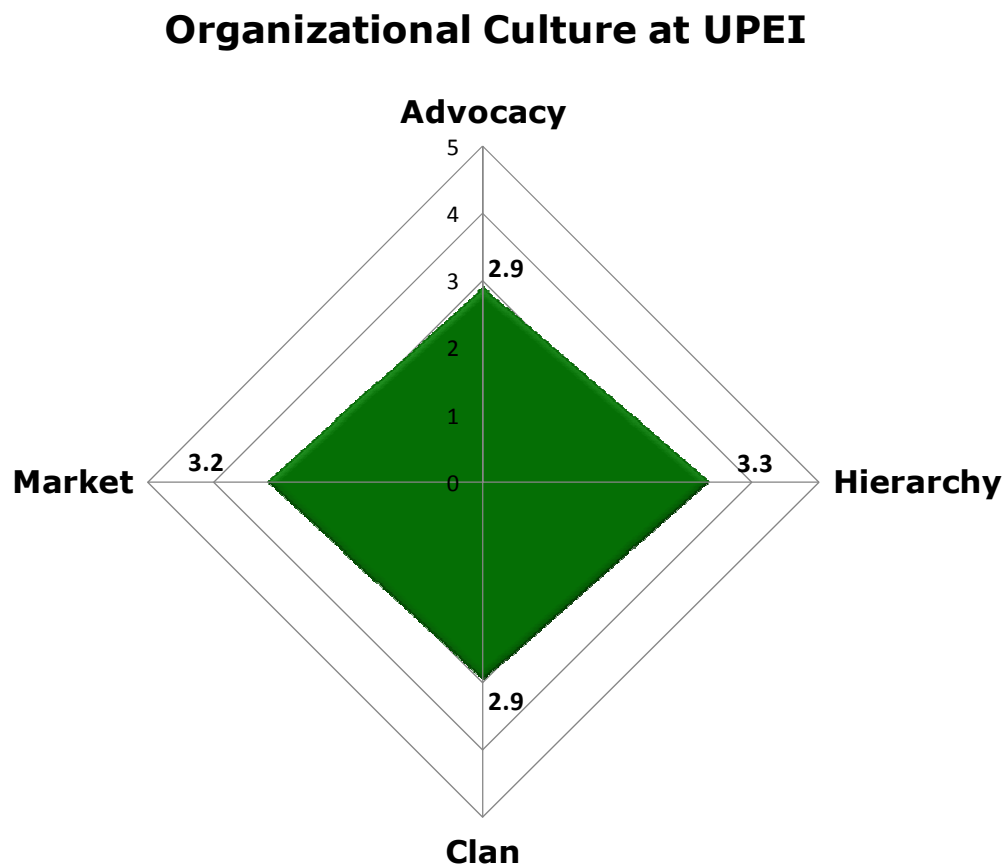
The following graphic illustrating the relationship among the five factors and close coworker relationships includes the percentage of variance that each factor contributes to the overall model. The percentages are an indicator of the strength of the relationship between each individual driver and close relationships between coworkers. The relationships are shown in descending order of strength, starting on the left side of the graphic.



Organizational Culture

Culture was assessed by presenting survey participants with a set of four statements and having them indicate the degree to which they resemble UPEI. Participants used a scale ranging from '1' (Much less likeness) to '5' (Much more likeness).

The first part of this section is the analysis of Organizational Culture by culture type. Using the scale described above, participants rated the degree to which UPEI's culture reflected a culture of Advocacy, Hierarchy, Clan or Market. The mean score of each culture type was included in the following radar graph:



Organizational culture – Individual item analysis

In the analysis of this section, statements are ranked in descending order of proportion who answered with 'much more likeness', and top items (and statistically similar to each other in terms of participant responses) are included in bold.

1. UPEI is a very...

Item	Mean	% Much More Likeness	% Much Less Likeness
Controlled and structured place. Formal procedures generally govern what people do.	3.3	21	11
Results oriented place. A major concern is getting on with the job done.	3.4	19	7
Personal place. It is like an extended family. People seem to share a lot of themselves.	3.1	15	14
Dynamic and entrepreneurial place. People are willing to stick their necks out and take risks	2.6	6	24

A means difference test confirms that employees with more than 5 years of tenure are less likely to indicate that UPEI is **a personal place, like an extended family where people seem to share a lot of themselves** than employees who have been on the job at UPEI for 5 years or less.

2. The glue that holds UPEI together is...

Item	Mean	% Much More Likeness	% Much Less Likeness
Formal rules and policies. Maintaining a smooth-running organization is important.	3.4	21	13
An emphasis on achievement and goal accomplishments.	3.4	16	8
Commitment to innovation and development. There is an emphasis on being on the cutting edge.	3.1	13	13
Loyalty and mutual trust. Commitment to this organization runs high.	3.0	13	20

A means difference test shows that employees with more than 5 years of tenure are less likely to indicate that the glue that holds UPEI together is **loyalty and mutual trust** than employees who have been on the job at UPEI for 5 years or less.

3. UPEI emphasizes...

Item	Mean	% Much More Likeness	% Much Less Likeness
Performance and stability. Efficiency, control, and smooth operations are important.	3.4	20	9
Acquiring new resources and creating new challenges. Trying new things and prospects for opportunities are valued.	3.2	14	11
Competitive actions and achievement. Hitting stretch targets and winning in the education marketplace are dominant.	3.1	14	14
Human development. High trust, openness, and participation persist.	2.8	10	22

A means difference test shows that employees who are less likely to indicate that UPEI emphasizes **human development** include employees with at least 5 years of tenure compared to employees who have been on the job at UPEI for 5 years or less, and women compared to men.

4. UPEI defines success on the basis of...

Item	Mean	% Much More Likeness	% Much Less Likeness
Winning in the post secondary education marketplace and outpacing competition. Competitive market leadership is key.	3.4	20	8
Efficiency. Dependable delivery, smooth scheduling, and low cost of services and/or products are critical.	3.4	18	9
Having the most unique or newest services/ products/approaches. UPEI is a product leader or innovator.	2.9	9	15
Concern for employees and students and the development of human resources, teamwork, employee commitment.	2.8	12	27

A means difference test reveals that employees who are less likely to indicate that UPEI defines success on the basis of **concern for employees and students and the development of human resources, teamwork and employee commitment** include employees with at least 5 years of tenure compared to employees who have been on the job at UPEI for 5 years or less, and employees over the age of 35 compared to those 35 or younger.

5. The leadership at UPEI is generally considered to exemplify...

Item	Mean	% Much More Likeness	% Much Less Likeness
Coordinating, organizing, or smooth-running efficiency.	3.3	15	9
Mentoring, facilitating, or nurturing.	2.9	13	22
A no-nonsense, aggressive, results-oriented focus.	2.9	12	16
Entrepreneurship, innovation, and risk taking.	2.9	8	13

Analytical tests reveal several differences across employee groups for the leadership at UPEI generally considered to be **mentoring, facilitating, or nurturing**. Specifically, employees with 16 or more years or tenure are the least likely to indicate that this statement resembles UPEI, while employees with 5 years or less of tenure are the most likely. Employees over the ages of 35 are less likely to indicate that this statement resembles UPEI compared to those younger than 35 years old. Finally, employees with full-time status are less likely to indicate that this statement resembles UPEI than employees with part-time status.

6. The management style of UPEI is characterized by...

Item	Mean	% Much More Likeness	% Much Less Likeness
Security of employment, conformity, predictability, and stability in relationships	3.3	19	12
Teamwork, consensus, and participation.	3.1	14	17
Hard-driving competitiveness, high demands, and achievement.	3.0	12	15
Individual risk-taking, innovation, freedom, and uniqueness.	2.7	6	19

Employees who have worked at UPEI for 6 years or more are less likely than those with 5 years or less of tenure to indicate that the management style of UPEI being characterized by **teamwork, consensus, and participation** is much like UPEI.

Benefits Coverage Information

Employees are moderately aware of the details about their benefits coverage information and would prefer to be contacted by email about any benefits-related communication.

The UPEI Employee Engagement and Wellness Survey was sponsored in part by the UPEI Supplementary Health Care Trust with representatives from both union and management at UPEI and Great West Life. In addition to aspects of workplace culture and workplace characteristics, employees were asked for feedback about the benefit plans under which they are covered.

For each question, employees indicated whether they are familiar with each of the areas to a very small extent, to a small extent, to a moderate extent, to a large extent, or to a very large extent.

Coverage information awareness and familiarity

With regards to being aware of **all the various forms of coverage provided by group benefit plans**, four in ten employees indicate being aware to a moderate extent (41%), followed by one-quarter who are aware to a large extent (27%). One in ten employees are aware to a very large extent (10%), to a small extent (13%), or to a very small extent (9%). Of note, awareness of all forms of coverage provided increases with age.

Employees are relatively evenly distributed in terms of being **familiar with the Employee Family Assistance Program (EFAP)**, with one-third being aware to a moderate extent (32%) and two in ten being aware to a large extent (19%), to a small extent (20%), or to a very small extent (21%). Only one in ten are aware of the EFAP to a very large extent (9%), including a significantly higher proportion of employees in the Academic Development and Finances & Facilities departments than any other departments.

When asked whether they **find the information sessions provided about new or current benefit coverage items to be helpful**, four in ten employees indicate they are helpful to a moderate extent (41%), while one-quarter indicate they are helpful to a large extent (22%). Just over one in ten believe the sessions to be helpful only to a small (15%) or a very small extent (15%), while under one in ten say they are helpful to a very large extent (7%). Those more likely to consider information sessions as helpful to a large extent include employees working in Academic Development and Other departments compared to employees in any other departments.

A combined two-thirds of UPEI employees consider **information about benefits coverage easily accessible** either to a large extent (33%) or to a moderate extent (31%). Just over one in ten say it is accessible to a small extent (15%), while one in ten say the information is accessible to a very large extent (10%) or to a very small extent (10%).

Overall, employees **know how to access all aspects of their benefit coverage plan** to a moderate extent (31%). Two in ten employees say they know how to access all aspects of their plan to a large extent (23%), to a small extent (21%), and to a very small extent (17%), with only one in ten employees saying they know how to access all aspects of their plan to a very large extent (8%).

To the extent that employees are **aware of the information on the Medavie Blue Cross website**, about one-quarter of employees say they are aware to a moderate extent (27%) or to a large extent (24%), and two in ten indicate being aware to a small extent (19%) or to a very small extent (20%). Awareness of information on the Medavie Blue Cross website increases with age and with tenure.

Communication

Employees were asked to indicate the best means of communicating information about their benefit coverage plan to them. Overall, **email** is the most popular means of communication about benefits (67%), followed distantly by **postings on the internal website** (41%). Of note, likelihood of selecting the website as a means of communication decreases with age. **Information sessions** (27%) and **letters** (23%) were selected by one-quarter of employees, while two in ten selected **campus notices** (21%).

Appendix A - Survey

UPEI Healthy Campus - Employee Wellness and Engagement Survey



The University of Prince Edward Island's Healthy Campus Committee (HCC) has developed a partnership with Saint Mary's University CN Centre for Occupational Health and Safety to conduct a survey about workplace culture and supportive environment. This survey is administered under the direction of Dr. Kevin Kelloway, Canada Research Chair, Saint Mary's University, where all information will be collected, analyzed, and reported.

Wellness programming first began in 2003 and the HCC was officially formed in 2009, and has been developing and integrating new healthy campus initiatives each year. The HCC focuses on three elements including physical environment and occupational health and safety, health and lifestyle practices, and workplace culture and supportive environment. In this survey, we are interested in receiving your feedback and perceptions about UPEI's workplace culture and supportive environment to help the UPEI develop better support for the campus community. Your feedback is important to help UPEI improve in this area and a follow up survey will be done in 2013 and 2014 to see how we are doing.

We anticipate that this survey will take approximately 15 minutes of your time to complete.

Your participation in this survey will be confidential and your answers anonymous. Results of the survey will be presented at a university and group level. Your participation is completely voluntary and you may withdraw from the study at any time during the survey completion process. A report with results from this survey will be made available to all faculty and staff members of the UPEI campus community via the UPEI website.

For your participation in this survey, we are able to offer you an entry into a draw to win one of five memberships to the UPEI Sports Centre donated by UPEI Athletics and Recreation and an Apple iPad 2. The membership is for one year and is presented in the form of a gift certificate only redeemable to the person who wins and the iPad 2 is black, wi-fi only and 16 gigs. Simply key in your email address at the end of the survey and your name will be entered automatically into our prize draw. Two draws will take place. The first is an **EARLY BIRD** draw. **All entries received prior to January 25, 2012 will be included for a separate draw.** The winner will be able to select either the membership or the iPad 2. All entries will then be eligible for the second draw of the remaining prizes.

If you have any questions, please contact Dr. Kevin Kelloway (SMU) at 902-491-8652 or kevin.kelloway@smu.ca. This research has been reviewed and approved by the Research Ethics Boards of Saint Mary's University (certificate # 12-069) and the University of Prince Edward Island (certificate # 6004646). If you have any questions or concerns about the study, you may contact Dr. Jim Cameron, Chair of the Saint Mary's University REB at ethics@smu.ca; or Ms. Lynn MacDonald, Research Compliance and Awards Coordinator for the University of PEI REB at lynmacdonald@upepei.ca.

If you are prepared to participate in the survey please indicate your willingness by checking the box below.

By checking the box below, you are indicating that you fully understand the information previously presented and agree to participate in this study.

I agree to participate:
(Please check box)

☐

Date: _____

About this survey

Thank you for taking the time to complete the survey. Your feedback and perceptions about the UPEI workplace culture and supportive environment are important to the development of a healthy campus. There are four sections in this survey. For each section, you will find a description of the question area and instructions about completing the section.

UPEI Healthy Campus - Employee Wellness and Engagement Survey



About a supportive environment at UPEI

In completing this section of the survey, you are responding to questions about how challenging your work is, how much input you have in your role, how your efforts at work are recognized, and how you are treated by both coworkers and supervisors at UPEI.

For each of the questions below, indicate how strongly you agree or disagree with the statement using the following scale:

1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
My job allows me to learn new things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job allows me to use my skills and abilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job requires the use of many skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job is challenging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At work, I often do the same thing over and over.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nothing ever changes in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sometimes it seems as though I could do my job "in my sleep".	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have enough influence on my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a say in how my work gets done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the opportunity to make my own decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have control over my work schedule.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I decide how to spend my time at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I decide what tasks I work on each day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I usually hear if I've done a good job. (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My coworkers recognize the quality of my work. (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

UPEI Healthy Campus - Employee Wellness and Engagement Survey



About a supportive environment at UPEI

In completing this section of the survey, you are responding to questions about how challenging your work is, how much input you have in your role, how your efforts at work are recognized, and how you are treated by both coworkers and supervisors at UPEI.

For each of the questions below, indicate how strongly you agree or disagree with the statement using the following scale:

1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
My accomplishments are recognized.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People compliment me on my job performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is not enough recognition for good work in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nobody in authority appreciates my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/group head/chair/dean treats me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/group head/chair/dean treats me with courtesy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/group head/chair/dean is polite to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor/group head/chair/dean considers my feelings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My coworkers treat me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My coworkers treat me with courtesy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My coworkers are polite to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My coworkers consider my feelings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

UPEI Healthy Campus - Employee Wellness and Engagement Survey



About a supportive environment at UPEI

In completing this section of the survey, we are asking about whether you love your job. In our model, loving your job means being passionate about the work you do, committed to the organization and having strong relationships with coworkers. You will be asked to respond to questions in each of these three areas (job, UPEI, and coworkers).

For each of the questions below, indicate how strongly you agree or disagree with the statement using the following scale:

1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
My work is more than just a job to me, it's a passion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel lucky to be working with the people that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wish my friends found their work as personally fulfilling as I find mine.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am so happy that I do the job that I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I love the organization for which I work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy the time I spend on the job with my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would be very happy to spend the rest of my career at UPEI.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy discussing UPEI with people outside of it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UPEI has a great deal of personal meaning to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

UPEI Healthy Campus - Employee Wellness and Engagement Survey



About a supportive environment at UPEI

In completing this section of the survey, we are asking about whether you love your job. In our model, loving your job means being passionate about the work you do, committed to the organization and having strong relationships with coworkers. You will be asked to respond to questions in each of these three areas (job, UPEI, and coworkers).

For each of the questions below, indicate how strongly you agree or disagree with the statement using the following scale:

1 = Strongly disagree 2 = Disagree 3 = Neither agree or disagree 4 = Agree 5 = Strongly agree

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
I feel very close to the people at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We value each other greatly in our work life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We care deeply for each other at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I love the people I work with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would feel a deep sense of loss if I could no longer work with my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really identify with UPEI.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job keeps my interest engaged like no other task.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would do almost anything just to do what I currently do at UPEI.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

UPEI Healthy Campus - Employee Wellness and Engagement Survey



About Organizational Culture at UPEI

In completing this section of the survey, you are providing an organizational picture of the ways in which UPEI operates and the values that best characterize it. There is no right or wrong answer to these questions so please just try to be as accurate as you can.

This section is a little different.

You will be asked a series of questions.

For each set of questions:

1. First, select the statement that you think is MOST like UPEI. Assign it a value of "5" for "Much more likeness".
2. Second, select the statement that you think is LEAST like UPEI. Assign it a value of "1" for "Much less likeness".
3. Finally assign a value (between 2 to 4) for each of the two remaining statements.

When responding to these statements, use the following scale to make your assessment:

- 1 - Much less likeness
- 2 - Less likeness
- 3 - Neutral
- 4 - More likeness
- 5 - Much more likeness

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UPEI is very

	Much Less Likeness (1)	Less Likeness (2)	Neutral (3)	More Likeness (4)	Much More Likeness (5)
Personal place. It is like an extended family. People seem to share a lot of themselves.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Results oriented place. A major concern is getting on with getting the job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Controlled and structured place. Formal procedures generally govern what people do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1. First, select the statement that you think is MOST like UPEI. Assign it a value of "5" for "Much more likeness".
2. Second, select the statement that you think is LEAST like UPEI. Assign it a value of "1" for "Much less likeness".
3. Finally assign a value (between 2 to 4) for each of the two remaining statements.

When responding to these statements, use the following scale to make your assessment:
1 - Much less likeness; 2 - Less likeness; 3 – Neutral; 4 - More likeness; 5 - Much more likeness

The glue that holds UPEI together is:

	Much Less Likeness (1)	Less Likeness (2)	Neutral (3)	More Likeness (4)	Much More Likeness (5)
Loyalty and mutual trust. Commitment to this organization runs high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment to innovation and development. There is an emphasis on being on the cutting edge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An emphasis on achievement and goal accomplishments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Formal rules and policies. Maintaining a smooth-running organization is important.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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UPEI emphasizes:

	Much Less Likeness (1)	Less Likeness (2)	Neutral (3)	More Likeness (4)	Much More Likeness (5)
Human development. High trust, openness and participation persist.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acquiring new resources and creating new challenges. Trying new things and prospects for opportunities are valued.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitive actions and achievement. Hitting stretch targets and winning in the education marketplace are dominant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance and stability. Efficiency, control and smooth operations are important.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1. First, select the statement that you think is MOST like UPEI. Assign it a value of "5" for "Much more likeness".
2. Second, select the statement that you think is LEAST like UPEI. Assign it a value of "1" for "Much less likeness".
3. Finally assign a value (between 2 to 4) for each of the two remaining statements.

When responding to these statements, use the following scale to make your assessment:
1 - Much less likeness; 2 - Less likeness; 3 – Neutral; 4 - More likeness; 5 - Much more likeness

UPEI defines success on the basis of:

	Much Less Likeness (1)	Less Likeness (2)	Neutral (3)	More Likeness (4)	Much More Likeness (5)
Concern for employees and students and the development of human resources, teamwork, and employee commitment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having the most unique or newest services/products/approaches. UPEI is a product leader or innovator.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Winning in the post secondary education marketplace and outpacing competition. Competitive market leadership is key.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficiency. Dependable delivery, smooth scheduling, and low cost of services and/or products are critical.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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The leadership at UPEI is generally considered to exemplify:

	Much Less Likeness (1)	Less Likeness (2)	Neutral (3)	More Likeness (4)	Much More Likeness (5)
Mentoring, facilitating or nurturing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entrepreneurship, innovation and risk taking.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A no-nonsense, aggressive, results-orientated focus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coordinating, organizing, or smooth-running efficiency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1. First, select the statement that you think is MOST like UPEI. Assign it a value of "5" for "Much more likeness".
2. Second, select the statement that you think is LEAST like UPEI. Assign it a value of "1" for "Much less likeness".
3. Finally assign a value (between 2 to 4) for each of the two remaining statements.

When responding to these statements, use the following scale to make your assessment:
1 - Much less likeness; 2 - Less likeness; 3 – Neutral; 4 - More likeness; 5 - Much more likeness

The management style at UPEI is characterized by:

	Much Less Likeness (1)	Less Likeness (2)	Neutral (3)	More Likeness (4)	Much More Likeness (5)
Teamwork, consensus and participation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual risk taking, innovation, freedom and uniqueness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hard-driving competitiveness, high demands and achievement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security of employment, conformity, predictability and stability in relationships.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

UPEI Healthy Campus - Employee Wellness and Engagement Survey



About benefit coverage plans at UPEI

This survey has been sponsored in part by the UPEI Supplementary Health Care Trust with representatives from both union and management at UPEI, and Great West Life. In addition to aspects of workplace culture and supportive environment, we are interested in your feedback about the benefit plans under which you are covered. Each faculty and staff group at UPEI has benefit plans that provide a variety of coverage. We are interested in understanding ways to communicate information better about these various coverage items to ensure all employees know what is available to them.

For each of the questions below, indicate to what extent you are familiar with each of the areas using the following scale:

1 = To a very small extent 2 = To a small extent 3 = To a moderate extent 4 = To a large extent 5 = To a very large extent

	To a very small extent (1)	To a small extent (2)	To a moderate extent (3)	To a large extent (4)	To a very large extent (5)
I am aware of all of the various forms of coverage provided in my group benefit plans.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am familiar with the Employee Family Assistance Program (EFAP).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find the information sessions provided about new or current benefit coverage items to be helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about my benefits coverage is easily accessible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how to access all aspects of my benefit coverage plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of the information provided on the Medavie Blue Cross website.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

UPEI Healthy Campus - Employee Wellness and Engagement Survey



Preferred Communications

Please indicate which of the following would be best to communicate information to you about your benefit coverage plan. You may select more than one option.

Check any that apply

- ☐ Email about additions or changes to benefit coverage plans.
- ☐ Letter about additions or changes to benefit coverage plans.
- ☐ Campus notices.
- ☐ Website page with details about benefit coverage plans.
- ☐ Information sessions held on campus.
- ☐ Other: _____

Feedback/Comments on Benefit Coverage Plan

We are interested in your comments and feedback about the ways in which we communicate about your benefit coverage plan. Please provide any additional comments and suggestions in the space provided below:

UPEI Healthy Campus - Employee Wellness and Engagement Survey



Almost Done!

Just some final questions to help us make sense of the information gathered from this survey. **Again, your information will be confidential and only aggregated results will be presented.** Results will be presented at a University and departmental level, not at the individual level. A report with results will be made available to all faculty and staff members via the UPEI website.

What is your sex?

- ☐ Male (1)
- ☐ Female (2)

What is your age?

_____ Years

How long have you worked with UPEI?

_____ Years _____ Months

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Which department do you work in?

Please choose **one** of the following answers

- ☐ Academic Development Group (Centre for Lifelong Learning, Library, Registrar's Office, Student Services, Webster Learning Centre)
- ☐ Finance and Facilities (Accounting, Ancillary Services, Athletics and Recreation, Conference Services, Human Resources, Facilities and Security, Finance, Information Technology Services, Procurement)
- ☐ Faculty of Arts
- ☐ Faculty of Education
- ☐ Faculty of Science
- ☐ Faculty of Veterinary Medicine (Atlantic Veterinary College)
- ☐ School of Business
- ☐ School of Nursing
- ☐ Other (eg., Advancement Services, Integrated Communications, Research and Development)

Are you:

Check **any** that apply

- ☐ Faculty
- ☐ Staff

Are you:

Check **any** that apply

- ☐ Tenure Stream OR Permanent
- ☐ Term

Are you:

Check **any** that apply

- ☐ Full-Time (1)
- ☐ Part-Time (2)
- ☐ Casual (3)
- ☐ Sessional Instructor (4)

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Which semester do you teach?

If you answered Sessional Instructor in the last question then please write your answer here:

Other thoughts you would like to share

Below is a space for any additional comments you would like to share about Health and Wellness at UPEI