COVID-19 Employee Pulse Check Survey

Summary of Survey Results

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Purpose of the COVID-19 Employee Pulse Check Survey

The survey was designed to:

- Give the University crucial insight into how the changes associated with the COVID-19 pandemic are impacting employees.

- How to best support employees in the coming months as the University continues to respond to the pandemic and implements a safe and gradual return to campus activities.

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Overview of Data Analysis Process

Work Location Streams

The survey included a branch logic that created a custom path through the survey based on the respondents' answer to the work location question.

The data was analyzed by the work location selected by the respondent (**Work Location Stream**).

A thematic analysis of the responses to the open-ended questions was performed to identify themes/patterns.

A comparative analysis of the qualitative and quantitative data associated with each of the work location streams was conducted to identify areas of focus requiring attention/action across the work location streams.

Working on Campus

Working Remotely

Working Remotely and on Campus

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Statistical Overview

1,264
Survey Responses

Sent to 3,303 employees:
- 104 academic and administrative leaders/managers
- 906 staff
- 1,017 faculty/faculty related
- 1,276 student employees

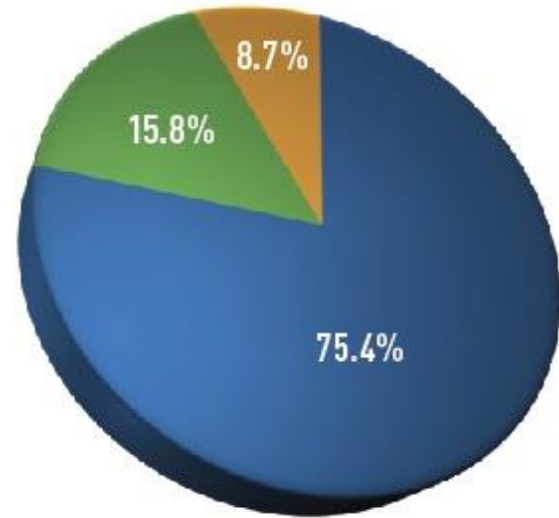**42%**
Response Rate

Total # of valid responses: 1213 (40.4%)

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Statistical Overview

75.4%

Working Remotely
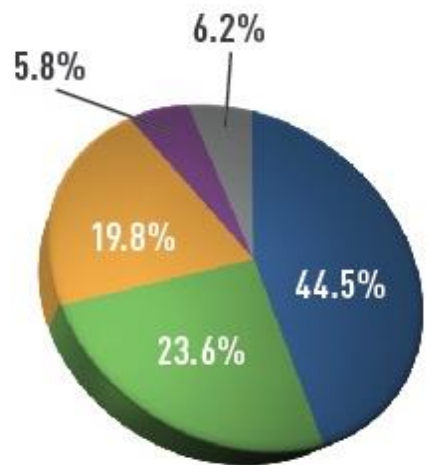**75.4%**

Working Remotely and On-Campus
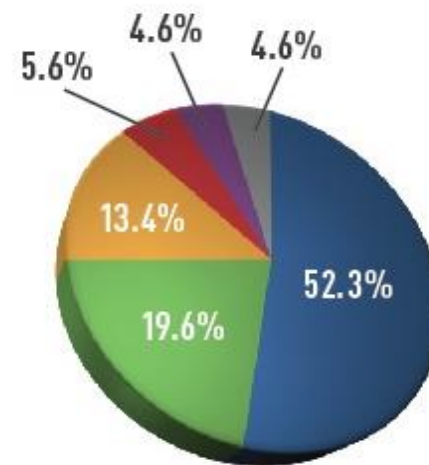**15.8%**

Working On-Campus
8.7%

Current Appointment

- Staff 44.5%
- Faculty and Faculty Related 23.6%
- Student Employees 19.8%
- Academic and Administrative leaders / managers 5.8%
- Others & prefer not to identify 6.2%

Department / Area

- Academic 52.3%
- Administrative and operational services and supports 19.6%
- Student supports and services 13.4%
- Research technical and support services 5.6%
- Prefer not to identify 4.6%
- Other 4.6%

Emerging Areas of Focus and Key Actions to Better Support Employees

All Work Location Streams Combined

| Working on Campus | Working Remotely | Working Remotely and on Campus |

Overview of the Comparative Data Analysis

- The data analysis for each of the streams was compared to identify areas of focus requiring attention/action across the work location streams.

- The comparative analysis included the review of:

Agreement to Statements Provided	Employee Concerns	Most Important Considerations/Actions
• Emerging opportunities for improvement	• Top 5 concerns identified by respondents	• Actions/considerations that were brought forward by respondents a greater number of times (emerging from thematic analysis of responses)

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Comparative Analysis:
Emerging Areas of Focus/Key Actions

- Enhance mental health and wellbeing supports to:
  - Address the increased levels of stress, anxiety and pressure that employees are experiencing in their work and personal lives.
  - Reduce burnout
  - Enhance work-life balance.

- Enhance the opportunities for engagement and connection across the University and within teams.
- Ensure employees are receiving the supports needed from their immediate supervisors and that those working remotely have the tools and technology required to be successful.

Mental Health & Wellbeing

Engagement & Supports

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Overview of Survey Results
By Work Location Stream

Working on Campus

Working Remotely

Working Remotely and on Campus

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Level of Agreement With the Statements Presented - Overview

Respondents were asked to indicate to what extent they agreed or disagreed with the statements presented (5-point scale: strongly agree, agree, neutral, disagree and strongly disagree).

The distribution of responses for each statement was reviewed to identify areas of strengths and opportunities for improvement.

Recognizing the unique circumstances associated with each of the streams:
- 10 statements were asked of all work location streams.
- 3 statements were unique to the working on campus stream.
- 4 statements were unique to the working remotely stream.
- 6 statements (unique to the other 2 streams) were asked of the working remotely and on campus stream.

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Working On Campus
Areas of Strength and Opportunities for Improvement

Opportunities for Improvement	Areas of Strength
• Able to balance work and personal life. • Have the support needed to stay healthy (physically and mentally). • Adequate supports provided by the University to address mental health. • Receiving the support needed from AAU head/supervisor to be successful. • Feel comfortable communicating concerns with AAU head/supervisor • I feel safe working on campus	• Overall, satisfied with the frequency and clarity of the University's COVID-19 communications. • Receive timely updates on actions that the University is taken to address the pandemic. • Feel capable of successfully managing work-related challenges. • Have confidence in the University's ability to successfully overcome the COVID-19 challenges. • Kept informed by the University on measures to keep employees safe on campus. • Clear about COVID-19 safety standards and protocols related to role. • Understand safety protocols implemented in areas worked to prevent spread of COVID-19.

Please note – statements listed on this slide have been summarized

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Working Remotely

Opportunities for Improvement	Areas of Strengths
• Able to balance work and personal life. • Have the support needed to stay healthy (physically and mentally). • Adequate supports provided by the University to address mental health. • Have enough meaningful contact with colleagues.	• Overall, satisfied with the frequency and clarity of the University's COVID-19 communications. • Receive timely updates on actions that the University is taken to address the pandemic. • Have the resources, tools and access to the information that I need to carry out work effective remotely. • Having enough meaningful contact with my AAU head/supervisor. • Receiving the support needed from AAU head/supervisor to be successful. • Feel comfortable communicating concerns with AAU head/supervisor. • Feel capable of successfully managing work-related challenges. • Have confidence in the University's ability to successfully overcome the COVID-19 challenges. • Kept informed by the University on measures to keep employees safe on campus. • Believe that appropriate safety protocols will be in place when returning to campus.

Please note – statements listed on this slide have been summarized

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Working Remotely and On Campus   Areas of Strength and Opportunities for Improvement

Opportunities for Improvement	Areas of Strength
• Able to balance work and personal life. • Have the support needed to stay healthy (physically and mentally). • Adequate supports provided by the University to address mental health. • Having enough meaningful contact with colleagues. • Have the resources, tools and access to the information that I need to carry out work effective remotely.	• Overall, satisfied with the frequency and clarity of the University's COVID-19 communications. • Receive timely updates on actions that the University is taken to address the pandemic. • Having enough meaningful contact with my AAU head/supervisor. • Receiving the support needed from AAU head/supervisor to be successful. • Feel comfortable communicating concerns with AAU head/supervisor. • Feel capable of successfully managing work-related challenges. • Have confidence in the University's ability to successfully overcome the COVID-19 challenges. • Kept informed by the University on measures to keep employees safe on campus. • I feel safe working on campus. • Clear about COVID-19 safety standards and protocols related to role. • Understand safety protocols implemented in areas worked to prevent spread of COVID-19.

Please note – statements listed on this slide have been summarized

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Summary – Opportunities for Improvement by Work Location Stream

Theme	Statement	Working On Campus	Working Remotely	Working Remotely and On Campus
Mental Health & Wellbeing	The University has provided adequate supports to address mental health during the pandemic	✔	✔	✔
	I have the support I need to stay healthy (physically and mentally) during this time	✔	✔	✔
	I am able to balance work and personal life in a way that suits me during this time	✔	✔	✔
Engagement & Supports	I am having enough meaningful contact with my colleagues during the pandemic		✔	✔
	I am receiving the support I need from my AAU Head/supervisor to be successful during this time	✔		
	I have the resources, tools and access to the information that I need to carry out my work-related responsibilities effectively at home/remotely			✔
Safety	I feel safe working on campus	✔		
Communication	I feel comfortable communicating concerns to my AAU Head/Supervisor related to the current situation	✔		

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Employee Concerns - Overview

Employees were asked to identify their biggest concerns from a list that was provided.

Respondents also had an opportunity to submit any further concerns.

The top 5 concerns were identified.

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Top 5 Employee Concerns by Work Location Stream

Theme	Concern	Working On Campus	Working Remotely	Working Remotely and On Campus
Mental Health & Wellbeing	Stress due to potential job losses in the future	✓		
	Increased stress and pressure due to pandemic related stressors	✓	✓	✓
	Increased workload due to the impact of COVID-19	✓	✓	✓
Engagement & Supports	Feeling isolated from the rest of my team/colleagues			✓
Safety	Concern about what would happen if people don't follow safety protocols on campus	✓	✓	✓
	Concern about returning to campus and bringing the virus home	✓	✓	✓
	Anxiety about returning to campus due to fear of contracting COVID-19		✓	

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Most Important Considerations/Actions to Support Employees - Overview

Respondents were asked to identify any key actions/considerations that the University could undertake to better support them at this time.

A thematic analysis of the data was performed to identify themes/patterns within the responses.

Responses were further analyzed to identify broad descriptors to help illustrate each of the themes.

Slides 19 - 22 list the themes emerging from the thematic analysis. Those identified a greater number of times by respondents have been highlighted **in bold text**.

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Working On Campus — **Most Important Considerations/Key Actions to Better Support Employees**

- Enhance mental health supports.
- Recognize the contributions of essential services employees.
- **Enforce safety guidelines/protocols designed to protect employees and prevent the spread of COVID-19 on campus and monitor compliance.**
- Enhance engagement, communication and ensure employee concerns are addressed.
- Provide clear, transparent and frequent communication that addresses issues of importance to employees.
- **Establish additional protocols to keep employees safe on campus.**
- Address workload issues that have resulted in increased levels of stress.

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Working Remotely

Most Important Considerations/Key Actions to Better Support Employees
(slide 1 of 2)

- **Reimburse employees for home office expenses and/or support deductions under the Income Tax Act for unreimbursed expenses.**

- Ensure employees have the technology, remote work tools and supports to enable them to effectively carry-out their roles.

- **Ensure clear and transparent communication and effective use of communication tools/mechanisms.**

- Continue to support remote and flexible work arrangements after the resumption of on-campus activities.

- **Enhance mental health and well-being supports and continue putting the wellbeing of students, faculty and staff at the forefront of all decisions.**

- Address safety concerns, ensure compliance to safety guidelines and protocols; and explore options for additional employees to return to campus within safety protocols.

- Recognize the contributions of employees during this unprecedented time.

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- Enhance employee engagement and connections.

- Enhance communication and supports for AAU Heads/Supervisors.

- Support the resumption of research activity and address emerging research related concerns.

- Address academic/teaching related concerns associated with remote course delivery, student evaluation and program completion requirements.

- Address concerns of faculty with respect to workload, performance evaluation and expectations (research, teaching and service).

- Address staff workload issues that have resulted in increased levels of stress.

- Address staff concerns with respect to employment related policies, practices and other supports.

- Address financial concerns of student employees.

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Working Remotely and On Campus

Most Important Considerations/Key Actions to Better Support Employees

- Reimburse employees for home office expenses.
- Ensure employees working from home have access to the technology, remote work tools and supports to enable them to effectively carry-out their role.
- **Enhance mental health and other well-being supports.**
- **Ensure compliance with safety protocols/guidelines and address safety concerns brought forward by employees.**
- **Provide clear, frequent communication that addresses issues of importance to employees/supervisors.**
- Address workload issues.
- Address remote teaching related issues (i.e., access to offices, academic integrity and student evaluation).
- Encourage engagement with colleagues and supervisors.
- Address concerns related to limited access to labs to conduct research.
- Show appreciation and recognize the efforts of employees.
- Provide workplace accommodation and address staff job related concerns (i.e., job loss, job evaluation).

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Next Steps – Turning Results Into Action

Formulation of Recommendations

Drafted by the RTC Staff and Faculty Working Groups

Approval

Recommendations to be presented to the Executive Leadership Team

Action Planning

Development of action plans with timelines and responsibilities

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