



OSFI Employee Survey (ES) 2018

Final Report

Prepared for:

Office of the Superintendent of Financial Institutions (OSFI)

Supplier name: Environics Research

Contract Number: 59017-180007/001/CY

Contract Value: \$71,899.30 (including HST)

Contract Award Date: July 23, 2018

Delivery Date: March 15, 2019

POR Registration Number: POR 019-18

For more information on this report, please contact OSFI at: information@osfi-bsif.gc.ca

Ce rapport est aussi disponible en français

Copyright

OSFI Employee Survey (ES) 2018

Final Report

Prepared for: Office of the Superintendent of Financial Institutions

Supplier name: Environics Research
March 2019

This public opinion research report presents the results of an online survey conducted by Environics Research on behalf of the Office of the Superintendent of Financial Institutions. The research was conducted with OSFI employees between September and October 2018.

Cette publication est aussi disponible en français sous le titre : Sondage auprès des employés (SE) du BSIF - édition 2018.

This publication may be reproduced for non-commercial purposes only. Prior written permission must be obtained from the Office of the Superintendent of Financial Institutions. For more information on this report, please contact the Office of the Superintendent of Financial Institutions at: information@osfi-bsif.gc.ca

Communications and Consultations Division
Office of the Superintendent of Financial Institutions
255 Albert St.
Ottawa, ON K1A 0H2

Catalogue Number:

IN4-29/2018E-PDF

International Standard Book Number (ISBN):

ISBN 978-0-660-30290-4

Related publications (registration number: POR 019-18):

Catalogue Number IN4-29/2018F-PDF (Final Report, French)
ISBN 978-0-660-30291-1

© Her Majesty the Queen in Right of Canada, as represented by the Minister of Finance, 2019

Table of Contents

Executive Summary	3
Summary of Findings.....	3
Introduction	5
Methodology.....	5
Response Rates	6
Quality Control	6
Qualitative Analysis of Comments	7
How To Interpret The Results	7
Key Findings	8
Detailed Findings.....	11
Leadership: Immediate Supervisor	11
Leadership: Senior Management	13
Talent Management.....	15
Culture and community	18
Communication	24
Work-Life Balance	26
Corporate Focus	28
Appendix A: Email Invitation	30
Appendix B: Email Reminder.....	32
Appendix C: Survey Instrument: English	34
Appendix D: Survey Instrument: French	63
Appendix E: Full Set of Tabulated Data	94

Executive Summary

The Office of the Superintendent of Financial Institutions (OSFI) Canada is the federal regulator and supervisor of over 1,800 financial institutions, including deposit-taking institutions, insurance companies and federally regulated private pensions plans. OSFI regularly conducts a survey of its approximately 700 employees at four locations across Canada. The employee survey seeks to assess employee levels of satisfaction and to identify potential areas for improvement. Following each survey, OSFI has implemented improvements based on the feedback of employees and measured the effectiveness of those improvements in the subsequent survey. This report presents the 2018 findings and provides a discussion of these results in comparison to the 2017 OSFI employee survey.

The survey was made available in both official languages and was completed online by OSFI employees between September 12th and October 19th, 2018. The questionnaire explored various themes of employee satisfaction. Survey results were explored overall, in comparison to the previous years' results and by OSFI sector. An overall response rate of 85% was achieved. Since the survey attempted to include all employees (i.e., was conducted as a census) it is unnecessary to apply a margin of error to the survey results and the results are considered representative of the population of OSFI employees.

Summary of Findings

- Overall results in 2018 are positive across all thematic areas.
- The majority of comparable measures are broadly consistent with those in 2017 with only a handful of instances where mean scores are notably lower or higher.
- The most positive results are in Immediate Supervisor and Work-Life Balance.
- Still strong, but somewhat less so, are results in Communication, Talent Management and Culture & Community.
- The thematic areas Work-Life Balance, Communication and Corporate Focus all saw increases in most or all variables compared to 2017.
- Results vary by sector/group and by years of employment with OSFI.
 - Employees in Regulation Sector, Corporate Services Sector, Office of the Chief Actuary and Superintendent's Office & Internal Audit tend to provide higher than average scores while those in Risk Support Sector, Insurance Supervision Sector and Deposit-taking Supervision Sector tend to provide lower scores.
 - The newest employees (with 2 years or less at OSFI), REX employees and employees in Ottawa tend to consistently provide more positive results.
- Driver analysis shows that Immediate Supervisor, Senior Leadership and Training/Career Development are the main drivers of overall employee engagement.

The results of this research will be used to help identify areas of improvement for OSFI going forward. The contract value for the project was \$71,899.30 (including HST).

Political Neutrality Certification

This certification is to be submitted with the final report submitted to the Project Authority. I hereby certify as a Representative of Environics Research Group that the deliverables fully comply with the Government of Canada political neutrality requirements outlined in the *Policy on Communications and Federal Identity and the Directive on the Management of Communications*.

Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, standings with the electorate or ratings of the performance of a political party or its leaders.

Signed by: Tony Coulson (Group Vice President – Corporate & Public Affairs)



Introduction

The Office of the Superintendent of Financial Institutions (OSFI) employs approximately 700 people in four different locations (Ottawa, Toronto, Montreal and Vancouver) to meet its mandate as the federal regulator and supervisor of over 1,800 financial institutions, including deposit-taking institutions (e.g. banks), insurance companies (life and property & casualty) and federally regulated private pensions plans.

It is important to OSFI management to hear the opinions of employees, to understand if their needs are being met, and to solicit their suggestions for improvements. The Employee Survey (ES) seeks to assess employee levels of satisfaction and to identify potential areas for improvement. Following each survey, OSFI implements improvements based on the feedback of employees and measures the effectiveness of those improvements in the subsequent survey. As per OSFI's *2018-19 Departmental Plan*, one of OSFI's key priorities is to “set and meet high standards for managing our own resources.” This priority includes the commitment by OSFI to “continue to set high standards for the management of its employees, systems, information and financial resources” and to “closely monitor its performance to ensure that those standards are met.” The Employee Survey supports the goal of capturing this information.

This research was designed to measure key areas that impact employee retention and engagement: e.g., leadership, talent management, work-life balance. The other objectives included:

- To give employees a chance to be heard.
- To identify emerging or changing issues of importance to employees.

Methodology

The OSFI Employee Survey is an ongoing research project that has run every two years or so going back to 2005. Beginning with the 2017 wave, OSFI has conducted its Employee Survey on an annual basis to more quickly identify what works well and what could be improved, and to address any potential issues as they arise.

The survey was available for employee participation from September 12 to October 19, 2018. Following the initial email invitation from Environics to each employee's OSFI email address, three reminders were sent to non-responders. As well, internal communications support was provided within OSFI. In communications, employees were informed that their privacy would be respected throughout the research process. The survey was available to all employees in English and French.

Environics worked in consultation with OSFI to develop the 2018 survey which was largely consistent with the 2017 questionnaire. It contained 77 closed-ended questions, two open ended (comment) questions and twelve demographic questions and was organized into seven thematic sections. Compared to the 2017 version, a total of 16 questions were dropped, twenty new questions were added (two of them about demographic/organizational information) and the wording of four questions were modified. A total of 56 questions can be directly compared to 2017 (50 questions with 5-point agree/disagree scales and 6 other questions).

Response Rates

In total, 696 employees were invited to participate with 589 employees completing the survey for an overall response rate of 85%. The response rate was relatively consistent across OSFI's sectors/groups. Among employees who responded, 22% chose not to identify their work unit or sector/group (compared with 18% in 2017), effectively reducing the response rate in various sectors/groups. Most at least identified their sector/group, with only 9% not identifying any affiliation at all.

The response rate was calculated for each sector by dividing the total number of responses for a sector by the total number of employees for that sector. Since some employees did not identify their sector, they are only included in the overall calculation where the total number of responses (589) is divided by the total number of OSFI employees (696). As a result, the response rate for any given sector may be higher than reported in Table 1 as the 52 employees who did not report their sector would otherwise be included in their response rate.

Since the survey attempted to include all employees (i.e., was conducted as a census) it is unnecessary to apply a margin of error to the survey results. There is limited potential for non-response bias where 85% of the population is included.

Table 1 – Response rate

Sector	Number of Employees	Completed Surveys	Response Rate
Superintendent's Office and Internal Audit	23	11	48%
Corporate Services Sector	200	148	74%
Regulation Sector	107	82	77%
Deposit Taking Supervision Sector	109	88	81%
Risk Support Sector	107	101	94%
Chief Actuary's Office	33	28	85%
Insurance Supervision Sector	95	66	69%
Common Supervisory Services	22	13	59%
Prefer not to say	-	52	-
Total	696	589	85%

Quality Control

The survey instrument was programmed on a secure server over the Internet. Individuals were provided with a hypertext link with a unique PIN embedded ensuring that only invited OSFI employees had access to the questionnaire. It also allowed them to go back into the survey to complete or change information and be automatically returned to the last question they responded to. Once the survey was completed, it was locked, which ensured that questionnaires could not be completed more than once.

The draft questionnaire was pre-tested online with eight employees at OSFI, including five in English and three in French.

Qualitative Analysis of Comments

A qualitative review highlights themes for each subject area of the survey. Each respondent had one opportunity to provide an open-ended response. Of the 589 completed interviews, 192 provided a valid open-ended comment (33% of respondents), and 166 provided consent for the release of their comments to OSFI senior management. Comments are flagged by subject area:

Table 2 – Number of comments by thematic area

Thematic Area	# of comments
Leadership	110
Talent Management	86
Culture and Community	69
Work-Life Balance	64
Communication	55
Corporate Focus	33
Other	24

How To Interpret The Results

- Any average listed in a chart that is followed by the letter “n” inside brackets, “(n)” indicates that it is notably higher or lower than the comparable question in 2017.
- The tables in the report provide percentages of disagree to agree responses; they exclude “Don’t know” and “Prefer not to say” responses, so although the overall number of respondents is 589, slightly fewer respondents may be represented for any one survey question. “Don’t know” and “not applicable” responses were excluded from the analysis and percentages were recalculated. Percentages presented for 2017 also exclude respondents who answered, “Don’t know” and “Prefer not to say”.
- The analytical descriptions of results typically combine “strongly” and “somewhat” agree/disagree into overall agreement/disagreement.
- Results are compared with full 2017 Public Service Employee Survey (PSES) results where the question items are comparable. PSES 2018 results were not available at the time of the writing of this report.
- Percentages may not add to 100% due to rounding.

Key Findings

Survey results were explored overall, in comparison to previous years' results, and by sector/group of OSFI. Of the eight sectors/groups, the highest concentration of employees who responded comes from Corporate Services at 25%. In terms of location, the concentration is largely split between Toronto (47%) and Ottawa (39%) with two per cent of respondents working in Montreal, one percent from Vancouver and a segment of survey respondents who chose not to indicate their location (11%).

There was a roughly even split among employees responding by gender (43% female, 39% male and 18% not providing a response). Employees with between two and 15 years of experience with OSFI make up the majority of the respondents at 62%, with 16% being newer employees (with less than two years at OSFI) and 12% having been with OSFI for more than 15 years. A large majority of those who responded are RE employees (72% with 16% being REX) and three quarters (74%) list their official language as English (compared to 14% who said they were bilingual and 7% who said French).

Table 3 – Sample Distribution by Key Segments of the Organization

	<i>Count</i>	<i>Percent</i>
<i>Sector/Group</i>		
Superintendent's Office and Internal Audit	11	2%
Corporate Services Sector	148	25%
Regulation Sector	82	14%
Deposit Taking Supervision Sector	88	15%
Risk Support Sector	101	17%
Chief Actuary's Office	28	5%
Insurance Supervision Sector	66	11%
Common Supervisory Services	13	2%
Prefer not to say	52	9%
<i>In which city do you work?</i>		
Ottawa	228	39%
Toronto	276	47%
Montreal	12	2%
Vancouver	8	1%
Prefer not to say	65	11%
<i>Are you:</i>		
Male	231	39%
Female	253	43%
Prefer not to say	105	18%
<i>Sexual orientation?</i>		
Heterosexual	420	71%
Homosexual (e.g. gay or lesbian)	16	3%
Bisexual	4	1%
Other	6	1%
Prefer not to say	143	24%
<i>How long have you worked at OSFI?</i>		
Less than 2 years	96	16%
Between 2 to 15 years	367	62%

More than 15 years	72	12%
Prefer not to say	54	9%
Are you:		
RE	425	72%
REX	96	16%
Prefer not to say	68	12%
To assist with OSFI's Official Language plans, please indicate your official language of choice		
English	433	74%
French	40	7%
Bilingual	80	14%
Prefer not to say	36	6%

Across the 66 closed-ended scale questions in the survey, the average index score is 4.10, directionally higher than the score in 2017 (4.05). Employees in the Superintendent's Office and Internal Audit (which did not have enough responses in 2017 to report results) have the highest index score overall (4.51) while those in the Corporate Services, Office of the Chief Actuary, Regulation and Common Supervisory Services sectors have index scores which are higher than the OSFI-wide average. The index scores in the Risk Support, Insurance Supervision and Deposit-taking Supervision sectors are all lower than the OSFI-wide average.

Results among sectors/groups that are comparable to 2017 are almost all higher than those from 2017 with the most notable exception being those in Common Supervisory Services which decreased from 4.26 to 4.12.

Table 4 – Overall mean by group and year

Sector/Group	2018	2017
Superintendent's Office and Internal Audit	4.51	*
Corporate Services Sector	4.28	4.22
Office of the Chief Actuary	4.24	4.13
Regulation Sector	4.22	4.23
Common Supervisory Services	4.12	4.26
OSFI Overall	4.10	4.05
Risk Support Sector	4.07	3.95
Insurance Supervision Sector	4.00	3.90
Deposit-taking Supervision Sector	3.91	3.90

***Sample size too small to report**

Table 5 provides an overall view of the results in each thematic section for each sector/group. Senior Management is the area where the lowest scores are found, followed by Corporate Focus. Work-Life Balance and Immediate Supervisor are the most positive areas of the survey. Talent Management is the thematic area with the widest gap in scores among the sectors.

Table 5 – Overall results by group and thematic area

	Risk Support Sector	Common Supervisory Services	Insurance Supervision Sector	Deposit-taking Supervision Sector	Regulation Sector	Corporate Services Sector	Office of the Chief Actuary	Superintendent's Office & Internal Audit	OSFI Overall
Corporate Focus	3.87	4.01	3.84	3.75	3.96	4.11	4.34	4.32	3.92
Communication	4.24	4.02	3.98	4.10	4.20	4.18	4.16	4.63	4.13
Immediate Supervisor	4.29	4.38	4.15	4.01	4.46	4.57	4.34	4.72	4.31
Senior Management	3.84	4.02	3.70	3.69	4.07	3.95	4.04	4.03	3.83
Talent Management	3.95	4.07	3.92	3.85	4.13	4.34	4.11	4.63	4.05
Work-Life Balance	4.39	4.35	4.46	4.19	4.45	4.51	4.46	4.66	4.41
Culture & Community	3.96	4.07	3.97	3.82	4.20	4.23	4.27	4.40	4.03

Detailed Findings

Leadership: Immediate Supervisor

Summary

- Results related to immediate supervisors remain positive and in instances where data are comparable, mean scores for each aspect in 2018 are consistent with those in 2017 (no notable differences).
- In particular, employees feel that their immediate supervisor encourages collaboration within their team (87%), seeks the opinions/suggestions of their employees (87%) and creates an environment where employees can feel free to discuss matters that affect their well-being at work (84% - compared to 81% agreeing with a similar PSES question).
- Large majorities also agreed that their immediate supervisor appreciates their work (88%) and creates an inclusive workplace (83%) which were both asked for the first time in 2018.
- Very similar scores were recorded for immediate supervisors encouraging collaboration across OSFI (84%), acting on the suggestions of their employees (83%) and having the right leadership competencies to lead (83%).
- Although the majority feel confident approaching their supervisor without fear of reprisal (77%), this is lower than in 2017 (79%) and the proportion who strongly agree fell by eight percentage points.

Table 6 – 2018 results for Leadership: Immediate Supervisor

	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
Encourages collaboration within his/her team	66%	21%	7%	3%	3%
Seeks the opinions and suggestions of his/her employees	66%	21%	6%	5%	2%
Appreciates my work**	65%	23%	5%	5%	3%
Creates an environment where I feel free to discuss matters that affect my well-being at work	65%	19%	6%	6%	4%
Creates an inclusive workplace**	62%	21%	6%	6%	4%
Encourages collaboration across OSFI*	61%	23%	11%	4%	2%
Acts on the suggestions of his/her employees	58%	25%	8%	6%	3%
Has the right leadership competencies to lead*	57%	26%	4%	8%	5%
I am confident approaching my immediate supervisor with concerns without fear of reprisal	54%	23%	7%	7%	9%

***Note:** The wording of this question was modified and cannot be compared to 2017.

****Note:** This is a new question in 2018.

Table 7 – Comparison results for Leadership: Immediate Supervisor

	2018 % Strongly Agree	2017 % Strongly Agree	2018 Mean	2017 Mean
Encourages collaboration within his/her team	66%	67%	4.44	4.45
Seeks the opinions and suggestions of his/her employees	66%	65%	4.43	4.40
Appreciates my work**	65%	-	4.42	-
Creates an environment where I feel free to discuss matters that affect my well-being at work	65%	65%	4.34	4.35
Creates an inclusive workplace**	62%	-	4.32	-
Encourages collaboration across OSFI*	61%	-	4.36	-
Acts on the suggestions of his/her employees	58%	59%	4.29	4.29
Has the right leadership competencies to lead*	57%	-	4.21	-
I am confident approaching my immediate supervisor with concerns without fear of reprisal	54%	62%	4.07	4.18

**Note: The wording of this question was modified and cannot be compared to 2017.*

***Note: This is a new question in 2018.*

Comment Analysis

A total of 110 open-ended comments involved leadership overall (both senior management and immediate supervisors). Many expressed appreciation for the leadership training that managers have received recently. Some expressed a desire for more diversity in leadership positions. There were also critical comments about managers lacking ‘soft’ people management skills and/or technical skills.

Leadership: Senior Management

Summary

- Results for the questions around senior management are broadly favourable (a majority agree on all measures) and comparable scores are largely consistent with those in 2017.
- Employees are generally positive about the respectful nature with which they are treated by the senior management team (75%) as well as their confidence in senior management (76%) to lead OSFI. Confidence in the executive committee to lead OSFI was lower in 2018 than in 2017 (72% compared to 78%).
- Two-thirds agree that the executive committee is providing clear strategic direction for the organization and that senior management strives for the success of the entire organization (67% each). For both statements, a third of employees (33%) say they neither agree nor disagree or that they disagree with both statements.
- The lowest level of agreement is seen when employees are asked whether the actions taken as a result of the employee survey have had an impact on the work environment. Here, only 58% of employees agree and one in five disagree.

Table 8 – 2018 results for Leadership: Senior Management

	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
Treats employees with respect	43%	32%	12%	9%	4%
I have confidence in the Executive Committee to lead OSFI	37%	35%	15%	9%	4%
I have confidence in the Senior Management Team to lead OSFI	35%	41%	11%	8%	4%
Strives for the success of the entire organization rather than the success of individuals or groups	32%	35%	14%	13%	6%
The Executive Committee is providing clear strategic direction for the organization**	28%	39%	19%	10%	4%
The actions taken as a result of the Employee Survey have had an impact on the work environment	15%	43%	22%	12%	8%

****Note:** This is a new question in 2018.

Table 9 – Comparison results for Leadership: Senior Management

	2018 % Strongly Agree	2017 % Strongly Agree	2018 Mean	2017 Mean
Treats employees with respect	43%	42%	4.01	4.05
I have confidence in the Executive Committee to lead OSFI	37%	41%	3.92	4.04
I have confidence in the Senior Management Team to lead OSFI	35%	39%	3.96	3.98
Strives for the success of the entire organization rather than the success of individuals or groups	32%	32%	3.73	3.70
The Executive Committee is providing clear strategic direction for the organization**	28%	-	3.77	-
The actions taken as a result of the Employee Survey have had an impact on the work environment	15%	15%	3.45	3.37

****Note:** This is a new question in 2018.

Comment Analysis

A total of 110 open-ended comments involved leadership overall (both senior management and immediate supervisors). While some did express positive views about the OSFI executive, the main theme that emerged was a feeling of disconnection between them and the majority of employees. Another theme was the need to have an outlet to provide feedback on senior management and/or the executive committee.

Talent Management

Summary

- Virtually all employees agree that training is available to them in the official language of their choice (95% agree). This compares to 90% agreeing with a comparable PSES question.
- Employees are quite positive about receiving timely feedback from their immediate supervisor (84% agree) as well as receiving feedback from them which they feel is useful (81%).
- Employees also report strong confidence in their own understanding of measures used to evaluate their performance (83%), and how it is linked to pay (80%); the usefulness of the review process in setting objectives to improve job performance is seen slightly less positively with 65% saying they agree.
- A large majority say they have had the opportunity to expand their knowledge/skill set over the past year (81%) as well as getting the training they need to do their job (80% - higher than a similar PSES question where only 66% agreed).
- Four in five employees (80%) agree that their position makes good use of their personal strengths (first asked in 2018).
- Around seven in ten (71%) feel they get the coaching they need to do their job well.
- Many employees (70%) agree that OSFI makes tools and resources available to allow them to take responsibility for their career development.
- Almost two thirds (63%) say their supervisor does a good job of addressing poor performance with one in five (21%) saying they neither agree nor disagree. These results represent a notable increase over 2017 (58% agreement).
- Perceptions of fairness in the staffing process are less positive compared to many other measures. Less than half of employees agree (49%), while a third (34%) disagree; this represents a negative shift compared to 2017.
- Three in ten (30%) employees said they have direct reports. This year 70% agree that they have the support they need to address unsatisfactory performance issues, up from 64% in 2017.

Table 10 – 2018 results for Talent Management

	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
The training offered by OSFI is available to me in the official language of my choice	80%	15%	3%	1%	1%
I receive timely feedback from my immediate supervisor	56%	28%	7%	6%	4%
I understand the performance criteria used to evaluate my job performance	56%	27%	8%	6%	3%
In the past year I have had an opportunity to expand my skill set/knowledge	54%	27%	7%	7%	4%
I receive useful feedback from my immediate supervisor**	54%	27%	7%	7%	5%
I understand how my performance review is linked to my pay	53%	27%	8%	7%	4%
My position makes good use of my personal strengths**	48%	32%	6%	9%	5%
I get the (internal or external) training I need to do my job	46%	34%	9%	8%	3%
I get the coaching I need to do my job well	39%	32%	15%	9%	6%
OSFI makes tools and resources available to take responsibility for my career development	38%	32%	14%	11%	5%
Performance review process useful in helping set objectives to improve job performance	38%	27%	15%	12%	9%
My immediate supervisor does a good job of addressing poor performance in the workplace	37%	26%	21%	8%	8%
The process of selecting a person for a position is done fairly at OSFI	23%	25%	17%	21%	13%

****Note:** This is a new question in 2018.

Table 11 – 2018 direct reports and support received

	Yes	No	Prefer not to say
Do you currently have any employees who report to you directly (i.e., direct reports)?	30%	59%	11%
	Yes	No	Prefer not to say
I receive the support I need to address unsatisfactory performance issues (Among those who have direct reports n=174)	70%	10%	20%

Table 12 – Comparison results for Talent Management

	2018 % Strongly Agree	2017 % Strongly Agree	2018 Mean	2017 Mean
The training offered by OSFI is available to me in the official language of my choice	80%	82%	4.73	4.72
I receive timely feedback from my immediate supervisor	56%	56%	4.27	4.26
I understand the performance criteria used to evaluate my job performance	56%	55%	4.26	4.26
In the past year I have had an opportunity to expand my skill set/knowledge	54%	50%	4.21	4.13
I receive useful feedback from my immediate supervisor**	54%	-	4.19	-
I understand how my performance review is linked to my pay	53%	54%	4.18	4.17
My position makes good use of my personal strengths**	48%	-	4.10	-
I get the (internal or external) training I need to do my job	46%	43%	4.12	4.07
I get the coaching I need to do my job well	39%	38%	3.88	3.92
OSFI makes tools and resources available to take responsibility for my career development	38%	34%	3.85	3.81
Performance review process useful in helping set objectives to improve job performance	38%	34%	3.72	3.70
My immediate supervisor does a good job of addressing poor performance in the workplace	37%	27%	3.78 (n)	3.61
The process of selecting a person for a position is done fairly at OSFI	23%	27%	3.24	3.37

****Note:** This is a new question in 2018.

Comment Analysis

A total of 86 open-ended comments related to Talent Management were provided. Many of these comments mention concerns with the job competition processes at OSFI, namely a concern that the process is not always based on merit. Others mention that more hires should be made internally and raise issues related to the feedback they receive from their supervisor.

Culture and community

Summary

- Virtually all employees (96%) report positive relationships with their co-workers (97% in 2017). Pride in working at OSFI also remains very high (86% - consistent with 2017).
- The same proportion of employees in 2018 agreed they would recommend OSFI to others as a good place to work (79%) as did in 2017. In the PSES, 66% rate their workplace as a great place to work.
- Most OSFI employees (78%) agree that they have received recognition from a manager or a colleague in the past year.
- A majority of employees agree that OSFI implements activities and practices that support a diverse workplace (81%) and that OSFI has a culture that respects individual differences (79%, compared to 84% in 2017). Both measures compare favourably to similar PSES questions (76% agreement for a diverse workplace and 78% for respecting individual differences).
- Three quarters of employees (75%) agree that OSFI works hard to create a workplace that prevents discrimination when asked this new question in 2018. This compares to 72% in the 2017 PSES.
- Another new question in 2018 asked whether employees felt they were encouraged to be innovative or take initiative in their work. More than three quarters of employees agreed (76%) that they were, a favourable comparison to the PSES results of a similar question (67%).
- Four in five (79%) employees report, all things considered, being satisfied with their current job (compared to 76% in 2017). Although slightly different wording was used, 80% agreed that overall they “like their job” in the PSES results.
- In 2018, employees were asked if they felt OSFI offers a psychologically healthy environment, with more than three quarters agreeing (77%). The proportion saying that OSFI has a positive work environment was 80%, higher than the 77% reported in 2017.
- The proportion who feel like they are a valued member of OSFI was 73%, unchanged from 2017. Seven in ten (69%) believe that senior management is engaged with OSFI staff, unchanged over the past year.
- The proportion of employees who agree they DO NOT intend to look for a job outside OSFI was 61%, an increase from 58% in 2017.
- Six in ten (59%) employees agreed they do NOT experience considerable tension on a regular basis in their work environment, a notable decrease from 68% in 2017.
- A slim majority (53%) agree that OSFI does a good job of raising awareness of mental health in the workplace (up from 51%). The comparable PSES measure is 67%.
- The same proportion of employees report having faced discrimination over the past 12 months as did in 2017 (5%). When they do, it is most likely to originate with senior management or their immediate supervisor (41% each).
 - Age was the most common reason given for the discrimination followed by national/ethnic origin.

- In 2018, employees were asked about harassment, with 8% reporting that they experienced it on the job over the past year. Their immediate supervisor, co-workers and senior management were the most common sources.
 - The nature of the harassment was most commonly aggressive behaviour, offensive remarks and yelling/shouting.
- The PSES numbers on experiencing harassment and discrimination over the past two years are 8% of employees for discrimination and 18% for harassment (stable in 2014 and 2017).

Table 13 – 2018 results for Culture and Community

	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
I have positive working relationships with my co-workers	71%	25%	2%	1%	0%
I am proud to work for OSFI	58%	28%	10%	2%	1%
I would recommend OSFI as a good place to work	51%	28%	13%	4%	3%
In the past year I received recognition for work well done, either from a manager or a colleague	50%	28%	10%	8%	4%
OSFI implements activities and practices that support a diverse workplace	49%	32%	11%	6%	2%
I am encouraged to be innovative or take initiative in my work**	46%	30%	12%	7%	5%
All things considered, I am satisfied with my current job	46%	33%	10%	7%	4%
OSFI works hard to create a workplace that prevents discrimination**	46%	29%	15%	7%	3%
I think that OSFI has a culture that respects individual differences	46%	33%	9%	8%	4%
I DO NOT have intentions of looking for a job outside of OSFI within the next 12 months	45%	16%	18%	11%	11%
My work unit offers a psychologically healthy environment**	42%	35%	10%	10%	3%
I feel that I am a valued member of OSFI	42%	31%	14%	7%	5%
Overall, I would say that OSFI has a positive work environment	41%	39%	9%	9%	3%
I DO NOT experience considerable tension on a regular basis in my work environment	32%	27%	15%	17%	9%
I believe senior management is engaged with OSFI staff	30%	39%	14%	12%	5%
OSFI does a good job of raising awareness of mental health in the workplace	20%	33%	23%	16%	8%

****Note:** This is a new question in 2018.

Table 14 – Comparison results for Culture and Community

	2018 % Strongly Agree	2017 % Strongly Agree	2018 Mean	2017 Mean
I have positive working relationships with my co-workers	71%	73%	4.66	4.68
I am proud to work for OSFI	58%	63%	4.39	4.44
I would recommend OSFI as a good place to work	51%	51%	4.21	4.18
In the past year I received recognition for work well done, either from a manager or a colleague	50%	49%	4.11	4.14
OSFI implements activities and practices that support a diverse workplace	49%	55%	4.22	4.31
I am encouraged to be innovative or take initiative in my work**	46%	-	4.05	-
All things considered, I am satisfied with my current job	46%	45%	4.09	4.07
OSFI works hard to create a workplace that prevents discrimination**	46%	-	4.08	-
I think that OSFI has a culture that respects individual differences	46%	55%	4.09 (n)	4.28
I DO NOT have intentions of looking for a job outside of OSFI within the next 12 months	45%	43%	3.73	3.68
My work unit offers a psychologically healthy environment**	42%	-	4.02	-
I feel that I am a valued member of OSFI	42%	40%	3.97	3.97
Overall, I would say that OSFI has a positive work environment	41%	42%	4.06	4.07
I DO NOT experience considerable tension on a regular basis in my work environment.	32%	40%	3.57 (n)	3.79
I believe senior management is engaged with OSFI staff	30%	27%	3.78	3.72
OSFI does a good job of raising awareness of mental health in the workplace	20%	22%	3.42	3.39

****Note:** This is a new question in 2018.

Tables 15 & 16 – 2018 results for Harassment

	Yes	No
Having carefully read the definition of harassment, have you been the victim of harassment on the job in the past year?"**	8%	92%

****Note:** This is a new question in 2018.

From whom did you experience harassment on the job? ** (Among those who experienced harassment n=47)	%	Please indicate the nature of the harassment you experienced ** (Among those who experienced harassment n=47)	%
My immediate supervisor	38%	Aggressive behaviour	53%
Co-workers	36%	Offensive remark	49%
Senior management	32%	Yelling or shouting	47%
Individuals from other departments or agencies	13%	Unfair treatment	45%
Individuals from the institutions that we regulate	4%	Excessive control	43%
My direct reports	2%	Humiliation	38%
Other	17%	Personal attack	34%
		Being excluded or being ignored	32%
		Interference with work or withholding resources	26%
		Threat	15%
		Sexual comment or gesture	4%
		Other	4%
		Prefer not to say	4%

****Note:** This is a new question in 2018.

Tables 17 & 18 – 2018 results for Discrimination

	Yes	No
Having carefully read the definition of discrimination, have you been the victim of discrimination on the job in the past year?	5%	95%

From whom did you experience discrimination on the job? <i>(Among those who experienced discrimination n=32)</i>	%	Did you experience discrimination because of your...? ** <i>(Among those who experienced discrimination n=32)</i>	%
My immediate supervisor	41%	Age	34%
Senior management	41%	National or ethnic origin	22%
Co-workers	25%	Race	19%
Individuals from other departments or agencies	9%	Colour	16%
Other	28%	Disability	13%
		Family status	13%
		Sex	9%
		Marital status	9%
		Religion	3%
		Gender identity or expression	3%
		Other	22%
		Prefer not to say	16%

****Note:** This is a new question in 2018.

Table 19 – Reasons for being proud to work for OSFI

Can you please share the reason(s) why you are proud to work for OSFI** (Those who agree they are proud to work for OSFI and provided a valid response n=279)	%
OSFI's valuable/important role/mandate in protecting/benefitting Canadian finance/Canadians	53%
Good/talented/qualified/ethical co-workers	32%
Good organization/positive work environment/culture	30%
OSFI's Respected reputation/contribution to the industry/international reputation	22%
Interesting/challenging work/I enjoy the work	12%
Work-life balance	7%
Feel I am making a meaningful/positive contribution to society	6%
Training/learning/resources	6%
The compensation is good/advancement opportunities	4%
Want to work in the public sector/like the public sector better than the private	1%
Other	1%

****Note:** This is a new question in 2018.

Comment Analysis

Culture and Community was mentioned in 69 employee comments. A common theme was the suggestion that executive committee members be more visible/available to employees. Another was the need to bring together different locations/groups.

Communication

Summary

- The results to questions about official languages are very positive overall, just as they were in 2017.
 - Employees feel free to use their language of choice to communicate with their supervisor (95%), during meetings (88%) and when preparing written material for internal purposes (89%). Comparable results from the PSES were similar with 93% agreeing in terms of their supervisor, 88% for meetings and 86% for written materials.
 - Overall, employees understand their obligations at OSFI with respect to the Official Languages Act (92%). Although there is no difference in terms of understanding their obligations under the OLA, French speakers report lower scores on all three questions about being able to use their language of choice than those identifying as English or bilingual.
- Ratings for ‘top-down’ communications with employees are lower at the organizational level than the team level, but they have improved since last year.
 - A majority of employees say they are kept informed about issues affecting their team (83%) and their sector/group (74%). Two thirds of employees say the same about the future direction of OSFI, but this is a notable increase over 2017 when only 59% agreed with this statement.
 - Similarly, the proportion who agreed that essential information flows effectively from OSFI’s executive committee to staff increased from 61% in 2017 to 65%. This compares favourably to a similar PSES question about information from “senior management” where only 50% agreed.
- Two thirds of employees (65%) agree that there is effective communication between teams within their sector/group compared to 63% in 2017.

Table 20 – 2018 results for Communication

	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
When I communicate with my immediate supervisor I feel free to use the official language of my choice	89%	6%	3%	1%	1%
During meetings with my team I feel free to use the official language of my choice	79%	9%	4%	4%	4%
When I prepare written material for internal purposes, I feel free to use the official language of my choice	79%	10%	4%	4%	4%
I understand my obligations at OSFI with respect to the Official Languages Act	65%	27%	4%	3%	1%
I am kept informed about issues affecting my team	50%	33%	4%	10%	3%
I am kept informed about issues affecting my Sector/group	32%	42%	9%	13%	4%
I am kept informed about the future direction for OSFI	25%	41%	15%	15%	5%
Communication is effective between teams within my Sector/group	24%	41%	11%	17%	6%
Essential information flows effectively from OSFI's Executive Committee to staff	20%	45%	14%	16%	6%

Table 21 – Comparison results for Communication

	2018 % Strongly Agree	2017 % Strongly Agree	2018 Mean	2017 Mean
When I communicate with my immediate supervisor I feel free to use the official language of my choice	89%	87%	4.79	4.73
During meetings with my team I feel free to use the official language of my choice	79%	79%	4.55	4.57
When I prepare written material for internal purposes, I feel free to use the official language of my choice	79%	75%	4.56	4.49
I understand my obligations at OSFI with respect to the Official Languages Act	65%	61%	4.52	4.52
I am kept informed about issues affecting my team	50%	53%	4.17	4.25
I am kept informed about issues affecting my Sector/group	32%	30%	3.86	3.84
I am kept informed about the future direction for OSFI	25%	20%	3.66 (n)	3.52
Communication is effective between teams within my Sector/group	24%	21%	3.61	3.54
Essential information flows effectively from OSFI's Executive Committee to staff	20%	19%	3.57	3.51

Comment Analysis

A total of 55 employee comments touched on Communication. One theme relates to a feeling that communication strategies being used by the executive committee do not always provide the information employees want, nor allow for the opportunity to provide feedback. A second theme is that communication between teams/locations is not as strong as it could be.

Work-Life Balance

Summary

- A large majority of employees agree that if operational requirements allow it, supervisors support the use of flexible work arrangements (90%) and that immediate supervisors support efforts to balance work and life by applying OSFI policies (89%). The 2018 results are consistent with those from last year and, in terms of supervisors supporting flexible work arrangements, higher than a comparable question in the PSES (80% agree).
- Similar majorities agree that they can talk to their immediate supervisor about the amount of work they have to do (89%) and that they have flexibility to prioritize tasks/responsibilities when facing multiple demands at work (88%) with almost as many (85%) saying they feel supported at work when dealing with personal or family issues (all three were new questions in 2018).
- There is agreement that good policies are in place for supporting a balance between work and personal/family life at OSFI (87%). There is also strong agreement that OSFI provides appropriate resources to assist employees in managing challenges in balancing work and life (80%).
- There were no notable differences in terms of the proportion of employees working more than 48 hours in an average week or the mean number of hours they work.

Table 22 – 2018 results for Work-life Balance

	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
If operational requirements allow it, my immediate supervisor supports the use of flexible work arrangements	72%	18%	4%	4%	2%
I can talk to my immediate supervisor about the amount of work I have to do**	70%	19%	5%	4%	2%
My immediate supervisor supports my efforts to balance my work, family and personal life, and applies OSFI's policies as needed	69%	20%	5%	3%	3%
I have flexibility to prioritize tasks and responsibilities when facing multiple demands at work**	61%	27%	5%	5%	2%
I feel supported at work when I am dealing with personal or family issues**	60%	25%	9%	3%	3%
OSFI provides appropriate resources to assist me in managing challenges in balancing my work, family and personal life	53%	27%	15%	4%	2%
OSFI has good policies and practices to support balance between work, family and personal life	50%	37%	6%	6%	2%

****Note:** This is a new question in 2018.

Tables 23 & 24– Employee status and hours worked

	Full-time	Part-time	Prefer not to say
I am considered a part/full time employee?	96%	1%	3%

	< 40 Hours	40 – 48 Hours	> 48 Hours	Prefer not to say
How many hours do you work in an average week?	34%	46%	8%	12%

Table 25 – Comparison results for Work-life Balance

	2018 % Strongly Agree	2017 % Strongly Agree	2018 Mean	2017 Mean
If operational requirements allow it, my immediate supervisor supports the use of flexible work arrangements	72%	68%	4.53	4.49
I can talk to my immediate supervisor about the amount of work I have to do**	70%	-	4.52	-
My immediate supervisor supports my efforts to balance my work, family and personal life, and applies OSFI's policies as needed	69%	69%	4.51	4.51
I have flexibility to prioritize tasks and responsibilities when facing multiple demands at work**	61%	-	4.40	-
I feel supported at work when I am dealing with personal or family issues**	60%	-	4.35	-
OSFI provides appropriate resources to assist me in managing challenges in balancing my work, family and personal life	53%	50%	4.24	4.22
OSFI has good policies and practices to support balance between work, family and personal life	50%	48%	4.28	4.23

****Note:** This is a new question in 2018.

Comment Analysis

A total of 64 open-ended comments touched on Work-Life Balance. Although some feel that access to flexible work arrangements has improved, there remain concerns about the inconsistent application of OSFI policies in this area.

Corporate Focus

Summary

- Employees overwhelmingly agree that they understand OSFI’s values (96%) with only 2% saying they disagree. Most also agree that OSFI values are generally demonstrated by those who work for OSFI (79%).
- More than four in five employees agree that their physical work environment is suitable for their job requirements (81%). A comparable question was asked in the 2017 PSES survey where 75% agreed.
- If they were faced with an ethical dilemma, around three quarters of employees (73%) say they know where they would go for help. The comparable result from the PSES survey was 74% agreement.
- Results are more mixed when asking employees if they feel they can initiate a formal recourse process. Only a minority (46%) agree that they could while a third (34%) disagree. This is similar to the PSES results for a comparable question (48%).
- When asked about whether OSFI is managing organizational change well, only 56% agree and three in ten disagree with this statement.
 - These results are similar to those observed in 2016 and 2017.

Table 26 – 2018 results for Corporate Focus

	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
I understand OSFI’s values	83%	13%	1%	1%	1%
My physical environment is suitable for my job requirements**	51%	30%	6%	10%	4%
Generally, OSFI values are demonstrated by the people who work at OSFI	42%	37%	10%	9%	3%
If faced with an ethical dilemma, I know where I can go for help**	39%	34%	10%	11%	6%
I feel I can initiate a formal recourse process**	20%	26%	20%	19%	15%
As an organization, OSFI is doing a good job of managing organizational change	16%	40%	14%	21%	9%

****Note:** This is a new question in 2018.

Table 27 – Comparison results for Corporate Focus

	2018 % Strongly Agree	2017 % Strongly Agree	2018 Mean	2017 Mean
I understand OSFI’s values	83%	83%	4.76	4.77
My physical environment is suitable for my job requirements**	51%	-	4.15	-
Generally, OSFI values are demonstrated by the people who work at OSFI	42%	39%	4.06	4.02
If faced with an ethical dilemma, I know where I can go for help**	39%	-	3.87	-
I feel I can initiate a formal recourse process**	20%	-	3.19	-
As an organization, OSFI is doing a good job of managing organizational change	16%	13%	3.34	3.30

****Note:** This is a new question in 2018.

Comment Analysis

A total of 33 comments touching on the theme of Corporate Focus were provided by employees. Some employees praise the job the current leadership is doing while others offered suggestions about how the corporate vision could be better articulated to employees.

Appendix A: Email Invitation

SUBJECT: 2018 OSFI Employee Survey / Sondage auprès des employés du BSIF – Édition 2018

Dear Employee,

Environics has been commissioned by the Office of the Superintendent of Financial Institutions (OSFI) to conduct its 2018 Employee Survey.

This survey is designed to gather the feedback of OSFI employees about various aspects of their working environment.

Any responses provided will be kept strictly confidential. The findings report will only present summarized, aggregate survey results for groups of 10 or more employees.

The survey will take about 20 minutes of your time and you can complete it at your convenience. You are able to leave and re-enter the survey re-commencing at the place in the questionnaire where you last left off.

Please complete the survey by **October 12**.

Results of the survey will be shared with OSFI employees in the winter.

To begin the survey, click on the link below
<LINK>

If the link above does not work please copy the URL into your browser.

Note: This link is unique to your email address, therefore please **DO NOT FORWARD** this message or your link to anyone else.

If you have any questions about the survey, please contact me at tony.coulson@environics.ca. All contacts will be held in confidence.

Thank you in advance for your participation.

Tony Coulson
Group Vice President
Environics Research

SUJET: Sondage auprès des employés du BSIF – Édition 2018 / 2018 OSFI Employee Survey

Bonjour,

Le Bureau du surintendant des institutions financières (BSIF) a confié l'administration de l'édition 2018 de son sondage auprès des employés au cabinet Environics.

Ce sondage a pour but de recueillir le point de vue des employés du BSIF au sujet de divers aspects de leur travail.

Vos réponses vont demeurer strictement confidentielles. Les résultats du sondage ne seront présentés que sous forme d'un condensé réunissant les réponses d'au moins dix employés.

Il ne vous faudra qu'une vingtaine de minutes pour le remplir au moment qui vous conviendra. Vous pourrez quitter le sondage pour y revenir plus tard, et reprendre à l'endroit même où vous étiez en le quittant.

Veillez répondre au sondage d'ici le **12 octobre**.

Les résultats du sondage seront communiqués aux employés du BSIF à l'hiver.

Pour commencer le sondage, cliquez sur le lien ci-dessous :

<LINK>

Si le lien ci-dessus ne fonctionne pas, veuillez copier l'adresse URL dans votre navigateur.

Note : Ce lien unique est associé à votre courriel. Veuillez donc NE PAS FAIRE PARVENIR ce message ou ce lien à quelqu'un d'autre.

Si vous avez des questions sur le sondage, communiquez avec moi à tony.coulson@environics.ca. Tous les appels demeureront confidentiels.

Nous vous remercions à l'avance de votre participation.

Tony Coulson
Vice-président
Environics Research

Appendix B: Email Reminder

SUBJECT: Final reminder: 2018 OSFI Employee Survey / Dernier rappel : Sondage auprès des employés du BSIF – Édition 2018

Dear Employee,

Tomorrow, October 19, is the last day to take the 2018 OSFI Employee Survey. Please complete the survey to have your say.

The survey will take about 20 minutes of your time and you can complete it at your convenience. You are able to leave and re-enter the survey re-commencing at the place in the questionnaire where you last left off.

Any responses provided will be kept strictly confidential. The findings report will only present summarized, aggregate survey results for groups of 10 or more employees.

To begin the survey, click on the link below

<LINK>

If the link above does not work please copy the URL into your browser.

Note: This link is unique to your email address, therefore please **DO NOT FORWARD** this message or your link to anyone else.

If you have any questions about the survey, please contact me at tony.coulson@environics.ca. All contacts will be held in confidence.

Thank you in advance for your participation.

Tony Coulson
Group Vice President
Environics Research

SUJET: Dernier rappel : Sondage auprès des employés du BSIF – Édition 2018 / Final reminder: 2018 OSFI Employee Survey

Bonjour,

Demain, le 19 octobre, c'est la dernière journée pour participer au sondage auprès des employés du BSIF, édition 2018. Veuillez y répondre pour avoir voix au chapitre.

Il ne vous faudra qu'une vingtaine de minutes pour remplir le sondage au moment qui vous conviendra. Vous pourrez le quitter pour y revenir plus tard, et reprendre à l'endroit même où vous étiez en le quittant.

Vos réponses vont demeurer strictement confidentielles. Les résultats du sondage ne seront présentés que sous forme d'un condensé réunissant les réponses d'au moins dix employés.

Pour commencer le sondage, cliquez sur le lien ci-dessous :

<LIEN>

Si le lien ci-dessus ne fonctionne pas, veuillez copier l'adresse URL dans votre navigateur.

Note : Ce lien unique est associé à votre courriel. Veuillez donc **NE PAS FAIRE PARVENIR** ce message ou ce lien à quelqu'un d'autre.

Si vous avez des questions sur le sondage, communiquez avec moi à tony.coulson@environics.ca. Tous les appels demeureront confidentiels.

Nous vous remercions à l'avance de votre participation.

Tony Coulson
Vice-président
Environics Research

Appendix C: Survey Instrument: English

Welcome to the 2018 OSFI Employee Survey / Bienvenue au sondage auprès des employés du BSIF - édition 2018

Please select your preferred language: / Veuillez choquer la langue de votre choix:

English

French

Your views are important!

This survey is designed to gather the feedback of OSFI employees about various aspects of their working environment. The Executive Committee at OSFI wants to know what is going well and what improvements can be made and is committed to acting on your input and ideas.

Please note that the link within the email invitation you received is unique to you; please do not share your link with others.

The value of this survey *relies entirely on the candid participation of employees* like yourself. Towards the end of the survey, you will be given the opportunity to provide additional thoughts, comments or observations and you are encouraged to honestly express your views. Your responses will be kept strictly confidential.

The deadline to complete the survey is **October 12th, 2018**.

Your privacy will be respected

In accordance with industry and government research standards, Environics WILL NOT divulge individual survey responses to anyone at OSFI; only summary reports of aggregate data will be provided.

How to complete the survey

This survey consists of eight sections and will take about 20 minutes of your time.

You can complete the survey all at once, or you may do it in sections, as your answers will be saved and you will be brought to your last screen when you return.

Definitions to some terms are provided. Click here ([PN: new window](#)) to see the complete list.

All questions have a "Don't know / Not applicable" response option. Please select this option if you feel you do not have enough knowledge to answer the question, or if you feel the question does not apply to your situation.

How to contact us

If you have any questions on how to complete the survey or about the survey content (i.e., its purpose, timing, reasons for specific questions), please contact Tony Coulson at Tony.Coulson@environics.ca.

SECTION I: CORPORATE FOCUS

Please indicate your level of agreement with each statement.

Q1

I understand OSFI's values (Professionalism, Integrity, Respect for People).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q2

As an organization, OSFI is doing a good job of managing organizational change (e.g., changes in reporting structures, staffing levels, technology renewal).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q3

Generally, OSFI values are demonstrated by the people who work at OSFI.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Please indicate your level of agreement with each statement.

Q4

If I am faced with an ethical dilemma or a conflict between values in the workplace, I know where I can go for help in resolving the situation.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q5

I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q6

My physical environment (e.g., office, workspace) is suitable for my job requirements.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

SECTION II: COMMUNICATION

Q7

Communication is effective between teams within my Sector/group.**

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

** The sectors/groups within OSFI are Deposit-taking Supervision Sector, Insurance Supervision Sector, Risk Support Sector, Common Supervisory Services, Regulation Sector, Corporate Services Sector, the Office of the Superintendent (including Internal Audit), and the Office of the Chief Actuary.

Please indicate your level of agreement with each statement.

I am kept informed about:

Q8

Issues affecting my team.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q9

Issues affecting my Sector/group.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q10

The future direction for OSFI (e.g. over the next one to three years).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q11

Essential information flows effectively from OSFI's Executive Committee* to staff.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

* The Executive Committee includes the Superintendent and Assistant Superintendents of Regulation, Deposit-Taking Supervision, Insurance Supervision, Risk Support and Corporate Services.

Please indicate your level of agreement with each statement.

Q12

I understand my obligations at OSFI with respect to the *Official Languages Act*, as it applies to dealing with both OSFI employees and with external stakeholders.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q13

When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language (English or French) of my choice. (Note this does not refer to material for use external to OSFI).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q14

During meetings with my team I feel free to use the official language of my choice (English or French).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q15

When I communicate with my immediate supervisor* I feel free to use the official language of my choice (English or French).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

* Immediate supervisor is the person whom you report to directly.

SECTION III: LEADERSHIP

Please indicate your level of agreement with each statement.

My immediate supervisor (the person whom you report to directly):

Q16

Has the right leadership competencies* to lead.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q17

Seeks the opinions and suggestions of his/her employees.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q18

Acts on the suggestions of his/her employees.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q19

Appreciates my work.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q20

Encourages collaboration within his/her team.**

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q21

Encourages collaboration across OSFI.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q22

Creates an inclusive* workplace (e.g. where I feel heard, respected and understood).**

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q23

Creates an environment where I feel free to discuss matters that affect my well-being at work.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

* Leadership competencies refer to observable and measurable skills, attributes, knowledge, behaviours or personal characteristics that contribute to high performance. OSFI's Leadership Competencies are defined within the Leadership Competency Model, which serves to assess readiness and leadership capabilities and to develop individuals.

** Team: Your Responsibility Centre (RC), i.e., a group of people who have the same objectives as you, or who work on the same projects as you and come into regular contact with you.

*** An environment that expressly values the individual, where employees feel safe, involved, appreciated, and connected.

Q24

I am confident approaching my immediate supervisor with concerns without fear of reprisal.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Please indicate your level of agreement with each statement.

OSFI's Senior Management Team (This includes all Managing Directors and Senior Directors (e.g. REX-08 – REX-10)):

Q25

Strives for the success of the entire organization rather than the success of individuals or groups.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q26

Treats employees with respect.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q27

The actions taken as a result of the Employee Survey have had an impact on the work environment.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Please indicate your level of agreement with each statement.

Q28

I have confidence in the Senior Management Team* to lead OSFI.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q29

I feel that the Executive Committee is providing clear strategic direction for the organization.**

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q30

I have confidence in the Executive Committee to lead OSFI.**

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

* OSFI's Senior Management Team includes all Managing Directors and Senior Directors (e.g. REX-08 – REX-10).

** The Executive Committee includes the Superintendent and Assistant Superintendents of Regulation, Deposit-Taking Supervision, Insurance Supervision, Risk Support and Corporate Services.

SECTION IV: TALENT MANAGEMENT

Please indicate your level of agreement with each statement.

Q31

I receive timely feedback from my immediate supervisor.*

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q32

I receive useful feedback from my immediate supervisor*.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q33

I understand the performance criteria used to evaluate my job performance.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q34

I understand how my performance review is linked to my pay.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q35

The performance review process has been useful in helping me set objectives to improve my job performance.

- Strongly Disagree

- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q36

My immediate supervisor* does a good job of addressing poor performance in the workplace.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

* Immediate supervisor is the person whom you report to directly.

Q37

Do you currently have any employees* who report to you directly (i.e., direct reports)?

- Yes
- No
- Prefer not to say

*In this survey, employees are defined as people employed directly by OSFI, regardless of level or position within the organization, e.g., indeterminate, term and part time. It does not include short-term staff such as casual employees, co-op and summer students, and contracted staff such as consultants.

Q37B (If... Q37 = Yes)

I receive the support I need to address unsatisfactory performance issues.

- Yes
- No
- N/A

Please indicate your level of agreement with each statement.

Q38

My position makes good use of my personal strengths.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q39

I get the (internal or external) training I need to do my job.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q40

The training offered by OSFI is available to me in the official language of my choice (English or French).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q41

I get the coaching I need to do my job well.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q42

OSFI makes tools and resources available for me to take responsibility for my career development.*

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree

- Strongly Agree
- Don't know
- Not applicable

Q43

In the past year I have had an opportunity to expand my skill set/knowledge (e.g. through a new project, assignment or initiative; training etc.).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

* Career Development: Activities that help develop a person's career, e.g., taking courses, receiving coaching, handling new responsibilities, performing new tasks, etc.

Q44

The process of selecting a person for a position is done fairly at OSFI.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

SECTION V: WORK-LIFE BALANCE

Please indicate your level of agreement with each statement.

Q45

OSFI has good policies and practices to support balance between work, family and personal life.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q46

My immediate supervisor* supports my efforts to balance my work, family and personal life, and applies OSFI's policies as needed.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q47

If operational requirements allow it, my immediate supervisor* supports the use of flexible work arrangements (e.g., flexible hours, compressed work weeks, working from home).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q48

I have flexibility to prioritize tasks and responsibilities when facing multiple demands at work.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q49

I can talk to my immediate supervisor* about the amount of work I have to do.

- Strongly Disagree

- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q50

OSFI provides appropriate resources (e.g. Employee Assistance Program and wellness initiatives) to assist me in managing challenges in balancing my work, family and personal life.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q51

I feel supported at work when I am dealing with personal or family issues.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

* Immediate supervisor is the person whom you report to directly.

Q52

How many hours do you work in an average week? [Range: 1.0 to 99.9]

- Enter number of hours ##.#
- Prefer not to say

Q53

I am considered a:

- Part-time employee
- Full-time employee
- Prefer not to say

SECTION VI: CULTURE AND COMMUNITY

Please indicate your level of agreement with each statement.

Q54

OSFI implements activities and practices that support a diverse workplace.*

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q55

I think that OSFI has a culture that respects individual differences (e.g., culture, work styles, diversity of thought, etc.)*****

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q56

OSFI does a good job of raising awareness of mental health** in the workplace.**

* A diverse workplace includes everyone, regardless of race, national or ethnic origin, colour, disability, sex, sexual orientation, marital status or family status, religion, age, language, culture background, interests, views or other dimensions. It encompasses all the differences between colleagues' personal and professional identity.

** A Culture is a system of shared attitudes/behaviours, assumptions, beliefs, customs, experiences and values, which governs how people behave in an organization and contribute to the unique social and psychological environment of the organization. It instils pride and engagement for the mandate and enables changes going forward.

*** Individual differences are a set of characteristics that distinguish one individual from another (physical, psychological, emotional and behavioural differences), which comes from hereditary (nature) or environmental (nurture) conditions.

**** Mental health is a person's condition with regard to their psychological and emotional well-being. Well-being is when an individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.

Please indicate your level of agreement with each statement.

Q57

I have positive working relationships with my co-workers.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q58

I experience considerable tension on a regular basis in my work environment.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q59

My work unit offers a psychologically healthy environment (i.e. where I feel confident to speak up and express my opinions).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q60

OSFI works hard to create a workplace that prevents discrimination*.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

*Discrimination means treating someone differently or unfairly because of a personal characteristic or distinction, which, whether intentional or not, has an effect that imposes disadvantages not imposed on others or that withholds or limits access that is given to others. There are 13 prohibited grounds of discrimination under the Canadian Human Rights Act: race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability, and pardoned conviction or suspended record.

Harassment is improper conduct by an individual that is directed at and is offensive to another person or persons in the workplace, and which the individual knew or ought reasonably to have known would cause offence or harm. It comprises any objectionable act, comment or display that demeans, belittles, or causes personal humiliation or embarrassment, and any act of intimidation or threat. It includes harassment within the meaning of the Canadian Human Rights Act (CHRA). Conduct that is discriminatory under the CHRA includes harassment of a person because of his or her race, national or ethnic origin, colour, religion, age, sex, gender identity or expression, marital or family status, genetic characteristics, physical or mental disability, sexual orientation, or conviction for an offence for which a pardon has been granted.

Q61

Having carefully read the definition of harassment, have you been the victim of harassment on the job in the past year?

- Yes
- No

Q61B [If Q61 =Yes]

From whom did you experience harassment on the job? (Check all that apply)

- Co-workers
- My immediate supervisor (The person whom you report to directly)
- Senior management (This includes all Managing Directors and Senior Directors e.g. REX-08 – REX-10)
- My direct reports
- Individuals from other departments or agencies
- Individuals from the institutions that we regulate
- Other

Q61C [If Q61 =Yes], Multiselect

Please indicate the nature of the harassment you experienced

- Aggressive behaviour
- Excessive control
- Being excluded or being ignored
- Humiliation
- Interference with work or withholding resources
- Offensive remark
- Personal attack
- Physical violence
- Sexual comment or gesture
- Threat
- Unfair treatment
- Yelling or shouting
- Other
- Prefer not to say

Discrimination means treating someone differently or unfairly because of a personal characteristic or distinction, which, whether intentional or not, has an effect that imposes disadvantages not imposed on others or that withholds or limits access that is given to others. There are 13 prohibited grounds of discrimination under the Canadian Human Rights Act: race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability, and pardoned conviction or suspended record.

Q62

Having carefully read the definition of discrimination, have you been the victim of discrimination on the job in the past year?

- Yes
- No

Q62B [If Q62 =Yes]

Did you experience discrimination because of your..? (Check all that apply)

- Race
- National or ethnic origin
- Religion
- Colour
- Disability
- Sexual orientation
- Gender identity or expression
- Sex
- Marital status
- Family status
- Age
- Other
- Prefer not to say

Q62C [if Q62=Yes]

From whom did you experience discrimination on the job? (Check all that apply)

- Co-workers
- My immediate supervisor (The person whom you report to directly)
- Senior management (This includes all Managing Directors and Senior Directors e.g. REX-08 – REX-10)
- My direct reports
- Individuals from other departments or agencies
- Individuals from the institutions that we regulate
- Other

Please indicate your level of agreement with each statement.

Q63

I believe senior management* is engaged with OSFI staff (i.e. participate in staff activities; interact informally with staff).

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q64

In the past year, I received recognition for work well done, either from a manager or a colleague.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q65

Overall, I would say that OSFI has a positive work environment.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q66

I am encouraged to be innovative or take initiative in my work.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q67

I feel that I am a valued member of OSFI.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree

- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q68

I am proud to work for OSFI.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q68B [If Q68 = somewhat or strongly agree]

Can you please share the reason(s) why you are proud to work for OSFI.

- Comments [PN: SHOW LARGE TEXT BOX]

Q69

I would recommend OSFI as a good place to work.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q70

All things considered, I am satisfied with my current job.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

Q71

I have intentions of looking for a job outside of OSFI within the next 12 months.

- Strongly Disagree
- Somewhat Disagree
- Neither Disagree nor Agree
- Somewhat Agree
- Strongly Agree
- Don't know
- Not applicable

* OSFI's Senior Management Team includes all Managing Directors and Senior Directors (e.g. REX-08 – REX-10).

SECTION VII: COMMENTS

Q72

Do you have any additional comments or suggestions about the topics that been addressed in this survey? (i.e. Corporate Focus, Communication, Leadership, Talent Management, Work-Life Balance, Culture and Community)?

- Comments [PN: SHOW LARGE TEXT BOX]
- No additional comments

PN: SKIP IF “NO ADDITIONAL COMMENTS” SELECTED AT Q72”

Q72B

Which of the following area(s) are your comments related to (select all that apply):

- Corporate Focus
- Communication
- Leadership
- Talent Management
- Work-Life Balance
- Culture and Community
- Other, please specify: ____

PN: SKIP IF “NO ADDITIONAL COMMENTS” SELECTED AT Q72”

Q73

Written (verbatim) comments captured in a survey such as this one can provide the organization with a deeper understanding of the context for some of the survey results.

All written comments provided to senior management will remain anonymous (i.e., not be tied to any identifying information about employees), and they will not be tied to any other responses provided in the survey.

All comments will be presented to senior management by work unit only if there are 10 comments or more. In the cases where there are less than 10 comments, responses from different work units will be combined to ensure a list of no fewer than 10 comments for any individual question.

Do you consent to the release of the written verbatim comments that you provided in this survey to OSFI senior management?

- Yes, my verbatim comments may be released.
- No, my comments may be considered in the analysis but not released to OSFI.

SECTION VIII: GENERAL INFORMATION

The following questions are an important part of the employee survey. They will help us understand if various employee groups view the organization differently. We encourage you to complete these questions.

We guarantee that this information will be kept completely confidential. In accordance with industry and government research standards, Environics WILL NOT divulge individual survey responses to anyone at OSFI.

Results from this survey will be reported by Environics in subgroups of no less than 10 completed surveys across any demographic factor. Responses from smaller groups will be combined with another group to protect the anonymity of respondents.

Thank you for completing these important questions.

Q74

How long have you worked at OSFI?

- Less than 2 years
- Between 2 to 15 years
- More than 15 years
- Prefer not to say

Q75

Are you:

- RE
- REX
- Prefer not to say

Q76

To assist with OSFI's Official Languages plans, please indicate your official language of choice.

- English
- French
- I'm bilingual (no preference)
- Prefer not to say

The following questions are for survey analysis purposes only and should not be confused with the self-identification questionnaire that Human Resources asks employees to complete for Employment Equity purposes.

We guarantee that this information will be kept completely confidential. Results will be reported by Environics in subgroups of no less than 10 completed surveys across any demographic factor.

Q77**Are you:**

- Male
- Female
- Other
- Prefer not to say

Q78**If you are comfortable responding, what is your sexual orientation?**

- Heterosexual
- Homosexual (e.g. gay or lesbian)
- Bisexual
- Other, please specify:
- Prefer not to say

A member of a visible minority in Canada may be defined as someone (other than an Aboriginal person) who is non-white in colour or race, regardless of place of birth. For example: Black, Chinese, Filipino, Japanese, Korean, South Asian, or East Indian, Southeast Asian, non-white West Asian, North African or Arab, non-white Latin American, person of mixed origin (with one parent in one of the visible minority groups in this list), or other visible minority group.

Q79**Are you a member of a visible minority?**

- Yes
- No
- Prefer not to say

An Aboriginal person is a North American Indian or a member of a First Nation, a Métis or an Inuk (Inuit). North American Indians or members of a First Nation include status, treaty or registered Indians, as well as non-status and non-registered Indians.

Q80**Are you an Aboriginal person?**

- Yes
- No
- Prefer not to say

A person with a disability has a long term or recurring physical, mental, sensory, psychiatric or learning impairment and considers himself or herself to be disadvantaged in employment by reason of that impairment, or believes that an employer or potential employer is likely to consider him or her to be disadvantaged in employment by reason of that impairment. Persons with disabilities are also those whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Q81

Are you a person with a disability?

- Yes
- No
- Prefer not to say

Q82

What is your Sector/group?

- Superintendent's Office and Internal Audit
- Risk Support Sector
- Common Supervisory Services
- Insurance Supervision Sector
- Deposit-taking Supervision Sector
- Regulation Sector
- Corporate Services Sector
- Office of the Chief Actuary
- Prefer not to say **SKIP TO Q84**

Q83 PN: SHOW SUBGROUPS BASED ON SELECTION TO Q82

In which organizational work unit are you currently working?

Again, we guarantee that this information will be kept completely confidential. Results will be reported in subgroups of no less than 10 completed surveys per work unit. Responses from smaller work units will be combined with another work unit to protect the anonymity of respondents.

SUPERINTENDENT’S OFFICE and INTERNAL AUDIT
100 / 200 / 310 / 313 / 400 / 480 / 650 / 800
100 - Superintendent's Office
200 - Assistant Superintendent - Corporate Services Sector
310 - Assistant Superintendent - Regulation Sector
313 – Legal Services Division
400 - Assistant Superintendent, Deposit Taking Supervision Sector
480 - Assistant Superintendent, Risk Support Sector
650 - Internal Audit
800 - Assistant Superintendent, Insurance Supervision Sector
CORPORATE SERVICES SECTOR
204 / 206 / 208 / 219
204 - Chief Information Officer
206 - IM/IT Strategic Management

208 - Client Relationship Management
219 - Cyber Security
209 / 210 / 211
209 – Corporate Planning and Procurement Services
210 - Managing Director, Finance and Corporate Planning
211 - Finance
212 - Infrastructure and Technology Services Division
214 - Enterprise Information Management
217 - Application Services
230 / 250
230 - Managing Director - Human Resources and Administration
250 - Human Resources Operations
231 / 251
231 - Corporate HR Programs and Development
251 - Workplace Effectiveness
252 - Security and Facilities Services
270 - Regulatory Data Management (RDM) Division
315 - Communications and Consultations Division
REGULATION SECTOR
311 - Approvals and Precedents
312 / 320
312 - Legislation and Policy Initiatives
320 - Senior Director - Legislation and Approvals Division
330 / 331 / 505
330 - Capital Division
331 - Capital Division
505 - Accounting Policy
475 - Private Pension Plans Division
COMMON SUPERVISORY SERVICES
467 / 476 / 477 / 600
467 - Common Supervisory Services (CSS)
476 - Vu Core
477 - Vu Build
600 - Senior Director, Common Supervisory Services
DEPOSIT TAKING SUPERVISION SECTOR
410 / 471 / 472
410 - Senior Director, Small and Medium Size Banking Group
471 - SMSB Group Montreal
472 - SMSB Group Vancouver
413 - SMSB Group Toronto

455 / 456 / 457 / 458 / 459 / 470
455 - CIBC Team
456 - RBC Team
457 - BMO Team
458 - TD Team
459 - BNS Team
470 - NBC Team
466 - Central Team
RISK SUPPORT SECTOR
482 - Credit Risk Division
486 – Model Risk Division (renamed)
487/ 490
487 - Supervision Support Group's Central Operating Team
490 - Risks, Surveillance, and Analytics Division
491 / 504
491 - Corporate Governance
504 - AML and Compliance Division
507 - Operational Risk Division
508 – Market and Liquidity Risk Division (renamed)
INSURANCE SUPERVISION SECTOR
411 / 442 / 443 / 444
411 - Life Insurance Division
442 - GWL Team
443 - MFC Team
444 - SL Team
414 / 416 / 417
414 - Property and Casualty Insurance Group
416 - Property and Casualty Insurance Group, Senior Director
417 - Mortgage Insurance Group
503 - Actuarial Division
CHIEF ACTUARY'S OFFICE
700 / 710
700 - Chief Actuary
710 - Social Insurance Programs
720 - Public Pensions

Prefer not to say

Q84**In which city do you work?**

- Montreal
- Ottawa
- Toronto
- Vancouver
- Prefer not to say

Q85**Have you participated in OSFI's Leadership Development Program?**

- Yes
- No
- Prefer not to say

Final screen

These are all the questions we have for you.

Please take a moment and decide if you wish to revisit your answers before proceeding to the next screen.

Once you move to the next screen and complete the survey you will not be able to change your answers.

Appendix D: Survey Instrument: French

Bienvenue au sondage auprès des employés du BSIF - édition 2018 / Welcome to the 2018 OSFI Employee Survey

Veillez choquer la langue de votre choix: / Please select your preferred language:

Français
Anglais

Votre opinion compte!

Ce sondage a pour but de recueillir le point de vue des employés du BSIF au sujet de divers aspects de leur travail. Le Comité de direction du BSIF veut savoir ce qui va bien et quelles améliorations peuvent être apportées et s'engage à donner suite à vos commentaires et idées.

Le lien qui se trouve dans l'invitation que vous avez reçue ne s'adresse qu'à vous; vous ne devez pas le transférer à une autre personne.

Nous vous invitons à répondre aux questions en toute franchise, ***car c'est là que réside toute la valeur de cet exercice.*** À la fin du questionnaire, vous aurez la possibilité d'étoffer vos réponses et de formuler des réflexions, et nous vous encourageons à vous exprimer librement. Vos réponses demeureront strictement confidentielles.

Vous avez jusqu'au **12 octobre 2018** pour remplir le questionnaire.

Votre **confidentialité est assurée**

Conformément aux normes de pratique professionnelle qui régissent les sondages d'opinion dans les secteurs public et privé, Environics ne dévoilera AUCUNE réponse individuelle à qui que ce soit au BSIF; les réponses seront fournies sous forme de rapport sommaire de données agrégées.

Comment remplir le questionnaire

Le questionnaire comporte huit sections, et il vous faudra une vingtaine de minutes pour répondre à toutes les questions.

Vous pouvez répondre à toutes les questions d'un seul trait ou par section. Si vous fermez le questionnaire avant d'avoir terminé, vos réponses seront enregistrées et, lorsque vous l'ouvrirez de nouveau, il s'affichera à l'endroit où vous étiez rendu.

Certains termes sont définis. Cliquez ici pour en consulter la liste.

Toutes les questions offrent une option de réponse « Ne sais pas / Sans objet ». Veuillez choisir cette réponse si vous estimez ne pas posséder les connaissances nécessaires pour répondre à la question ou si elle ne cadre pas avec votre situation.

Pour nous joindre

Si vous avez des questions au sujet de la façon de remplir le questionnaire ou de son contenu (p. ex. les objectifs, l'échéancier ou les motifs de questions précises), veuillez écrire à Environics à l'adresse que voici : Tony.Coulson@environics.ca.

SECTION I: ORIENTATIONS DE L'ORGANISATION

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q1

Je comprends les valeurs du BSIF (professionnalisme, intégrité, respect des personnes).

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q2

En tant qu'organisation, le BSIF parvient à bien gérer le changement organisationnel (p. ex. modification des structures hiérarchiques et des niveaux de dotation en personnel et renouvellement des technologies).

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q3

En règle générale, les gens qui travaillent au BSIF attestent des valeurs du BSIF.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q4

Si je suis confronté à un dilemme d'ordre éthique ou à un conflit entre les valeurs au travail, je sais où m'adresser pour obtenir de l'aide afin de régler la situation.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q5

J'ai le sentiment de pouvoir entamer un processus de recours officiel (p. ex., grief, plainte et droit d'appel) sans crainte de faire l'objet de représailles.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q6

Mon environnement physique (p. ex., bureau et espace de travail) convient aux exigences de mon poste.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

SECTION II: COMMUNICATION

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q7

La communication est efficace entre les équipes de mon secteur/groupe. **

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

** Les secteurs et groupes du BSIF sont le Secteur de la surveillance des institutions de dépôts, le Secteur de la surveillance des sociétés d'assurances, le Secteur de soutien du risque, les Services communs de surveillance, le Secteur de la réglementation, le Secteur des services intégrés, le Bureau du surintendant (y compris l'Audit interne), ainsi que le Bureau de l'actuaire en chef.

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

On me tient au courant...

Q8

...des questions qui ont une incidence sur mon équipe.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q9

...des questions qui ont une incidence sur mon secteur/groupe.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q10

...de l'orientation du BSIF (sur un horizon d'un à trois ans).

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord

- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q11

L'information essentielle du Comité de direction* est communiquée efficacement au personnel.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

* Composé du surintendant et des surintendants auxiliaires, Secteur de la réglementation, Secteur de la surveillance des institutions de dépôts, Secteur de la surveillance des sociétés d'assurances, Secteur de soutien du risque et Secteur des services intégrés.

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q12

Je comprends mes obligations au BSIF aux termes de la *Loi sur les langues officielles* dans le cadre de mes échanges tant avec les employés du BSIF qu'avec les gens de l'extérieur.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q13

Lorsque je rédige des documents à usage interne, y compris des courriels, je me sens libre de le faire dans la langue officielle (français ou anglais) de mon choix. (Cet énoncé ne s'applique pas aux documents diffusés à l'extérieur du BSIF.)

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q14

Lorsque j'assiste à une réunion de service, je me sens libre de m'exprimer dans la langue officielle de mon choix (français ou anglais).

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q15

Lorsque je communique avec mon supérieur immédiat*, je me sens libre de m'exprimer dans la langue officielle (français ou anglais) de mon choix.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

* Personne dont vous relevez directement.

SECTION III: LEADERSHIP

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?
Mon supérieur immédiat... (la personne dont vous relevez directement)

Q16

...possède les compétences nécessaires en leadership* pour diriger.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q17

...demande le point de vue et les suggestions de ses employés.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q18

...donne suite aux suggestions de ses employés.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q19

...apprécie mon travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q20

...encourage les membres de son équipe à collaborer entre eux.**

- Tout à fait en désaccord

- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q21

...encourage la collaboration à l'échelle du BSIF.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q22

...crée un milieu de travail inclusif* (p. ex., où je me sens entendu, respecté et compris).**

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q23

...crée un environnement où je me sens libre de discuter des questions qui influent sur mon bien-être au travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

* Aptitudes, caractéristiques, connaissances, comportements ou qualités personnelles observables et mesurables qui contribuent à un rendement supérieur. Le BSIF a créé un modèle de compétences en leadership, qui sert à l'évaluation de ce type de compétences et au perfectionnement des employés.

** Equipe: Votre centre de responsabilité (CR), c.-à-d., les personnes ayant les mêmes objectifs que vous, ou qui travaillent aux mêmes projets que vous et avec lesquelles vous communiquez régulièrement.

*** Un environnement respectueux des personnes, où celles-ci se sentent en sécurité, utiles, appréciées à leur juste valeur et où elles cultivent des relations.

Q24

Je sais que je peux confier mes inquiétudes à mon supérieur immédiat sans crainte de représailles.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Les cadres supérieurs du BSIF...

(Comprennent les directeurs généraux et directeurs principaux (p. ex., REX-08 – REX-10) :

Q25

...se soucient davantage de la réussite de l'ensemble de l'organisation que de celle d'une personne ou d'un groupe.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q26

...traitent les employés avec respect.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q27

Les mesures prises à la suite du Sondage auprès des employés ont eu des répercussions sur le milieu de travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q28

J'ai confiance en la capacité de l'équipe des cadres supérieurs* à diriger le BSIF.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q29

J'estime que le Comité de direction donne à l'organisation une orientation stratégique claire.**

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q30

J'ai confiance en la capacité du Comité de direction à diriger le BSIF.**

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

* Comprennent les directeurs généraux et directeurs principaux (p. ex., REX-08 – REX-10).

** Composé du surintendant et des surintendants auxiliaires, Secteur de la réglementation, Secteur de la surveillance des institutions de dépôts, Secteur de la surveillance des sociétés d'assurances, Secteur de soutien du risque et Secteur des services intégrés.

SECTION IV: GESTION DES TALENTS

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q31

Je reçois de la rétroaction de mon supérieur immédiat* au moment opportun.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q32

Je reçois de la rétroaction utile de mon supérieur immédiat*.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q33

Je comprends les critères utilisés pour évaluer mon rendement au travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q34

Je comprends les liens entre l'évaluation de mon rendement et mon niveau de rémunération.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q35

L'examen du rendement m'a aidé à fixer des objectifs pour améliorer mon rendement.

- Tout à fait en désaccord
- Quelque peu en désaccord

- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q36

Mon supérieur immédiat* réussit bien à résoudre les problèmes de mauvais rendement au travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

* Personne dont vous relevez directement.

Q37

Avez-vous actuellement des subalternes directs (c.-à-d. des employés* qui se rapportent à vous)?

- Oui
- Non
- Je préfère ne pas répondre

* Personne employée directement par le BSIF, quel que soit son niveau ou son poste au sein de l'organisation (c.-à-d., nomination pour une période indéterminée, nomination pour une période déterminée, à temps partiel). Sont exclus le personnel à court terme comme les employés occasionnels, les personnes embauchées dans le cadre d'un programme coopératif et d'un stage d'été pour étudiants, de même que le personnel contractuel tel que les experts-conseils.

Q37B (If... Q37 = Yes)

Je reçois le soutien dont j'ai besoin afin de résoudre les problèmes de rendement insatisfaisant.

- Oui
- Non
- S.O.

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q38

Mes forces personnelles sont bien exploitées dans le poste que j'occupe.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q39

Je reçois la formation (à l'interne et à l'externe) dont j'ai besoin pour faire mon travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q40

Le BSIF offre de la formation dans la langue officielle de mon choix (français ou anglais).

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q41

Je reçois l'encadrement dont j'ai besoin pour bien faire mon travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q42

Le BSIF met à ma disposition les outils et les ressources dont j'ai besoin pour prendre mon perfectionnement professionnel* en main.

- Tout à fait en désaccord
- Quelque peu en désaccord

- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q43

Au cours de la dernière année, j'ai eu l'occasion de parfaire mes compétences et/ou mes connaissances (en participant p. ex. à un nouveau projet, à une affectation, à une initiative, à une activité de formation, etc.).

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

* Activités qui contribuent à faire évoluer la carrière d'une personne (p. ex., suivre des cours, bénéficier d'un encadrement, s'acquitter de nouvelles attributions, exécuter de nouvelles tâches).

Q44

Le processus de sélection du candidat à nommer à un poste est équitable au BSIF.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

SECTION V: CONCILIATION DU TRAVAIL ET DE LA VIE PERSONNELLE

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q45

Les politiques et les pratiques du BSIF m'aident à concilier ma vie professionnelle, ma vie familiale et ma vie personnelle.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q46

Mon supérieur immédiat* se montre solidaire de mes efforts en vue de concilier ma vie professionnelle, ma vie familiale et ma vie personnelle, et il applique les politiques du BSIF au besoin.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q47

Lorsque les besoins du service le permettent, mon supérieur immédiat* se montre ouvert aux conditions de travail flexibles (p. ex. horaire flexible, semaine de travail comprimée et travail de la maison).

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q48

J'ai la latitude voulue pour classer en priorité les tâches et les responsabilités quand je suis aux prises avec de multiples exigences au travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q49

Je peux discuter avec mon supérieur immédiat* de la quantité de travail que j'ai à faire.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q50

Le BSIF offre les ressources appropriées (p. ex. le Programme d'aide aux employés et des initiatives de bien-être) qui m'aident à surmonter les difficultés que présente la conciliation de ma vie professionnelle, de ma vie familiale et de ma vie personnelle.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q51

Au travail, je me sens appuyé quand je suis aux prises avec des problèmes personnels ou familiaux.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

* Personne dont vous relevez directement.

Q52

Combien d'heures travaillez-vous par semaine en moyenne? [Range: 1.0 to 99.9]

- Veuillez indiquer un nombre d'heures : ##.#
- Je préfère ne pas répondre

Q53

Je suis considéré comme un...

- ...employé à temps partiel
- ...employé à plein temps
- Je préfère ne pas répondre

SECTION VI: CULTURE ET SENTIMENT D'APPARTENANCE

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q54

Le BSIF met en place des activités et des pratiques qui favorisent un milieu de travail diversifié*.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q55

Je crois que la culture qui prévaut au BSIF respecte les différences individuelles*** (p. ex., culture, modes de travail et diversité de points de vue).**

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q56

Le BSIF réussit bien à sensibiliser les gens à la santé mentale** en milieu de travail.**

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

* Un milieu de travail diversifié intègre tous ses membres, sans égard à la race, à l'origine nationale ou ethnique, à la couleur, à l'invalidité, au sexe, à l'orientation sexuelle, à l'état matrimonial ou familial, à la religion, à l'âge, à la langue, aux antécédents culturels, aux intérêts, aux opinions ou à d'autres facteurs. Il s'agit notamment de toutes les différences d'identité personnelle et professionnelle entre les collègues.

** Système de comportements, attitudes, suppositions, croyances, habitudes, expériences et valeurs partagés qui régit le comportement des personnes au sein d'une organisation et contribue à l'environnement social et psychologique unique de celle-ci. Elle inspire fierté et mobilisation à l'égard du mandat de l'organisation et permet d'apporter des changements.

*** Ensemble de caractéristiques (physiques, psychologiques, affectives et comportementales) qui distinguent une personne d'une autre, attribuables à l'hérédité (innées) ou au milieu (acquises).

**** État psychologique et affectif d'une personne. Une personne se porte bien lorsqu'elle réalise son potentiel et est capable de composer avec les aléas de la vie, de travailler de façon productive et fructueuse et de contribuer à la collectivité.

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q57

J'entretiens des relations professionnelles positives avec mes collègues.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q58

Je subis régulièrement beaucoup de tension dans mon milieu de travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q59

Mon unité de travail offre un environnement psychologiquement sain (c.-à-d. où je peux m'exprimer sans hésitation et faire valoir mes opinions).

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q60

Le BSIF met tout en oeuvre pour créer un milieu de travail qui prévient la discrimination*.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

* La discrimination est le fait de traiter une personne différemment ou de façon inéquitable en raison d'une caractéristique qui lui est propre ou la distingue et qui, intentionnellement ou non, la désavantage par rapport à d'autres ou lui refuse ou limite un accès dont bénéficient d'autres personnes. La *Loi canadienne sur les droits de la personne* a établi 13 motifs de discrimination illicite, lesquels sont fondés sur la race, l'origine nationale ou ethnique, la couleur, la religion, l'âge, le sexe, l'orientation sexuelle, l'identité ou l'expression de genre, l'état matrimonial, la situation de famille, les caractéristiques génétiques, la déficience et l'état de personne graciée.

Le harcèlement s'entend de tout comportement inopportun et injurieux d'une personne envers une autre personne ou d'autres personnes en milieu de travail dont l'auteur savait ou aurait raisonnablement dû savoir qu'un tel comportement pouvait offenser ou causer préjudice. Il comprend tout acte, propos ou exhibition qui diminue, rabaisse, humilie ou embarrasse une personne, ou tout acte d'intimidation ou menace. Les actes de harcèlement au sens de la *Loi canadienne sur les droits de la personne* comprennent le fait de harceler une personne en raison de sa race, de son origine nationale ou ethnique, de sa couleur, de sa religion, de son âge, de son sexe, de son identité ou de son expression de genre, de son état matrimonial ou de sa situation de famille, de ses caractéristiques génétiques, de sa déficience physique ou intellectuelle, de son état de personne graciée ou de son orientation sexuelle.

Q61

Après avoir lu attentivement la définition de ce qu'est le harcèlement, avez-vous été victime d'harcèlement au travail au cours de la dernière année?

- Oui
- Non

Q61B [If Q61 =Yes]

De la part de qui avez-vous été victime d'harcèlement au travail? (Cochez toutes les cases correspondant à votre situation).

- Collègues
- Supérieur immédiat (la personne dont vous relevez directement)
- Cadres supérieurs (comprennent les directeurs généraux et directeurs principaux (p. ex., REX-08 – REX-10)
- Subalternes directs
- Personnes d'autres ministères ou organismes
- Personnes travaillant pour les institutions que nous réglementons
- Autre

Q61C [si Q61 =Yes], Multiselect

Veillez indiquer la nature du harcèlement dont vous avez été victime.

- Comportement agressif
- Contrôle excessif
- Être exclus ou ignoré
- Humiliation
- Interférence avec le travail ou retenue des ressources
- Remarque offensante
- Attaque personnelle
- Violence physique
- Commentaire ou geste de nature sexuelle
- Menace
- Traitement injuste
- Cris ou hurlements
- Autre
- Je préfère ne pas répondre

La discrimination est le fait de traiter une personne différemment ou de façon inéquitable en raison d'une caractéristique qui lui est propre ou la distingue et qui, intentionnellement ou non, la désavantage par rapport à d'autres ou lui refuse ou limite un accès dont bénéficient d'autres personnes. La *Loi canadienne sur les droits de la personne* a établi 13 motifs de discrimination illicite, lesquels sont fondés sur la race, l'origine nationale ou ethnique, la couleur, la religion, l'âge, le sexe, l'orientation sexuelle, l'identité ou l'expression de genre, l'état matrimonial, la situation de famille, les caractéristiques génétiques, la déficience et l'état de personne graciée.

Q62

Après avoir lu attentivement la définition de ce qu'est la discrimination, avez-vous été victime de discrimination au travail au cours de la dernière année?

- Oui
- Non

Q62B [If Q62 =Yes]

Sur quel motif avez-vous été victime de discrimination? (Cochez toutes les cases correspondant à votre situation).

- Race
- Origine nationale ou ethnique
- Couleur
- Religion
- Déficience
- Orientation sexuelle
- Identité ou expression de genre
- Sexe
- État matrimonial
- Situation de famille
- Âge
- Autre
- Je préfère ne pas répondre

Q62C [if Q62=Yes]

De la part de qui avez-vous été victime de discrimination au travail? (Cochez toutes les cases correspondant à votre situation).

- Collègues
- Supérieur immédiat (la personne dont vous relevez directement)
- Cadres supérieurs (comprennent les directeurs généraux et directeurs principaux (p. ex., REX-08 – REX-10)
- Subalternes directs
- Personnes d'autres ministères ou organismes
- Personnes travaillant pour les institutions que nous réglementons
- Autre

Dans quelle mesure êtes-vous d'accord avec les énoncés suivants?

Q63

Je crois que les cadres supérieurs* sont présents auprès du personnel du BSIF (p. ex. ils participent aux activités du personnel et interagissent de façon informelle avec le personnel).

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q64

Au cours de la dernière année, j'ai reçu un témoignage de reconnaissance pour un travail bien fait de la part d'un gestionnaire ou d'un collègue.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q65

Dans l'ensemble, je dirais que le climat de travail au BSIF est positif.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q66

On m'encourage à innover ou à prendre des initiatives dans mon travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q67

J'ai le sentiment d'être apprécié au BSIF.

- Tout à fait en désaccord
- Quelque peu en désaccord

- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q68

Je suis fier de travailler au BSIF.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q68B [If Q68 = somewhat or strongly agree]

Pouvez-vous préciser les raisons pour lesquelles vous êtes fier de travailler au BSIF.

- Commentaires [PN SHOW LARGE TEXT BOX]

Q69

Je recommanderais le BSIF comme un bon milieu de travail.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q70

Tout compte fait, je suis satisfait de mon emploi actuel.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord
- Tout à fait d'accord
- Ne sais pas
- Sans objet

Q71

J'ai l'intention de chercher du travail à l'extérieur du BSIF au cours des 12 prochains mois.

- Tout à fait en désaccord
- Quelque peu en désaccord
- Ni en désaccord ni d'accord
- Quelque peu d'accord

- Tout à fait d'accord
- Ne sais pas
- Sans objet

* Comprennent les directeurs généraux et directeurs principaux (p. ex., REX-08 – REX-10).

SECTION VII: COMMENTS

Q72

Avez-vous d'autres commentaires ou des suggestions à formuler à propos des sujets abordés dans le présent sondage? (c.-à-d., Orientations de l'organisation, Communication, Leadership, Gestion des talents, Conciliation du travail et de la vie personnelle, Culture et sentiment d'appartenance)?

- Commentaires [PN SHOW LARGE TEXT BOX]
- Je n'ai pas d'autres commentaires

PN: SKIP IF "NO ADDITIONAL COMMENTS" SELECTED AT Q72"

Q72B

Auxquels des thèmes suivants vos commentaires se rapportent-ils? (Cochez toutes les cases pertinentes.)

- Orientations de l'organisation
- Communication
- Leadership
- Gestion des talents
- Conciliation du travail et de la vie personnelle
- Culture et sentiment d'appartenance
- Autre (veuillez préciser) :

PN: SKIP IF "NO ADDITIONAL COMMENTS" SELECTED AT Q72"

Q73

Les commentaires cités textuellement offrent un contexte détaillé dans lequel situer certains des résultats d'un sondage comme celui-ci.

Les commentaires transmis aux cadres supérieurs demeureront anonymes (autrement dit, aucun renseignement descriptif ne permettra de les associer à des employés) et ils ne seront associés à aucune autre réponse provenant du sondage.

Les commentaires émanant d'une même unité de travail ne seront communiqués aux cadres supérieurs que s'il y en a au moins dix. Lorsqu'il y a moins de dix commentaires, les réponses émanant de diverses unités de travail pourraient être conjuguées pour faire en sorte qu'il y ait au moins dix commentaires portant sur une même question.

Consentez-vous à ce que vos commentaires soient communiqués tels quels aux cadres supérieurs du BSIF?

- Oui, je consens à ce que mes commentaires soient communiqués tels quels.
- Non, je ne consens pas à ce que mes commentaires soient communiqués au BSIF, mais ils peuvent faire partie de l'analyse globale.

SECTION VIII: RENSEIGNEMENTS GÉNÉRAUX

Le volet qui suit est un élément important du sondage. Il nous aidera à comprendre si divers groupes d'employés ont des perceptions de l'organisation qui diffèrent. Nous vous encourageons à répondre à ces questions.

Nous vous donnons l'assurance que vos réponses seront traitées de façon confidentielle. Conformément aux normes de pratique professionnelle qui régissent les sondages d'opinion dans les secteurs public et privé, Environics ne dévoilera AUCUNE réponse individuelle à qui que ce soit au BSIF.

Les réponses présentées dans le rapport établi par Environics seront tirées d'au moins dix questionnaires remplis par des employés ayant au moins une caractéristique démographique en commun. Les réponses des plus petites unités seront groupées avec celles d'une autre unité afin d'assurer l'anonymat des répondants.

Nous vous remercions de bien vouloir répondre aux questions suivantes.

Q74

Depuis combien de temps travaillez-vous au BSIF?

- Moins de 2 ans
- Entre 2 et 15 ans
- Plus de 15 ans
- Je préfère ne pas répondre

Q75

À quelle catégorie d'employés appartenez-vous?

- RE
- REX
- Je préfère ne pas répondre

Q76

Pour que le BSIF puisse mettre en application ses plans sur les langues officielles, veuillez indiquer la langue officielle de votre choix.

- Anglais
- Français
- Je suis bilingue (aucune préférence)
- Je préfère ne pas répondre

Les questions suivantes ont pour seul objet de recueillir des données d'analyse et ne doivent pas être confondues avec le questionnaire d'auto-identification que les Ressources humaines demandent aux employés de remplir aux fins de l'équité en matière d'emploi.

Nous vous donnons l'assurance que vos réponses seront traitées de façon confidentielle. Les réponses présentées dans le rapport établi par Environics seront tirées d'au moins dix questionnaires remplis par des employés ayant au moins une caractéristique démographique en commun.

Q77

Êtes-vous :

- Un homme
- Une femme
- Autre
- Je préfère ne pas répondre

Q78

Si vous vous sentez à l'aise de le préciser, quelle est votre orientation sexuelle?

- Hétérosexuel
- Homosexuel (p. ex. gai ou lesbienne)
- Bisexuel
- Autre, veuillez préciser
- Je préfère ne pas répondre

Un membre d'une minorité visible autre qu'un autochtone au Canada est par définition une personne de race ou de couleur autre que blanche, peu importe son lieu de naissance, par exemple une personne de race noire, un Chinois, un Philippin, un Japonais, un Coréen, un Asiatique du Sud, un Indien de l'Est, un Asiatique du Sud-Est, un Asiatique de l'Ouest non blanc, un Nord-Africain non blanc ou un Arabe, un Latino-Américain non blanc, une personne d'origine mixte (dont un parent est membre d'un ou plusieurs groupes minoritaires énumérés ci-dessus) ou un membre d'une autre minorité visible.

Q79

Êtes-vous membre d'une minorité visible?

- Oui
- Non
- Je préfère ne pas répondre

Un Autochtone est un Indien de l'Amérique du Nord ou un membre d'une Première Nation, un Métis ou un Inuit. Les Indiens de l'Amérique du Nord et les membres d'une Première Nation comprennent les Indiens de plein droit, des traités ou inscrits aussi bien que les Indiens n'ayant pas statut légal ou non inscrits.

Q80

Êtes-vous un Autochtone?

- Oui
- Non
- Je préfère ne pas répondre

Une personne handicapée est une personne qui a une déficience durable ou récurrente soit de ses capacités physiques, mentales ou sensorielles, soit d'ordre psychiatrique ou en matière d'apprentissage, ou une personne qui soit considère qu'elle a des aptitudes réduites pour exercer un emploi, soit pense qu'elle risque d'être classée dans cette catégorie par son employeur ou par d'éventuels employeurs en raison d'une telle déficience. La présente définition vise également les personnes dont les limitations fonctionnelles liées à leur déficience font l'objet de mesures d'adaptation pour leur emploi ou dans leur lieu de travail.

Q81

Êtes-vous une personne handicapée?

- Oui
- Non
- Je préfère ne pas répondre

Q82

Quel est votre secteur / groupe?

- Bureau du surintendant et Audit interne
- Secteur de soutien du risque
- Services communs de surveillance
- Secteur de la surveillance des sociétés d'assurances
- Secteur de la surveillance des institutions de dépôts
- Secteur de la réglementation
- Secteur des services intégrés
- Bureau de l'actuaire en chef
- Je préfère ne pas répondre **SKIP TO Q84**

Dans quelle unité de l'organisation travaillez-vous actuellement?

Encore une fois, nous vous donnons l'assurance que vos réponses seront traitées de façon confidentielle. Les réponses présentées dans le rapport établi par Environics seront tirées d'au moins dix questionnaires remplis par des employés d'une unité de travail en particulier. Les réponses des plus petites unités seront groupées avec celles d'une autre unité de travail afin d'assurer l'anonymat des répondants.

Bureau du surintendant et Audit interne
100 / 200 / 310 / 313 / 400 / 480 / 650 / 800
100 - Bureau du surintendant
200 - Surintendante auxiliaire, Secteur des services intégrés
310 - Surintendante auxiliaire, Secteur de la réglementation
313 – Division des services juridiques
400 - Surintendant auxiliaire, Secteur de la surveillance des institutions de dépôts
480 - Surintendant auxiliaire, Secteur de soutien du risque
650 - Audit interne
800 - Surintendant auxiliaire, Secteur de la surveillance des sociétés d'assurances
Secteur des services intégrés
204 / 206 / 208 / 219
204 - Dirigeant principal de l'information
206 - Gestion stratégique de la GI-TI
208 - Gestion du portefeuille des services à la clientèle
219 - Cybersécurité
209 / 210 / 211
209 – Planification intégrée et services d'approvisionnement
210 - Directeur général, Finances et planification intégrée
211 - Finances
212 - Division de l'infrastructure et des services technologiques
214 - Gestion de l'information d'entreprise
217 - Service de soutien des applications
230 / 250
230 - Directeur général - Ressources humaines et administration
250 - Opérations des Ressources humaines
231 / 251
231 - Programmes et développement intégrés de RH
251 - Efficacité en milieu de travail
252 - Sécurité et services des installations
270 - Division de la gestion des données réglementaires (GDR)
315 - Division des communications et des consultations
Secteur de la réglementation
311 - Division des approbations et des précédents
312 / 320

312 - Législation et initiatives stratégiques
320 - Directeur principal - Division de la législation et des approbations
330 / 331 / 505
330 - Division des fonds propres
331 - Division des fonds propres
505 - Division des pratiques comptables
475 - Division des régimes de retraite privés
Services communs de surveillance
467 / 476 / 477 / 600
467 - Services communs de surveillance (SCS)
476 – Équipe centrale du projet VU
477 – Équipe d'élaboration du projet VU
600 - Directeur principal, Services communs de surveillance
Secteur de la surveillance des institutions de dépôts
410 / 471 / 472
410 - Directrice principal, Groupe des petites et moyennes institutions bancaires
471 - Groupe des PMIB Montréal
472 - Groupe des PMIB Vancouver
413 - Groupe des PMIB Toronto
455 / 456 / 457 / 458 / 459 / 470
455 - Équipe Banque CIBC
456 - Équipe Banque RBC
457 - Équipe Banque BMO
458 - Équipe Banque TD
459 - Équipe Banque Scotia
470 - Équipe de la BNC
466 – Équipe centrale
Secteur de soutien du risque
482 - Division du risque de crédit
486 – Division du risque de modélisation
487/ 490
487 - Équipe centrale opérationnelle du GSS
490 - Division des risques, de la surveillance et de l'analyse
491 / 504
491 – Gouvernance d'entreprise
504 – Division de la LRPC et de la conformité
507 - Division du risque opérationnel
508 – Division des risques de marché et de liquidité
Secteur de la surveillance des sociétés d'assurances

411 / 442 / 443 / 444
411 - Division de l'assurance-vie
442 - Équipe Great West Life
443 - Équipe Manuvie
444 - Équipe Standard Life
414 / 416 / 417
414 - Groupe des assurances multirisques
416 - Groupe des assurances multirisques, directeur principal
417 - Groupe de l'assurance hypothécaire
503 - Division de l'actuariat
Bureau de l'actuaire en chef
700 / 710
700 - Actuaire en chef
710 - Programmes d'assurance sociale
720 - Régimes de retraite publics

Je préfère ne pas répondre

Q84

Dans quelle ville travaillez-vous?

- Montréal
- Ottawa
- Toronto
- Vancouver
- Je préfère ne pas répondre

Q85

Avez-vous participé au Programme de perfectionnement en leadership du BSIF?

- Oui
- Non
- Je préfère ne pas répondre

Écran final

Nous n'avons plus de questions pour vous.

Veuillez prendre un instant pour décider si vous souhaitez revoir vos réponses avant de passer à l'écran suivant.

Si vous cliquez pour passer à l'écran suivant et terminer le sondage, vous ne pourrez plus modifier vos réponses.

Appendix E: Full Set of Tabulated Data

The full set of tabulated data is submitted in a separate document.