



OSFI Employee Survey (ES) 2019

Final Report

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April 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 November and December 2019.

Cette publication est aussi disponible en français sous le titre : Sondage auprès des employés (SE) du BSIF – édition 2019 Rapport final

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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
My Organization.....	11
Communication.....	15
Leadership: Immediate Supervisor	17
Leadership: Senior Management.....	19
My Job.....	21
Wellbeing	22
Appendix A: Email Invitation	29
Appendix B: Email Reminder.....	31
Appendix C: Survey Instrument: English	33
Appendix D: Survey Instrument: French	52
Appendix E: Full Set of Tabulated Data	72

Executive Summary

The Office of the Superintendent of Financial Institutions (OSFI) Canada is the federal regulator and supervisor of approximately 1,600 financial institutions, including deposit-taking institutions, insurance companies and federally regulated private pensions plans. OSFI regularly conducts a survey of all eligible 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 2019 findings and provides a discussion of these results in comparison to the 2018 OSFI employee survey.

The survey was made available in both official languages and was completed online by OSFI employees between November 26th and December 23rd, 2019. The questionnaire explored various themes of employee satisfaction. Survey results are explored overall, in comparison to the previous years' results and by OSFI sector. An overall response rate of 81% 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 2019 are positive across all thematic areas.
- The majority of comparable measures are broadly consistent with those in 2018 where comparable, with only a handful of instances where mean scores are notably lower or higher.
- The most positive results are in Immediate Supervisor and Wellbeing.
- Still strong, but somewhat less so, are results in My Job and Communication.
- The thematic areas Immediate Supervisor, Senior Management and My Job all saw increases in most of the comparable variables since 2018.
- Results vary by sector/group and by years of employment with OSFI.
 - Employees in the Superintendent's Office & Internal Audit provided the highest average scores while those in Risk Support Sector, provided lower scores.
 - The newest employees (with 2 years or less at OSFI), REX employees and employees in Montreal tend to consistently provide more positive results.
- Driver analysis shows that the factors Community at Work, Immediate Supervisor and Senior Management 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 \$75,640.39 (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 over 800 people in four different locations (Ottawa, Toronto, Montreal and Vancouver) to meet its mandate as the federal regulator and supervisor of approximately 1,600 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 2019-20 Departmental Plan, one of OSFI's key priorities is that "*OSFI's agility and operational effectiveness are improved.*" Objectives related to this priority include nurturing a culture of high performance that embodies OSFI's values and encourages diversity of thought. The 2019 Employee Survey supported the goal of capturing this information.

This research was designed to measure key areas that impact employee retention and engagement: e.g., senior management, my organization, immediate supervisor, wellbeing, communication and my job.

Other objectives include:

- 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 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 November 26 to December 23, 2019. This was later in the fall than previous years due to the federal election. It was open to employees for only four weeks (unlike previous waves which were open for six weeks).

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 refine the 2019 survey. Prior to conducting the 2019 Employee Survey, OSFI conducted a series of internal focus groups and subsequently, changes were made to the questionnaire that reduced the number of results that can be compared with previous years. It contained a total of 79 closed-ended questions (nine of which are demographic questions) and one open ended (comment) question organized into six thematic sections (plus a section for demographics). Most questions are statements with 5 point agree/disagree scales. A total of 45

questions are comparable to 2018 and 34 questions are new or substantially modified and cannot be compared.

Response Rates

In total, 751 employees were invited to participate with 610 employees completing the survey for an overall response rate of 81%. The response rate differed among sectors; those in the Chief Actuary’s Office were the most likely to respond and those in the Superintendent’s Office and Internal Audit sector were the least likely to. Among employees who responded, 20% chose not to identify their work unit or sector/group (compared with 22% in 2018), 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 (610) is divided by the total number of OSFI employees (751). 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 81% of the population is included.

Table 1 – Response rate

Sector	Number of Employees	Completed Surveys	Response Rate
Superintendent’s Office and Internal Audit	23	10	43%
Corporate Services Sector	210	146	70%
Regulation Sector	111	91	82%
Deposit Taking Supervision Sector	115	92	80%
Risk Support Sector	134	100	75%
Chief Actuary's Office	35	32	91%
Insurance Supervision Sector	99	72	73%
Common Supervisory Services	24	15	63%
Prefer not to say	-	52	-
Total	751	610	81%

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 eleven employees at OSFI, including eight 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 610 completed interviews, 113 provided a valid open-ended comment for OSFI’s Executive Committee (19% of respondents). Comments were flagged by subject area:

Table 2 – Number of comments by thematic area

Thematic Area	# of comments
Senior management	64
My organization	63
My immediate supervisor	27
Wellbeing	27
Communication	24
My job	22
Other	27

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 2018.
- Unless otherwise noted, the tables in the report provide percentages of agree to disagree responses; they exclude “Don’t know” and “Prefer not to say” responses, so although the overall number of respondents is 610, slightly fewer respondents may be represented for any one question. Don’t know and not applicable responses were excluded from the analysis and percentages were recalculated. Percentages presented for 2018 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 2019 Public Service Employee Survey (PSES) results where the question items are comparable.
- 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 24%. In terms of location, the concentration is largely split between Toronto (47%) and Ottawa (44%) with two per cent of respondents working in each of Montreal and Vancouver and a segment of survey respondents who chose not to indicate their location (5%).

There was a roughly even split among employees responding by gender (43% male, 41% female and 15% not providing a response). Employees with between two and 15 years of experience with OSFI make up the majority of the respondents at 59%, with 18% being newer employees (with less than two years at OSFI) and 13% having been with OSFI for more than 15 years. A large majority of those who responded are RE employees (70% with 17% being REX) and more than nine in ten (93%) chose to complete the survey in English (compared to 7% who chose to respond in French).

Table 3: Sample distribution by key segments of the organization

	<i>Percent</i>	<i>Count</i>
Sector/Group		
Corporate Services Sector	24%	146
Risk Support Sector	16%	100
Deposit Taking Supervision Sector	15%	92
Regulation Sector	15%	91
Insurance Supervision Sector	12%	72
Chief Actuary's Office	5%	32
Common Supervisory Services	2%	15
Superintendent's Office and Internal Audit	2%	10
Prefer not to say	9%	52
In which city do you work?		
Toronto	47%	289
Ottawa	44%	266
Montreal	2%	14
Vancouver	2%	12
Prefer not to say	5%	29
Are you:		
Male	43%	261
Female	41%	253
Other	<1%	2
Prefer not to say	15%	94
Sexual orientation?		
Heterosexual	72%	437
Homosexual (e.g. gay or lesbian)	3%	16
Bisexual	<1%	3
Other	1%	9
Prefer not to say	24%	145

How long have you worked at OSFI?		
Less than 2 years	18%	109
Between 2 to 15 years	59%	357
More than 15 years	13%	80
Prefer not to say	10%	64
Are you:		
RE	70%	430
REX	17%	106
Prefer not to say	12%	74
Survey completion language		
English	93%	569
French	7%	41

Across the 39 closed-ended scale questions in the survey, the average index score is 4.18. Those in the Superintendent's Office and Internal Audit have the highest index score overall (4.77) while those in the Office of the Chief Actuary and Corporate Services and Regulation sectors have high index scores as well. Only the Risk Support sector scores below the OSFI-wide average.

Table 4: Overall mean by group

Sector/Group	2019
Superintendent's Office and Internal Audit	4.77
Office of the Chief Actuary	4.31
Corporate Services Sector	4.29
Regulation Sector	4.25
Common Supervisory Services*	4.22
Deposit-taking Supervision Sector	4.20
Insurance Supervision Sector	4.20
OSFI Overall	4.18
Risk Support Sector	4.07

***Note:** CSS reports to the Assistant Superintendent of DTSS.

Table 5 provides an overall view of the results in each thematic section for each sector/group. Immediate Supervisor is the thematic area with the most positive scores while scores for Senior Management and My Organization received lower scores. Communications 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
My organization	3.97	4.11	4.05	4.16	4.12	4.20	4.26	4.71	4.07
Communication	4.12	4.22	4.25	4.30	4.28	4.23	3.97	4.78	4.19
My immediate supervisor	4.29	4.30	4.33	4.31	4.45	4.53	4.54	4.98	4.36
Senior management	3.83	3.95	3.98	4.00	4.24	4.21	4.36	4.62	4.02
My job	4.12	4.35	4.27	4.29	4.17	4.35	4.43	4.73	4.21
Wellbeing	4.10	4.49	4.43	4.18	4.26	4.33	4.41	4.80	4.25

Detailed Findings

My Organization

Summary

- Most employees (82%) agree that OSFI is doing a good job providing change management training and communicating organizational changes.
- Just under three quarters agree that OSFI is succeeding at providing the tools and resources necessary to support them through change (74%) and at providing opportunities to discuss change initiatives (71%).
- A majority of OSFI employees (85%) agree that OSFI implements activities and practices that support a diverse workplace; this is an increase compared to 2018 (81%) and higher than the 2019 PSES results (79%).
- The usefulness of the review process in setting objectives to improve job performance is seen less positively in 2019 (60% agree) than in 2018 (65%).
- Results are mixed when asking employees if they feel they can initiate a formal recourse process without fear of reprisal. Only a minority (44%) agree that they can (a similar result to 2018). These results are lower than the proportion report in the PSES for a comparable question (50%).
- Almost all OSFI employees agree (95%) that training required for their job is offered in the official language of their choice, unchanged from 2018. Regionally, the proportion of employees who strongly agree is lowest among employees in Montreal (58%) and higher in Ottawa (82%), Toronto (90%) and Vancouver (100%).
- A large majority (94%) also agree that they have positive working relationships with their co-workers. This result is consistent with the 2018 findings.
- In 2019, a new question asked employees if they contribute to the success of the organization: almost nine in ten employees (88%) agree.
- Almost three quarters (72%) agree that they get the support they need from OSFI to manage their career. Agreement on a similar PSES question was 57%.
- Examples of collaboration at OSFI are seen very or somewhat frequently between colleagues (95%), between managers (86%) and between divisions (73%). Examples are slightly less common between OSFI offices (63%) and sectors (60%).
- Just under half of OSFI employees report being able to attend available training opportunities regularly (48%). Others report being able to attend occasionally (42%), rarely (10%) or never (less than 1%). Common reasons for why this is are that their workload is too great (77%) and that the relevant training is not available (35%).
- A minority agree that they intend to look for a job outside OSFI in the next 12 months (23%, similar to 2018). The employees in this group provide a number of reasons for this with the most common being a lack of growth opportunities and feeling undervalued.

Table 6 – 2019 results for My Organization

My Organization	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
The training offered by OSFI is available in the official language of my choice	84%	11%	2%	2%	1%
I have positive working relationships with my co-workers	73%	21%	3%	2%	1%
OSFI implements activities and practices that support a diverse workplace	57%	28%	9%	5%	2%
I feel I contribute to the success of our organization*	57%	31%	7%	2%	3%
OSFI is doing a good job providing change management training*	49%	33%	9%	5%	3%
OSFI is doing a good job communicating organizational changes*	42%	40%	7%	8%	3%
I get the support that I need to manage my career*	39%	33%	12%	11%	6%
OSFI is doing a good job providing opportunities to discuss change initiatives*	32%	39%	13%	12%	4%
OSFI is doing a good job providing tools and other resources to support employees through change*	29%	45%	12%	9%	5%
The performance review process has been useful in helping me set objectives to improve my job performance	28%	32%	15%	14%	10%
I feel I can initiate a formal recourse process without fear of reprisal	21%	23%	21%	17%	18%
I have intentions of looking for a job outside of OSFI within the next 12 months	12%	11%	19%	12%	46%

**Note: This is a new question in 2019.*

Table 7 – Comparison results for My Organization

My Organization	2019 % Strongly Agree	2018 % Strongly Agree	2019 Mean	2018 Mean
The training offered by OSFI is available in the official language of my choice	84%	80%	4.76	4.73
I have positive working relationships with my co-workers	73%	71%	4.65	4.66
OSFI implements activities and practices that support a diverse workplace	57%	49%	4.32	4.22
I feel I contribute to the success of our organization*	57%	-	4.37	-
OSFI is doing a good job providing change management training*	49%	-	4.2	-
OSFI is doing a good job communicating organizational changes*	42%	-	4.09	-

I get the support that I need to manage my career*	39%	-	3.88	-
OSFI is doing a good job providing opportunities to discuss change initiatives*	32%	-	3.83	-
OSFI is doing a good job providing tools and other resources to support employees through change*	29%	-	3.83	-
The performance review process has been useful in helping me set objectives to improve my job performance	28%	38%	3.53 (n)	3.72
I feel I can initiate a formal recourse process without fear of reprisal	21%	20%	3.12	3.19
I have intentions of looking for a job outside of OSFI within the next 12 months	12%	11%	2.32	2.27

***Note:** This is a new question in 2019.

Table 8 – Reasons for looking for a job outside OSFI

Reasons why they are looking for a job outside of OSFI* (Among those who agree they have intentions of looking for a job outside of OSFI in the next 12 months, n=124)	%
No growth opportunities	62%
Feeling undervalued	52%
Poor leadership at senior levels	37%
Lack of employee recognition	33%
OSFI's culture/workplace	30%
Time for a change	27%
Seeking a different experience	25%
Compensation and benefits	25%
Dissatisfied with relationship with immediate supervisor	20%
Feeling disengaged	19%
Feeling overworked	18%
No access to Flexible Work Arrangements	15%
Job not meeting expectations	14%
Other	15%
Prefer not to say	8%

***Note:** This is a new question in 2019.

Table 9 – Collaboration at OSFI

<i>How frequently do you see examples of collaboration at OSFI...?*</i>	Very frequently	Somewhat frequently	Not very frequently	Not at all frequently
Between colleagues	72%	23%	4%	1%
Between managers	50%	36%	12%	2%
Between divisions	28%	45%	23%	5%
Between OSFI's offices	23%	40%	27%	10%
Between sectors	20%	40%	29%	11%

**Note: This is a new question in 2019.*

Table 10 – Ability to attend available training opportunities

<i>How often are you able to attend training opportunities that are available at OSFI?*</i>	%
Regularly	48%
Occasionally	42%
Rarely	10%
Never	<1%

**Note: This is a new question in 2019.*

Table 11 – Barriers to attending training

<i>Barriers to ability to attend training* (Among those who report not being unable to attend training opportunities regularly n=318)</i>	%
Workload	77%
Relevant training is not available	35%
Manager's approval not received	7%
Other (schedule conflicts, budget, etc.)	14%
Don't know	3%
Prefer not to say	1%

**Note: This is a new question in 2019.*

Comment Analysis

A total of 63 open-ended employee comments involved My Organization. A common theme relates to opportunities to provide input on organizational decisions. There are concerns about a lack of RE input, that sectors still behave too much like silos and a perceived lack of opportunity for advancement among RE staff relative to REX. Others provided positive comments about the organization.

Communication

Summary

- The proportion of OSFI employees who agree they are kept informed about issues affecting their team is lower than in 2018 (79% compared to 83%). Two thirds agree that communication is effective between teams within their sector/group (68%), similar to 2018.
- Ratings for executive communications are positive:
 - Three quarters of employees (77%) agree that they understand how OSFI's Strategic Plan relates to their role.
 - Seven in ten employees (69%) say that communications from OSFI's Executive Committee keep them informed about issues that matter to them.
- The results for questions about official languages are very positive overall, consistent with previous years.
 - Employees feel free to use their language of choice to communicate with their supervisor (94%), during meetings (88%) and when preparing written material for internal purposes (89%). Comparable results from the PSES were very similar with 93% agreeing in terms of their supervisor, 88% for meetings and 87% for written materials.
 - Among employees who completed the survey in French, fewer than half agree they are free to use the language of their choice in meetings (44%) or for internal communications (41%).
 - Regionally, those in Montreal are less likely to agree that they are free to use the language of their choice in meetings (50%) or for internal communications (57%). Those in Toronto are the most likely to agree with both measures (96% and 97%) with those in Ottawa in the middle (84% and 83%).

Table 12 – 2019 results for Communication

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	90%	5%	2%	1%	2%
During meetings with my team, I feel free to use the official language of my choice	80%	9%	3%	3%	5%
When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language of my choice	79%	9%	3%	5%	4%
I am kept informed about issues affecting my team	42%	37%	7%	9%	4%
I understand how OSFI's Strategic Plan relates to my role*	39%	38%	13%	5%	4%
Communication is effective between teams within my Sector/group	28%	40%	12%	14%	6%
Communications from OSFI's Executive Committee keep me informed about issues that matter to me*	26%	43%	18%	9%	3%

*Note: This is a new question in 2019.

Table 13 – Comparison results for Communication

Communication	2019 % Strongly Agree	2018 % Strongly Agree	2019 Mean	2018 Mean
When I communicate with my immediate supervisor I feel free to use the official language of my choice	90%	89%	4.79	4.79
During meetings with my team, I feel free to use the official language of my choice	80%	79%	4.55	4.55
When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language of my choice	79%	79%	4.56	4.56
I am kept informed about issues affecting my team	42%	50%	4.03 (n)	4.17
I understand how OSFI's Strategic Plan relates to my role*	39%	-	4.02	-
Communication is effective between teams within my Sector/group	28%	24%	3.7	3.61
Communications from OSFI's Executive Committee keep me informed about issues that matter to me*	26%	-	3.8	-

*Note: This is a new question in 2019.

Comment Analysis

- A total of 24 employee comments touched on Communication. A major theme that emerges is continuing to improve communication about change management.

Leadership: Immediate Supervisor

Summary

- Results related to immediate supervisors remain positive. In particular, employees agree that their immediate supervisor appreciates their work (89%), is open to the suggestions of their employees (87%), creates an inclusive workplace (86%) and is a good leader (82%). There are no notable differences in the mean scores between 2018 and 2019 where comparable questions were asked.
- A large majority feel confident approaching their supervisor about concerns without fear of reprisal (84%), a notable increase over 2018 (77%), including an increase in the proportion who strongly agree.
- Most also agree that feedback from their immediate supervisor helps to improve their work performance (81%), a question which was asked for the first time in 2019.
- Three in ten (31%) employees said they have direct reports and 70% of them agree that they have the support they need to address unsatisfactory performance issues (unchanged compared to 2018 on both measures). Most of those with direct reports also say that they have access to resources to support employees on their team experiencing personal challenges (79%).

Table 14 – 2019 results for Leadership: Immediate Supervisor

Leadership: Immediate Supervisor	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
Appreciates my work	71%	19%	5%	3%	3%
Is open to the suggestions of his/her employees*	69%	18%	5%	4%	4%
Creates an inclusive workplace	68%	18%	6%	4%	4%
I am confident approaching my immediate supervisor about concerns without fear of reprisal	63%	21%	6%	5%	4%
Is a good leader*	60%	22%	7%	5%	6%
The feedback from my immediate supervisor helps me improve my work performance*	58%	23%	9%	5%	5%

***Note:** This is a new question in 2019.

Table 15 – Comparison results for Leadership: Immediate Supervisor

Leadership: Immediate Supervisor	2019 % Strongly Agree	2018 % Strongly Agree	2019 Mean	2018 Mean
Appreciates my work	71%	65%	4.51	4.42
Is open to the suggestions of his/her employees*	69%	-	4.44	-
Creates an inclusive workplace	68%	62%	4.41	4.32
I am confident approaching my immediate supervisor about concerns without fear of reprisal	63%	54%	4.34 (n)	4.07
Is a good leader*	60%	-	4.25	-
The feedback from my immediate supervisor helps me improve my work performance*	58%	-	4.23	-

*Note: This is a new question in 2019.

Table 16 – 2019 direct reports and support received

Direct reports	Yes	No	Not applicable
Do you currently have any employees who report to you directly (i.e., direct reports)?	31%	60%	9%
Support received	Yes	No	Not applicable
I receive the support I need to address unsatisfactory performance issues (Among those who have direct reports n=188)	70%	8%	22%
I have access to resources to support employees on my team experiencing personal challenges* (Among those who have direct reports n=188)	79%	4%	17%

Comment Analysis

A total of 27 open-ended comments involved My Immediate Supervisor. While some highlighted positive recent changes, many comments revolved around perceptions of poor ‘people skills’ among supervisors and managers. Others expressed a desire for more inclusive approaches to leadership.

Leadership: Senior Management

Summary

- Results for senior management are more positive than in 2018 with notable increases in two of three comparable questions.
- The proportion of employees who agree OSFI's Senior Management Team treats employees with respect is 81%, up from 75% in 2018.
- Confidence in the Executive Committee to lead OSFI also increased notably from 72% of employees in 2018 to 80% in 2019. While confidence in the Senior Management team to lead OSFI remains high (75%), there was no notable change from 2018.
- New questions in 2019 show that almost three quarters of employees agree that Senior Management is engaged with OSFI staff (73%) and that two-thirds (64%) agree that the actions taken in their sector as a result of the employee survey have had a positive effect on their work environment.
- When asked whether OSFI senior managers are role models for OSFI's One Office, a quarter say they definitely are (23%) while four in ten say somewhat. Another quarter (24%) say they are 'not really' or 'not at all' One Office role models.

Table 17 – 2019 results for Leadership: Senior Management

Leadership: Senior Management	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
OSFI's Senior Management Team treats employees with respect	50%	31%	10%	6%	3%
I have confidence in the Executive Committee to lead OSFI	46%	34%	13%	5%	2%
I have confidence in the Senior Management Team to lead OSFI	40%	34%	14%	8%	3%
I believe Senior Management is engaged with OSFI staff*	37%	36%	13%	9%	5%
The actions taken in my sector as a result of the Employee Survey have had a <i>positive</i> impact on the work environment*	31%	33%	23%	7%	6%

***Note:** This is a new question in 2019.

Table 18 – Comparison results for Leadership: Senior Management

Leadership: Senior Management	2019 % Strongly Agree	2018 % Strongly Agree	2019 Mean	2018 Mean
OSFI's Senior Management Team treats employees with respect	50%	43%	4.19 (n)	4.01
I have confidence in the Executive Committee to lead OSFI	46%	37%	4.16 (n)	3.92
I have confidence in the Senior Management Team to lead OSFI	40%	35%	4.01	3.96
I believe Senior Management is engaged with OSFI staff*	37%	-	3.90	-
The actions taken in my sector as a result of the Employee Survey have had a <i>positive</i> impact on the work environment*	31%	-	3.76	-

**Note: This is a new question in 2019.*

Table 19 – Senior management as role models for One Office

In general, would you say that senior managers are role models for OSFI's One Office?*	%
Definitely	23%
Somewhat	40%
Not really	19%
Not at all	5%
Don't know	12%

**Note: This is a new question in 2019.*

Comment Analysis

A total of 64 open-ended comments involved Senior Management. While some mention positive changes among the Executive Committee and Senior Management over the past year, some employees describe a lack of commitment to diversity of thought and opinion. Concerns are also raised about retribution for holding or offering an opinion different than that of Senior Management.

My Job

Summary

- A new question in 2019 asked whether employees are proud of the contributions their work makes to OSFI. Nine in ten agree with this statement (89%) with two thirds (67%) saying they strongly agree.
- The proportion of OSFI employees agreeing that they are encouraged to be innovative or take initiative in their work has increased (81% compared to 76% in 2018). This is also higher than a comparable question asked on the 2019 PSES where 68% agreed with this statement.
- A large proportion of employees (84%) agree that their position makes good use of their personal strengths.
- Seven in ten (73%) feel they get the coaching they need to do their job well, similar to the proportion who agreed with this statement in 2018.

Table 20 – 2019 results for My Job

My Job	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
I am proud of the contributions my work makes to OSFI*	67%	22%	8%	2%	1%
I am encouraged to be innovative or take initiative in my work	54%	27%	9%	5%	5%
My position makes good use of my personal strengths	50%	34%	5%	7%	5%
I get the coaching I need to do my job well	41%	32%	14%	8%	5%

*Note: This is a new question in 2019.

Table 21 – Comparison results for My Job

My Job	2019 % Strongly Agree	2018 % Strongly Agree	2019 Mean	2018 Mean
I am proud of the contributions my work makes to OSFI*	67%	-	4.51	-
I am encouraged to be innovative or take initiative in my work	54%	46%	4.19 (n)	4.05
My position makes good use of my personal strengths	50%	48%	4.17	4.10
I get the coaching I need to do my job well	41%	39%	3.95	3.88

*Note: This is a new question in 2019.

Comment Analysis

A total of 22 open-ended comments involved My Job. The comments in this section were varied but one theme did emerge: some report difficulty managing organizational change initiatives while also handling their day-to-day workload.

Wellbeing

Summary

- A large majority of employees agree that their immediate supervisor supports their efforts to balance work and life by applying OSFI policies (90%), virtually unchanged compared to 2018 results.
- A similar proportion of employees agree that they have flexibility to prioritize tasks/responsibilities when facing multiple demands at work (90%). This result is consistent with the 2018 results for this question (88%).
- In 2019, notably more employees agreed their work unit offered an environment where they could feel confident to speak up and express their opinion (83% compared to 77% in 2018).
- There is strong agreement that OSFI provides appropriate resources to assist employees in managing challenges in balancing work and life (80%), unchanged since 2018.
- A new question in 2019 asked whether employees agree that their work-related stress is manageable. Overall, almost eight in ten employees (78%) agreed with this statement.
- There was a substantial increase in employees who agree that OSFI does a good job of raising awareness of mental health in the workplace from a slim majority in 2018 (54%) to more than three quarters in 2019 (77%). The OSFI result is now above the comparable PSES measure of 73%.
- OSFI employees were also asked to compare the level of inclusion in the OSFI workplace to a year ago. Just less than half of employees (46%) said that it is now more inclusive while a third (33%) said it was the same. Only four percent of employees feel it is now less inclusive.
- Eight in ten employees (81%) agree that OSFI works hard to create a workplace that prevents discrimination. This is a notable increase over 2018 (75%) and compares positively to 72% in the 2019 PSES.
- The proportion of employees who report having faced discrimination over the past 12 months is similar to 2018 (7% this year compared to 5% in 2018). This is also similar to the 2019 PSES result (8%). Among those who experienced discrimination:
 - Age, race and national or ethnic origin are the most common reasons given for the discrimination.
 - Discrimination is most likely to originate with senior management (55%) or their immediate supervisor (31%).
 - Around half were aware of where to go for assistance (52%), but four in ten say they took no action.
- Employees were also asked about harassment, with 7% reporting that they experienced it on the job over the past year (compared to 8% in 2018) and lower than that measured by the PSES - 14%. Among victims of harassment:
 - Most common sources were immediate supervisor (41%), senior management (24%) and co-workers (20%).
 - The nature of the harassment was most commonly unfair treatment, aggressive behaviour, humiliation and excessive control.

- Six in ten (61%) say they knew where to go for assistance.
- Discussing the matter with my immediate supervisor or a senior manager was the most common action taken (22% of victims of harassment) besides those who took no action (37%).
- Six in ten OSFI employees use some type of flexible work arrangement (FWA); working from home is the most commonly mentioned of them.
 - Among those who do not use FWA, a lack of interest is the main reason given for why not (45%), but a third (32%) say they do not feel it would be supported.
- Three quarters (74%) of OSFI REXs have participated in the Leadership Development Program. Every REX who has participated says they understand the Leadership Role Model and the behaviours expected at the REX level.
 - About as many employees say they have observed positive leadership behavioural changes in REXs over the past year (43%) as say they have not (38%).

Table 22 – 2019 results for Wellbeing

Wellbeing	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
My immediate supervisor supports my efforts to balance my work, family and personal life, and applies OSFI's policies as needed	73%	17%	4%	3%	3%
I have flexibility to prioritize tasks and responsibilities when facing multiple demands at work	63%	26%	4%	4%	2%
My work unit offers an environment where I feel confident to speak up and express my opinions	55%	28%	7%	6%	4%
OSFI provides appropriate resources to assist me in managing challenges in balancing my work, family and personal life	50%	30%	13%	5%	2%
OSFI works hard to create a workplace that prevents discrimination	48%	32%	11%	5%	3%
My work-related stress is manageable*	41%	37%	8%	9%	5%
OSFI does a good job of raising awareness of mental health in the workplace	39%	38%	15%	6%	2%

*Note: This is a new question in 2019.

Table 23 – Comparison results for Wellbeing

Wellbeing	2019 % Strongly Agree	2018 % Strongly Agree	2019 Mean	2018 Mean
My immediate supervisor supports my efforts to balance my work, family and personal life, and applies OSFI's policies as needed	73%	69%	4.53	4.51
I have flexibility to prioritize tasks and responsibilities when facing multiple demands at work	63%	61%	4.45	4.40
My work unit offers an environment where I feel confident to speak up and express my opinions	55%	42%	4.23 (n)	4.02
OSFI provides appropriate resources to assist me in managing challenges in balancing my work, family and personal life	50%	53%	4.20	4.24
OSFI works hard to create a workplace that prevents discrimination	48%	46%	4.18	4.08
My work-related stress is manageable*	41%	-	4.01	-
OSFI does a good job of raising awareness of mental health in the workplace	39%	20%	4.05 (n)	3.42

**Note: This is a new question in 2019.*

Table 24 – Inclusion at OSFI

Compared to last year, how would you rate the level of inclusion in the workplace at OSFI?*	%
More inclusive	46%
About the same	33%
Less inclusive	4%
Don't know	17%

**Note: This is a new question in 2019.*

Table 25 - Been the victim of discrimination

Having carefully read the definition of discrimination, have you been the victim of discrimination on the job in the past year?	%
Yes	7%
No	93%

Table 26 – Experience with discrimination

From whom did you experience discrimination on the job? (Among those who experienced discrimination n=42)	%
Senior management	55%
My immediate supervisor	31%
Co-workers	19%
My Director	19%
Superintendent, Assistant Superintendents	10%
Individuals from other departments or agencies	5%
Other	10%
Prefer not to say	21%
Did you experience discrimination because of your...? (Among those who experienced discrimination n=42)	%
Age	31%
Race	26%
National or ethnic origin	21%
Colour	17%
Disability or illness	10%
Sex	10%
Marital status	7%
Family status	7%
Religion	5%
Gender identity or expression	5%
Other	12%
Prefer not to say	33%
Did you know where to go for assistance?* (Among those who experienced discrimination n=42)	%
Yes	52%
No	48%
What action(s) did you take to address the discrimination you experienced?* (Among those who experienced discrimination n=42)	%
Discussed the matter with my immediate supervisor or a senior manager	14%
Discussed the matter with my director	12%
Resolved the matter informally on my own	10%
Discussed the matter with the person(s) from whom I experienced the discrimination	5%
Discussed the matter with my union representative	5%
Contacted a human resources professional	2%
I used an informal conflict resolution process	2%
Other	5%

I took no action	40%
Prefer not to say	33%

***Note:** This is a new question in 2019.

Table 27 – Been the victim of harassment

Having carefully read the definition of harassment, have you been the victim of harassment on the job in the past year?	%
Yes	7%
No	93%

Table 28 – Experience with harassment

From whom did you experience harassment on the job? (Among those who experienced harassment n=41)	%
My immediate supervisor	41%
Senior management	24%
Co-workers	20%
My Director	15%
Individuals from other departments or agencies	15%
Superintendent, Assistant Superintendents	7%
Other	5%
Prefer not to say	27%
Please indicate the nature of the harassment you experienced (Among those who experienced harassment n=41)	%
Unfair treatment	59%
Aggressive behaviour	51%
Humiliation	44%
Excessive control	41%
Being excluded or being ignored	37%
Offensive remark	32%
Personal attack	29%
Interference with work or withholding resources	22%
Threat	15%
Yelling or shouting	12%
Physical violence	2%
Sexual comment or gesture	2%
Other	12%
Prefer not to say	5%

Did you know where to go for assistance?* <i>(Among those who experienced harassment n=41)</i>	%
Yes	61%
No	39%
What action(s) did you take to address the harassment?* <i>(Among those who experienced harassment n=41)</i>	%
Discussed the matter with my immediate supervisor or a senior manager	22%
Discussed the matter with the person(s) from whom I experienced the discrimination	15%
Discussed the matter with my director	12%
I used an informal conflict resolution process	12%
Discussed the matter with my union representative	10%
Contacted a human resources professional	5%
Resolved the matter informally on my own	2%
Other	7%
I took no action	37%
Prefer not to say	22%

***Note:** This is a new question in 2019.

Table 29 – Flexible work arrangements

Do you use any of the following flexible work arrangements (FWA)?*	%
Employees who use any FWA	61%
Working From Home	52%
Flexible Work Schedule	16%
Compressed Work Week	7%
Banked Time	6%
Leave with Income Averaging	2%
Pre-retirement Transition Leave	<1%
Job Sharing	0%
I do not use FWA	30%
Prefer not to say	9%
Reason for not using FWA* <i>(Among those who do not use FWA n=182)</i>	%
I am not interested in any FWA	45%
I do not feel that it would be supported	32%
My request for an FWA was denied	3%
Prefer not to say	20%

***Note:** This is a new question in 2019.

Table 30 – Leadership development program

Have you participated in OSFI’s Leadership Development Program?* <i>(Among REX only n=106)</i>	%
Yes	74%
No	23%
Prefer not to say	4%
Do you understand the Leadership Role Model and the behaviours expected at the REX level?* <i>(Among REX who have participated in the Leadership Development Program n=78)</i>	%
Yes	100%
No	0%
Have you observed positive leadership behavioural changes in REXs in the last year?*	%
Yes	43%
No	38%
Prefer not to say	19%

**Note: This is a new question in 2019.*

Comment Analysis

A total of 27 open-ended comments revolved around Wellbeing. Numerous themes came up in this section with employees suggesting a more transparent approach for handling discrimination or harassment in the workplace, changes to the physical work environment and better policies around FWAs.

Appendix A: Email Invitation

SUBJECT: 2019 OSFI Employee Survey / Sondage auprès des employés du BSIF – Édition 2019

Dear Employee,

Environics has been commissioned by the Office of the Superintendent of Financial Institutions (OSFI) to conduct its 2019 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 **December 19**.

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 2019 / 2019 OSFI Employee Survey

Bonjour,

Le Bureau du surintendant des institutions financières (BSIF) a confié l'administration de l'édition 2019 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.

Veuillez répondre au sondage d'ici le **19 décembre**.

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: Reminder: 2019 OSFI Employee Survey / Rappel : Sondage auprès des employés du BSIF – Édition 2019

Dear Employee,

On November 26, you received an email from Environics, the firm commissioned by OSFI to conduct the 2019 Employee Survey.

Your input is important. 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.

This is a reminder to please complete the survey by **December 19**.

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: Rappel : Sondage auprès des employés du BSIF – Édition 2019 / Reminder: 2019 OSFI Employee Survey

Bonjour,

Le 26 novembre, vous avez reçu un courriel d'Environics, le cabinet auquel le BSIF a confié l'administration de l'édition 2019 de son sondage auprès des employés.

Votre opinion est importante. 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.

Nous vous rappelons de bien vouloir répondre au sondage d'ici le **19 décembre**.

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 C: Survey Instrument: English

Welcome to the 2019 OSFI Employee Survey / Bienvenue au sondage auprès des employés du BSIF - édition 2019

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 **December 19th 2019**.

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 seven 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 (**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: MY ORGANIZATION

Please indicate your level of agreement with each statement.

OSFI is doing a good job:	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q1. Communicating organizational changes							
Q2. Providing opportunities to discuss change initiatives							
Q3. Providing change management training							
Q4. Providing tools and other resources to support employees through change							

Q5. How frequently do you see examples of collaboration at OSFI?	Not at all frequently	Not very frequently	Somewhat frequently	Very frequently	Don't know	Not applicable
Between colleagues						
Between managers						
Between divisions						
Between sectors						
Between OSFI's offices						

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q6. OSFI implements activities and practices that support a diverse* workplace.							
Q7. I feel I can initiate a formal recourse process (e.g.,							

grievance, complaint, appeal) without fear of reprisal.							
Q8. The performance review process has been useful in helping me set objectives to improve my job performance.							

** A **diverse workplace** includes everyone, regardless of race, national or ethnic origin, colour, disability, sex, sexual orientation, gender identity or expression, 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.*

Q9. How often are you able to attend training opportunities that are available at OSFI?

- Regularly
- Occasionally
- Rarely
- Never
- Not applicable

Q9B (IF Q9 = Any response other than Regularly or not applicable)

Which of the following barriers apply to your inability to attend training at OSFI (select all that apply):

- Workload
- Manager's approval not received
- Relevant training is not available
- Other, please specify
- Don't know
- Prefer not to say

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q10. The training offered by OSFI is available in the official language of my choice (English or French).							
Q11. I get the support* that I need to manage my career.							
Q12. I feel I contribute to the success of our organization.							
Q13. I have positive working relationships with my co-workers.							
Q14. I have intentions of looking for a job outside of OSFI within the next 12 months.							

* **Support** comes in many forms and can be given in words or actions. Support includes tools, resources and support from management.

Q14B (IF Q14 = Somewhat or Strongly Agree)

Which of the following apply to you looking for a job outside of OSFI (select all that apply):

- Time for a change
- Seeking a different experience
- Dissatisfied with relationship with immediate supervisor
- Lack of employee recognition
- Compensation and benefits
- OSFI's culture/workplace
- No growth opportunities
- Job not meeting expectations
- Feeling overworked
- No access to Flexible Work Arrangements
- Feeling disengaged
- Feeling undervalued
- Poor leadership at senior levels
- Other, please specify:
- Prefer not to say

SECTION II: COMMUNICATION

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q15. Communication is effective between teams within my Sector/group.*							
Q16. I am kept informed about issues affecting my team.							
Q17. I understand how OSFI's Strategic Plan relates to my role.							
Q18. Communications from OSFI's Executive Committee** keep me informed about issues that matter to me.							

* 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.

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

Q19. In which city do you work?

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

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat at disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q20. When I prepare written material for internal purposes, including electronic mail, I feel free to use the official							

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
language (English or French) of my choice. (Note this does not refer to material for use external to OSFI.)							
Q21. During meetings with my team, I feel free to use the official language of my choice (English or French).							
Q22. When I communicate with my immediate supervisor* I feel free to use the official language of my choice (English or French).							

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

SECTION III: LEADERSHIP

Immediate Supervisor

Please indicate your level of agreement with each statement.

My immediate supervisor (the person whom you report to directly):	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q23. Is a good leader.							
Q24. Is open to the suggestions of his/her employees.							
Q25. Appreciates my work.							
Q26. Creates an inclusive workplace (e.g. where I feel							

My immediate supervisor (the person whom you report to directly):	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
heard, respected and understood).							

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q27. I am confident approaching my immediate supervisor about concerns without fear of reprisal.							
Q28. The feedback from my immediate supervisor helps me improve my work performance.							

Q29. 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.*

Q29B. (IF Q29 = Yes)

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

- Yes
- No
- Not applicable

Q29C. (IF Q29 = Yes)

I have access to resources to support employees on my team who are experiencing personal challenges.

- Yes
- No
- Not applicable

Senior Management

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

Q30. OSFI's One Office is about partners who work together to achieve common overarching goals. In general, would you say that senior managers are role models for OSFI's One Office?

- Definitely
- Somewhat
- Not really
- Not at all
- Don't know

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q31. OSFI's Senior Management Team* treats employees with respect.							
Q32. The actions taken in my sector as a result of the Employee Survey have had a <u>positive</u> impact on the work environment.							
Q33. I have confidence in the Senior Management Team to lead OSFI.							
Q34. I have confidence in the Executive Committee** to lead OSFI.							
Q35. I believe Senior Management is engaged with OSFI staff (i.e. participate in staff activities; interact informally with staff).							

* 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: MY JOB

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q36. My position makes good use of my personal strengths.							
Q37. I get the coaching I need to do my job well.							
Q38. I am encouraged to be innovative or take initiative in my work.							
Q39. I am proud of the contributions my work makes to OSFI.							

SECTION V: WELLBEING

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q40. My immediate supervisor* supports my efforts to balance my work, family and personal life, and applies OSFI's policies as needed.							
Q41. I have flexibility to prioritize tasks and responsibilities							

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
when facing multiple demands at work.							
Q42. My work-related stress is manageable.							
Q43. My work unit offers an environment where I feel confident to speak up and express my opinions.							
Q44. OSFI provides appropriate resources to assist me in managing challenges in balancing my work, family and personal life (e.g. Employee and Family Assistance Program and wellness initiatives).							
Q45. OSFI does a good job of raising awareness of mental health** in the workplace.							

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

** *Mental health* is a person's condition with regard to their psychological and emotional wellbeing. Wellbeing 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.

Q46. Compared to last year, how would you rate the level of inclusion* in the workplace at OSFI?

- More inclusive
- About the same
- Less inclusive
- Don't know

** **Inclusion** is about creating a culture that strives for equity and embraces, respects, accepts and values difference. It is about creating an environment where employees feel comfortable to bring their whole self to work.*

Q47.

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.

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

- Yes
- No

Q47B. [If Q47 =Yes]

Did you experience discrimination because of your: (select all that apply)

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

Q47C. [if Q47=Yes]

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

- Co-workers
- My immediate supervisor (The person whom you report to directly)

- My Director (REX-07)
- Senior management [This includes all Managing Directors and Senior Directors (e.g. REX-08 – REX-10)]
- Superintendent, Assistant Superintendents
- My direct reports
- Individuals from other departments or agencies
- Individuals from the institutions that we regulate
- Other
- Prefer not to say

Q47D. [if Q47=Yes]

What action(s) did you take to address the discrimination you experienced? (select all that apply)

- Discussed the matter with my immediate supervisor or a senior manager
- Discussed the matter with my director
- Discussed the matter with the person(s) from whom I experienced the discrimination
- Contacted a human resources professional
- Discussed the matter with my union representative
- I used an informal conflict resolution process
- Filed a grievance/complaint
- Resolved the matter informally on my own
- Other, please specify
- I took no action
- Prefer not to say

Q47E. [if Q47=Yes]

Did you know where to go for assistance?

- Yes
- No

Please indicate your level of agreement with this statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q48. OSFI works hard to create a workplace that prevents discrimination.							

Q49.

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.

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

- Yes
- No

Q49B. [If Q49 =Yes]

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

- Co-workers
- My immediate supervisor (The person whom you report to directly)
- My Director (REX-07)
- Senior management [This includes all Managing Directors and Senior Directors (e.g. REX-08 – REX-10)]
- Superintendent, Assistant Superintendents
- My direct reports
- Individuals from other departments or agencies
- Individuals from the institutions that we regulate
- Other
- Prefer not to say

Q49C. [If Q49 =Yes]

Please indicate the nature of the harassment you experienced. (select all that apply)

- 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

Q49D. [If Q49 =Yes]

What action did you take to address the harassment? (select all that apply)

- Discussed the matter with my immediate supervisor or a senior manager
- Discussed the matter with my director
- Discussed the matter with the person(s) from whom I experienced the discrimination
- Contacted a human resources professional
- Discussed the matter with my union representative
- I used an informal conflict resolution process
- Filed a grievance/complaint
- Resolved the matter informally on my own
- Other, please specify
- I took no action
- Prefer not to say

Q49E. [if Q49=Yes]

Did you know where to go for assistance?

- Yes
- No

SECTION VI: COMMENTS

Q50. Do you wish to provide feedback to the Executive Committee about any of the topics that have been addressed in this survey?

- Yes, I wish to add comments for the Executive Committee to review
- No, I do not wish to add comments for the Executive Committee to review

Q50B. [if Q50=Yes] Your comments will be shared for review by the Executive Committee only. A thematic, aggregated summary analysis of comments received will also be shared as part of the survey results.

Please be as specific as possible however do not include any personal or confidential information.

Comment box for comments

Q50C. [if Q50=Yes]

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

- My organization
- Communication
- My immediate supervisor
- Senior management
- My job

- Wellbeing
- Other, please specify:

SECTION VII: GENERAL INFORMATION

OSFI is committed to creating an environment that expressly values the individual, where employees feel safe, involved, connected, and able to bring their whole self to work.

The following questions are for survey analysis purposes only and will help OSFI better understand the perceptions of employees so that we can continue our work toward a workplace that is diverse and more inclusive.

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. Responses from smaller groups will be combined with another group to protect the anonymity of respondents.

Thank you for completing these important questions.

Q51. Are you:

- Male
- Female
- Other
- 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.

Q52. 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.

Q53. 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.

Q54. Are you a person with a disability?

- Yes
- No
- Prefer not to say

The collection of data on sexual orientation will help OSFI better understand the perceptions of employees belonging to the LGBTQ2+ community and continue our work toward a workplace that is diverse and more inclusive.

Q55. What is your sexual orientation?

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

Q56. Do you currently use any of the following flexible working arrangements (FWA)? (select all that apply)

- Compressed Work Week
- Flexible Work Schedule (variable start and end times)
- Working From Home
- Banked Time
- Job Sharing
- Leave with Income Averaging
- Pre-retirement Transition Leave
- I do not use FWA
- Prefer not to say

Q56B. [if Q56 = I do not use FWA]

I do not use FWA because:

- I am not interested in any FWA
- I do not feel that it would be supported
- My request for an FWA was denied
- Prefer not to say

Q57. Have you participated in OSFI's Leadership Development Program?

- Yes

- No
- Prefer not to say

Q57B. [if Q57 = YES]

Do you understand the Leadership Role Model and the behaviours expected at the REX level?

- Yes
- No
- Prefer not to say

Q58. Have you observed positive leadership behavioural changes in REXs in the last year?

- Yes
- No
- Prefer not to say

Q59. How long have you worked at OSFI?

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

Q60. Are you:

- RE
- REX
- Prefer not to say

Q61. 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

Q62. 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.

Common Supervisory Services

467/476/477/600 - Common Supervisory Services (CSS)/ Vu Core/ Vu Build/ Senior Director, Common Supervisory Services

Superintendent Office

100 - Superintendent's Office

200/313 - Assistant Superintendent - Corporate Services Sector/ Legal Services Division
310 - Assistant Superintendent - Regulation Sector
400 - Assistant Superintendent, Deposit Taking Supervision Sector
480 - Assistant Superintendent, Risk Support Sector
650 - Internal Audit
800/810 - Assistant Superintendent, Insurance Supervision Sector/Central Operating Team, ISS
Corporate Services Sector
204/206/208/219 - Chief Information Officer/ IM/IT Strategic Management/ Client Relationship Management/ Cyber Security
209/210/211 - Corporate Planning and Procurement Services/ Chief Financial Officer/ Finance
212 - Infrastructure and Technology Services Division
214 - Enterprise Information Management
217 - Application Services
230/250 - Chief Human Resources Officer/ Human Resources Operations
231/251 - Corporate HR Programs and Development/ Workplace Effectiveness
252 - Security and Facilities Services
315 - Communications and Engagement
Regulation Sector
311 - Approvals
312/320/321 - Prudential Policy and Strategic Liaison/ Regulatory Affairs Division/ Legislative Policy, Interpretations and Compliance
330/331/332 - Capital Banking/ Capital Insurance/ Capital Sr Management
505 - Accounting Policy
475 - Private Pension Plans Division
Deposit Taking Supervision Sector
410/471/472 - Senior Director, Small and Medium Size Banking Group/ SMSB Group Montreal/ SMSB Group Vancouver
413 - SMSB Group Toronto
455/456/457/458/459/470 - CIBC Team/ RBC Team/ BMO Team/ TD Team/ BNS Team/ NBC Team
466 - Central Team
Risk Support Sector
482 - Credit Risk Division
486 - Model Risk Division (MRD)
507/531 - Operational Risk Division (ORD)/ Technology Risk Division (TRD)
508 - Market & Liquidity Risk Division (MLRD)
511/530 - Culture & Conduct Risk Division/ Non-Financial Risk Group (NFRG)
540 - Risk Surveillance & Sector Oversight (RSSO)
550 - Risk & Data Analytics (RDA)
Chief Actuary's Office
700/710 - Chief Actuary/ Social Insurance Programs
720 - Public Pensions
Insurance Supervision Sector
411/442/443/444 - Life Insurance Division/ GWL Team/ MFC Team/ SL Team

414/416/417 - Property and Casualty Insurance Group/ Property and Casualty Insurance Group, Senior Director/ Mortgage Insurance Group
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503 - Actuarial Division

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 2019 / Welcome to the 2019 OSFI Employee Survey

Veillez cocher 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; nous vous encourageons à vous exprimer librement. Vos réponses demeureront strictement confidentielles.

Vous avez jusqu'au **19 décembre 2019** 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 sept 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 (**nouvelle fenêtre**) 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 Tony Coulson à l'adresse que voici : Tony.Coulson@environics.ca.

SECTION I : MON ORGANISATION

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

Le BSIF parvient à bien :	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
Q1. Communiquer les changements organisationnels							
Q2. Offrir des occasions de discuter des initiatives de changement							
Q3. Fournir de la formation en gestion du changement							
Q4. Fournir des outils et d'autres ressources pour soutenir les employés tout au long de la transition							

Q5. À quelle fréquence voyez-vous des exemples de collaboration au BSIF?	Pas souvent du tout	Pas très souvent	Assez souvent	Très souvent	Ne sais pas	Sans objet
Entre collègues						
Entre gestionnaires						
Entre les divisions						
Entre les secteurs						
Entre les bureaux du BSIF						

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

	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. Le BSIF met en place des activités et des pratiques qui							

favorisent un milieu de travail diversifié*.							
Q7. 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.							
Q8. L'évaluation du rendement m'a aidé à fixer des objectifs pour améliorer mon rendement au travail.							

* Dans un **milieu de travail diversifié**, tout le monde est accepté, sans égard à la race, à l'origine nationale ou ethnique, à la couleur, à la déficience, au sexe, à l'orientation sexuelle, à l'identité ou l'expression de genre, à l'état matrimonial ou à la situation familiale, à la religion, à l'âge, à la langue, aux antécédents culturels, aux intérêts, aux points de vue ou à d'autres dimensions. Toutes les différences entre l'identité personnelle et professionnelle des collègues sont admises.

Q9. À quelle fréquence êtes-vous en mesure d'assister aux séances de formation offertes au BSIF?

- Régulièrement
- Occasionnellement
- Rarement
- Jamais
- Sans objet

Q9B (SI Q9 = Toute réponse autre que « Régulièrement » ou « Sans objet »)

Lesquels des obstacles suivants vous empêchent de suivre une formation au BSIF? (Cochez toutes les réponses qui s'appliquent.)

- Charge de travail
- Approbation du gestionnaire non reçue
- Aucune formation pertinente n'est offerte
- Autre (veuillez préciser):
- Ne sais pas
- Je préfère ne pas répondre

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

	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. Le BSIF offre de la formation dans la langue officielle de mon choix (français ou anglais).							
Q11. Je reçois le soutien* dont j'ai besoin pour gérer ma carrière.							
Q12. J'ai l'impression de contribuer au succès de notre organisation.							
Q13. J'entretiens des relations professionnelles positives avec mes collègues.							
Q14. J'ai l'intention de chercher du travail à l'extérieur du BSIF au cours des 12 prochains mois.							

* Le *soutien* prend de nombreuses formes et peut être donné en paroles ou en actions. Le soutien comprend les outils, les ressources et le soutien de la direction.

Q14B (si Q14 = Quelque peu d'accord ou Tout à fait d'accord)

Lesquels des énoncés suivants s'appliquent à votre recherche d'emploi à l'extérieur du BSIF? (Cochez toutes les réponses qui s'appliquent.)

- Besoin d'un changement
- Recherche d'une expérience différente
- Insatisfait de la relation avec le supérieur immédiat
- Manque de reconnaissance des employés
- Rémunération et avantages sociaux
- Culture et milieu de travail du BSIF
- Aucune possibilité de croissance
- Le travail ne répond pas aux attentes
- Impression d'être surmené
- Aucun accès aux modalités de travail flexibles
- Sentiment d'indifférence

- Impression d’être sous-estimé
- Faible leadership aux échelons supérieurs
- Autre (veuillez préciser) :
- Je préfère ne pas répondre

SECTION II : COMMUNICATION

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

	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. La communication est efficace entre les équipes de mon secteur/groupe*.							
Q16. On me tient au courant des questions qui ont une incidence sur mon équipe.							
Q17. Je comprends le lien entre le Plan stratégique du BSIF et mes fonctions.							
Q18. Les communications du Comité de direction du BSIF** me tiennent au courant des questions qui m’important.							

* Les **secteurs/groupe**s au sein 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) et le Bureau de l’actuaire en chef.

** Le **Comité de direction** comprend le surintendant et les surintendants auxiliaires de la Réglementation, de la Surveillance des institutions de dépôts, de la Surveillance des sociétés d’assurances, du Soutien du risque et des Services intégrés.

Q19. Dans quelle ville travaillez-vous?

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

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

	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. Lorsque je rédige des documents à usage interne, y compris des courriels, je me sens libre de le faire dans la langue officielle de mon choix. (Cet énoncé ne s'applique pas aux documents diffusés à l'extérieur du BSIF.)							
Q21. 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).							
Q22. Lorsque je communique avec mon supérieur immédiat*, je me sens libre de m'exprimer dans la langue officielle de mon choix (français ou anglais).							

* Le *supérieur immédiat* est la personne de qui vous relevez directement.

SECTION III : LEADERSHIP

Supérieur immédiat

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

Mon <u>supérieur immédiat</u> (la personne de qui vous relevez directement) :	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. Est un bon dirigeant.							
Q24. Est ouvert aux suggestions de ses employés.							
Q25. Apprécie mon travail.							
Q26. Crée un milieu de travail inclusif (p. ex., où je me sens entendu, respecté et compris).							

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

	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. Je sais que je peux confier mes inquiétudes à mon supérieur immédiat sans crainte de représailles.							
Q28. Lorsque mon supérieur immédiat fait le point avec moi sur mon travail, cela m'aide à améliorer mon rendement.							

Q29. Avez-vous présentement des employés* qui relèvent de vous (c.-à-d. des subalternes directs)?

- Oui
- Non
- Je préfère ne pas répondre

Aux fins du présent sondage, les **employés sont des personnes employées directement par le BSIF, quel que soit leur niveau ou leur poste au sein de l'organisation, p. ex., employés nommés pour une période*

indéterminée, employés nommés pour une période déterminée et employés à temps partiel. Cela ne comprend pas le personnel à court terme comme les employés occasionnels, les étudiants stagiaires et le personnel contractuel comme les experts-conseils.

Q29B. (Si Q29 = Oui)

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

- Oui
- Non
- Sans objet

Q29C. (Si Q29 = Oui)

J'ai accès à des ressources pour soutenir les employés de mon équipe qui font face à des défis personnels.

- Oui
- Non
- Sans objet

Haute direction

La **haute direction** du BSIF comprend tous les directeurs généraux et directeurs principaux (p. ex., REX-08 – REX-10).

Q30. Le concept d'Un seul bureau du BSIF, c'est l'idée de collaborer en tant que partenaires pour atteindre des objectifs généraux communs.

En général, diriez-vous que les membres de la haute direction incarnent le concept d'Un seul bureau du BSIF?

- Certainement
- Plutôt
- Pas vraiment
- Pas du tout
- Ne sais pas

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

	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
Q31. L'équipe de la haute direction* du BSIF traite les employés avec respect.							
Q32. Les mesures prises par mon secteur à la suite du Sondage auprès des employés ont eu des répercussions <i>positives</i> sur le milieu de travail.							

Q33. J'ai confiance en la capacité de l'équipe de la haute direction de diriger le BSIF.							
Q34. J'ai confiance en la capacité du Comité de direction** à diriger le BSIF.							
Q35. Je crois que les membres de la haute direction sont présents auprès du personnel du BSIF (p. ex. ils participent aux activités du personnel et interagissent de façon informelle avec lui).							

* L'équipe **de la haute direction** du BSIF comprend tous les directeurs généraux et les directeurs principaux (p. ex., REX-08 – REX-10).

** Le **Comité de direction** comprend le surintendant et les surintendants auxiliaires de la Réglementation, de la Surveillance des institutions de dépôts, de la Surveillance des sociétés d'assurances, du Soutien du risque et des Services intégrés.

SECTION IV : MON EMPLOI

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

	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. Mes forces personnelles sont bien exploitées dans le poste que j'occupe.							
Q37. Je reçois l'encadrement dont j'ai besoin pour bien faire mon travail.							
Q38. On m'encourage à innover ou à faire preuve d'initiative dans mon travail.							

Q39. Je suis fier de la contribution de mon travail au BSIF.							
---	--	--	--	--	--	--	--

SECTION V : BIEN-ÊTRE

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

	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. 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.							
Q41. J'ai la latitude voulue pour classer en priorité les tâches et les fonctions quand je suis aux prises avec de multiples exigences au travail.							
Q42. Mon stress professionnel est gérable.							
Q43. Mon unité de travail offre un environnement où je peux m'exprimer sans hésitation et faire valoir mes opinions.							
Q44. Le BSIF offre les ressources							

	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
appropriées qui m'aident à surmonter les difficultés que présente la conciliation de ma vie professionnelle, de ma vie familiale et de ma vie personnelle (p. ex. le Programme d'aide aux employés et des initiatives de bien-être).							
Q45. Le BSIF réussit bien à sensibiliser les gens à la santé mentale** en milieu de travail.							

* *Le supérieur immédiat est la personne dont vous relevez directement.*

** *La santé mentale est l'état d'une personne par rapport à son bien-être psychologique et émotionnel. Le bien-être est une situation où une personne réalise son potentiel, peut faire face aux tensions normales de la vie, peut travailler de façon productive et fructueuse et peut apporter une contribution à sa collectivité.*

Q46. Par rapport à l'an dernier, comment évalueriez-vous le niveau d'inclusion* en milieu de travail au BSIF?

- Plus inclusif
- À peu près aussi inclusif
- Moins inclusif
- Ne sais pas

* *L'inclusion s'entend de la création d'une culture qui vise l'équité et qui respecte, accepte et valorise les différences. Il s'agit de créer un environnement où l'employé se sent capable d'être lui-même au travail.*

Q47.

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 distinction 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 familiale, les caractéristiques génétiques, la déficience et l'état de personne graciée.

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

- Oui
- Non

Q47B. [Si Q47 = Oui]

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

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

Q47C. [Si Q47 = Oui]

De la part de qui avez-vous été victime de discrimination au travail? (Cochez toutes les réponses qui s'appliquent.)

- Collègues
- Supérieur immédiat (la personne de qui vous relevez directement)
- Directeur (REX-07)
- Un membre de la haute direction [Cela comprend tous les directeurs généraux et directeurs principaux (p. ex. REX-08 – REX-10)]
- Surintendant, surintendants auxiliaires
- Subalternes directs
- Personnes d'autres ministères ou organismes
- Personnes travaillant pour les institutions que nous réglementons
- Autre
- Je préfère ne pas répondre

Q47D. [Si Q47 = Oui]

**Quelle(s) mesure(s) avez-vous prise(s) pour remédier à la discrimination dont vous avez été victime?
(Cochez toutes les réponses qui s'appliquent)**

- J'ai discuté de la question avec mon supérieur immédiat ou un membre de la haute direction
- J'ai discuté de la question avec mon directeur
- J'ai discuté de la question avec la ou les personnes de qui j'ai été victime de discrimination
- J'ai communiqué avec un professionnel des ressources humaines
- J'ai discuté de la question avec mon représentant syndical
- J'ai eu recours à un processus informel de résolution des conflits
- J'ai déposé un grief ou une plainte
- J'ai réglé la question de façon informelle par moi-même
- Autre (veuillez préciser)
- Je n'ai rien fait
- Je préfère ne pas répondre

Q47E. [Si Q47 = Oui]

Saviez-vous où aller pour obtenir de l'aide?

- Oui
- Non

Dans quelle mesure êtes-vous d'accord avec l'énoncé suivant?

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

Q49.

Le harcèlement s'entend de tout comportement importun 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 vexer ou causer préjudice. Il comprend tout acte, propos ou exhibition qui diminue, rabaisse, humilie une personne ou qui lui fait honte, 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 familiale, de ses caractéristiques génétiques, de sa déficience physique ou intellectuelle, de son orientation sexuelle ou de son état de personne graciée.

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

- Oui

- Non

Q49B. [Si Q49 =Oui]

De la part de qui avez-vous été victime de harcèlement au travail? (Cochez toutes les réponses qui s'appliquent)

- Collègues
- Supérieur immédiat (la personne de qui vous relevez directement)
- Directeur (REX-07)
- Un membre de la haute direction [Cela comprend tous les directeurs généraux et directeurs principaux (p. ex. REX-08 – REX-10)]
- Surintendant, surintendants auxiliaires
- Subalternes directs
- Personnes d'autres ministères ou organismes
- Personnes travaillant pour les institutions que nous réglementons
- Autre
- Je préfère ne pas répondre

Q49C. [Si Q49 =Oui]

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 injurieuse
- Attaque personnelle
- Violence physique
- Commentaire ou geste de nature sexuelle
- Menace
- Traitement injuste
- Cris ou hurlements
- Autre
- Je préfère ne pas répondre

Q49D. [Si Q49 = Oui]

Quelles mesures avez-vous prises pour remédier au harcèlement? (Cochez toutes les réponses qui s'appliquent)

- J'ai discuté de la question avec mon supérieur immédiat ou un membre de la haute direction
- J'ai discuté de la question avec mon directeur
- J'ai discuté de la question avec la ou les personnes de qui j'ai été victime de harcèlement
- J'ai communiqué avec un professionnel des ressources humaines
- J'ai discuté de la question avec mon représentant syndical
- J'ai eu recours à un processus informel de résolution des conflits

- J'ai déposé un grief ou une plainte
- J'ai réglé la question de façon informelle par moi-même
- Autre (veuillez préciser)
- Je n'ai rien fait
- Je préfère ne pas répondre

Q49E. [Si Q49 = Oui]

Saviez-vous où aller pour obtenir de l'aide?

- Oui
- Non

SECTION VI : COMMENTAIRES

Q50. Souhaitez-vous formuler des commentaires à l'intention du Comité de direction sur les sujets abordés dans ce sondage?

- Oui, je souhaite formuler des commentaires à l'intention du Comité de direction.
- Non, je ne souhaite pas formuler des commentaires à l'intention du Comité de direction.

Q50B. [Si Q50 = Oui] Vos commentaires ne seront partagés qu'avec le Comité de direction. Une analyse thématique sommaire et agrégée des commentaires reçus fera également partie des résultats du sondage.

Veuillez être aussi précis que possible tout en prenant soin de ne pas inclure de renseignements personnels ou confidentiels.

Case pour commentaires

Q50C. [Si Q50 = Oui]

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

- Mon organisation
- Communication
- Supérieur immédiat
- Haute direction
- Mon emploi
- Bien-être
- Autre (veuillez préciser) :

SECTION VII : RENSEIGNEMENTS GÉNÉRAUX

Le BSIF s'engage à créer un environnement qui valorise expressément la personne, où l'employé se sent en sécurité, engagé, connecté et capable d'être lui-même au travail.

Les questions suivantes ne sont posées qu'à des fins d'analyse du sondage et aideront le BSIF à mieux comprendre les perceptions des employés afin que nous puissions poursuivre la création d'un milieu de travail diversifié et plus inclusif.

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. 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.

Q51. Êtes-vous :

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

Un membre d'une minorité visible au Canada est par définition une personne (autre qu'un Autochtone) de race ou de couleur autre que blanche, peu importe son lieu de naissance. Voici des exemples : Noir(e), Chinois(e), Philippin(e), Japonais(e), Coréen(ne), Sud-Asiatique ou Indien(ne) de l'Est, Asiatique du Sud-Est, Asiatique occidental(e) non blanc(he), Nord-Africain(e) ou Arabe, Latino-Américain(e) non blanc(he), personne d'origine mixte (dont un parent est membre d'un ou de plusieurs groupes minoritaires énumérés ci-dessus), ou autre groupe de minorité visible.

Q52. 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 Inuk (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.

Q53. 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,

et qui soit considérée 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. Les personnes handicapées sont également celles dont les limitations fonctionnelles liées à leur déficience font l'objet de mesures d'adaptation pour leur emploi ou dans leur lieu de travail.

Q54. Êtes-vous une personne handicapée?

- Oui
- Non
- Je préfère ne pas répondre

La collecte de données sur l'orientation sexuelle aidera le BSIF à mieux comprendre les points de vue des employés qui appartiennent à la communauté LGBTQ2+ et à poursuivre ses efforts en vue d'offrir un milieu de travail diversifié et plus inclusif.

Q55. Quelle est votre orientation sexuelle?

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

Q56. Profitez-vous présentement de l'une des modalités de travail flexibles (MTF) suivantes? (Cochez toutes les réponses qui s'appliquent)

- Semaine de travail comprimée
- Horaire flexible (heures de début et de fin variables)
- Travail de la maison
- Crédit d'heures de travail
- Partage d'emploi
- Congé avec étalement du revenu
- Congé de transition à la retraite
- Je ne profite pas de MTF
- Je préfère ne pas répondre

Q56B. [Si Q56 = Je ne profite pas de MTF]

Je ne profite d'aucune des modalités de travail flexibles (MTF) parce que :

- Je ne suis intéressé par aucune MTF
- Je ne crois pas que ma demande serait appuyée
- Ma demande de MTF a été refusée
- Je préfère ne pas répondre

Q57. Avez-vous participé au Programme de perfectionnement en leadership du BSIF?

- Oui
- Non
- Je préfère ne pas répondre

Q57B. [Si Q57 = Oui]

Comprenez-vous le Modèle de leadership et les comportements attendus au niveau REX?

- Oui
- Non
- Je préfère ne pas répondre

Q58. Avez-vous observé des changements de comportement positifs en matière de leadership chez les REX au cours de la dernière année?

- Oui
- Non
- Je préfère ne pas répondre

Q59. 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

Q60. À quelle catégorie d'employés appartenez-vous?

- RE
- REX
- Je préfère ne pas répondre

Q61. 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

Q62. Dans quelle unité de l'organisation travaillez-vous à l'heure actuelle?

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

Services communs de surveillance
467/476/477/600 - Services communs de surveillance (SCS)/ Équipe centrale du projet VU/ Équipe d'élaboration du projet VU/ Directeur principal, Services communs de surveillance
Bureau du surintendant
100 - Bureau du surintendant

200/313 – Surintendant auxiliaire, Secteur des services intégrés/ Division des services juridiques
310 - Surintendant auxiliaire, Secteur de la réglementation
400 - Surintendant auxiliaire, Secteur de la surveillance des institutions de dépôts
480 - Surintendant auxiliaire, Secteur de soutien du risque
650 - Audit interne
800/810 - Surintendant auxiliaire, Secteur de la surveillance des sociétés d'assurances/ Équipe centrale opérationnelle, Secteur de la surveillance des sociétés d'assurances
Secteur de services intégrés
204/206/208/219 - Dirigeant principal de l'information/ Gestion stratégique de la GI-TI/ Gestion du portefeuille des services à la clientèle/ Cybersécurité
209/210/211 - Planification intégrée et services d'approvisionnement/ Dirigeant principal de finance/ 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 - Dirigeant principal des ressources humaines/ Opérations des ressources humaines
231/251 - Programmes et développement intégrés de RH/ Efficacité en milieu de travail
252 - Sécurité et services des installations
315 - Divisions des communications et engagement
Secteur de la réglementation
311 - Divisions des approbations
312/320/321 - Législation et initiatives stratégiques/ Division de la législation et des approbations/ Politique, interprétations et conformité législatives
330/331/332 - Fonds propres - Banques/ Fonds propres - Assurance/ Fonds Propres - Groupe gestion
505 - Division des pratiques comptables
475 - Division des régimes de retraite privés
Secteur de la surveillance des institutions de dépôts
410/471/472 - Directrice principal, Groupe des petites et moyennes institution bancaires/ Groupe des PMIB Montréal/ Groupe des PMIB Vancouver
413 - Groupe des PMIB Toronto
455/456/457/458/459/470 - Équipe Banque CIBC/ Équipe Banque RBC/ Équipe Banque BMO/ Équipe Banque TD/ Équipe Banque BNS/ Équipe Banque NBC
466 - Équipe centrale
Secteur de soutien risque
482 - Division du risque de crédit
486 - Division du risque de modélisation
507/531 - Division du risque opérationnel/ Division de risque technologique
508 - Division des risques de marché et de liquidité
511/530 - Division des risques liés à la culture et à la déontologie/ Groupe du risque non-financier (GRNF)
540 - Services de surveillance du risque et des activités
550 - Services d'analyse du risque et des données (SARD)
Bureau de l'actuaire en chef

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

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

Si vous passez à l'écran suivant pour 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.