



# **CMHC**

## ***"Climate Survey"***

### ***National Results***

Dear CMHC Employee:

In June you had the opportunity to complete a questionnaire which asked your opinion of many aspects of working at Canada Mortgage and Housing Corporation (CMHC). This booklet provides you with the survey results on a summary and question-by-question basis.

## **SURVEY BACKGROUND AND OBJECTIVES**

CMHC's climate survey was developed based on Senior Management's desire to stay in touch with what employees feel about CMHC and to seek their input on issues that need to be addressed to make CMHC an even better place to work.

The objectives of the survey were:

- to demonstrate CMHC's concern for its employees;
- to provide a vehicle for communicating with and involving employees;
- to provide a comprehensive, reliable reading of employee opinions and values;
- to diagnose key issues and their implications for the overall effectiveness of CMHC; and
- to provide baseline data for tracking employees' views over time.

All employees were given a chance to have their say on CMHC's effectiveness as an organization. Two thousand six hundred and seventy-one or 88% of all employees filled out the questionnaire. This very high response rate indicates a genuine interest on the part of employees to contribute to shaping CMHC's working environment.

To ensure confidentiality, the completed questionnaires were forwarded to Hay Management Consultants, who processed the data and presented a comprehensive report to Senior Management. At this point, the commitment to communicate the results to all employees was re-confirmed.

As you read this booklet, remember that the survey results simply reflect what you and the people you work with said about CMHC. Because many of the questions were ones that Hay has asked of its many other clients, you will also be able to compare how you rated CMHC relative to how other employees rate their companies on the same questions.

## **THE SURVEY RESULTS**

The overall survey results paint a very positive picture of CMHC as a place to work. To help understand the results, the majority of the 221 questions asked were grouped into 19 core factors or themes. Compared to other companies, CMHC scored at or above average on virtually all of the core factors. The results indicate that CMHC has an exceptionally strong, positive foundation on which to build its continued success.

Figures 1 and 2 graphically summarize how employees rated CMHC on the 19 core factors. As you look at these charts, please keep the following points in mind:

- the 19 factors at the top of the chart combine together most of the 221 questions in the survey. In any one factor, a specific question may score low while the rest score high, or vice versa.
- The "Hay Norm" represents the average score of other companies surveyed by Hay on the same questions. A score above this line indicates that CMHC employees rated CMHC more positively than did other employees when rating their companies. A score below the Hay norm indicates employees rated CMHC less favourably than the average for other companies. As a guideline, Hay generally considers only scores that are 7% above or below the norm as being significantly different from the average score. Using this guideline, CMHC scores just slightly below average on only one factor - Quality and Service. All other factors rated at or above average.
- These charts are based on the results of all 2,671 employees and reflect the overall attitudes and perceptions in the Corporation. These results do vary somewhat by job level, Sector and Region.

CMHC rated particularly well in the areas of Corporation Direction, Performance Emphasis, Communication, Training and Development, Compensation/Benefits, Supervision and Management Involvement.

With respect to Corporation Direction, employees generally feel that Senior Management has a clear vision of where CMHC will be 3-5 years from now and that there are strategic goals and plans in place to achieve this vision.

In terms of Performance Emphasis, employees feel that CMHC demands a lot of work from employees and that employees give their best efforts in doing their jobs.

While there is room for improvement in upward communication, employees report that CMHC generally keeps them informed about what's going on in the Corporation in a timely and credible fashion.

Relative to the Hay norm, employees feel that CMHC provides training to help them in their current jobs, and to a lesser extent, to help them prepare for a promotion. CMHC is seen as being successful in developing people from within and for having managers who are competent to move into bigger jobs as they become available. In summary, CMHC is perceived to have the depth of talent required for future success.

CMHC is rated very favourably on its employee benefits program. Compared to the Hay norm, CMHC also rates well on its pay practices. However, there were concerns expressed regarding the structure of the pay system and its flexibility in recognizing different levels of responsibility and performance.

Each employee had the opportunity to rate the quality of supervision being provided by his or her immediate supervisor. When combined for all 2,671 employees, the results for "Supervision" reflect the quality of supervision at all levels of the Corporation. In general, employees feel that their supervisors know their job, are accessible, deal with problems and generally deal fairly with everyone.

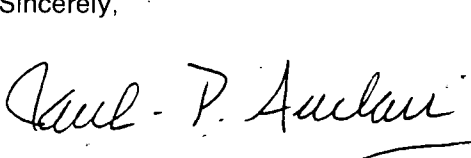
In terms of Management Involvement, employees generally feel that CMHC is in touch with its employees, that senior managers are visible within the organization and that management is genuinely interested in following through on issues raised by the survey.

The only factor on which CMHC rates notably below the Hay norm is Quality and Service. The survey results show a concern about the overall quality of CMHC's products and services and the trend toward sacrificing the quality of work to quantity and schedule demands. However, the Hay norm on this variable is at a high level. So there continue to be 50% of CMHC employees who view quality of service and products favourably and 43% who are neutral on this subject.

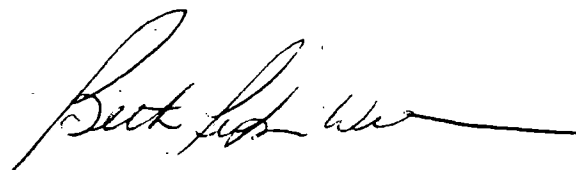
CMHC rates essentially at or above the Hay norm on the remaining 11 factors. However, you will see as you review the individual questions that there are a few questions that score notably above the Hay norm (for example, #72. CMHC treats employees with respect as individuals) and a few issues that need attention (for example, too many unnecessary procedures and lack of clarity of work done by the different parts or levels of the Corporation).

In summary, 55% of all employees rated CMHC as one of the best places to work; only 4% rated it unfavourably. Further, 68% would choose CMHC again if they were to begin their careers again in the same occupation, a score which is well above the Hay norm. The results indicate that CMHC has a clear vision for the future, a dedicated group of employees and overall, a very positive foundation for sustaining and enhancing its organizational success.

Sincerely,



Paul Auclair  
Project Manager



Beth Putman Williams  
Senior Consultant

**HayGroup**

THE NEXT SECTION OF THIS BOOKLET CONTAINS THE RESULTS FOR EACH QUESTION IN THE SURVEY, BASED ON THE COMBINED RESPONSES OF 2,671 EMPLOYEES.

HOW TO READ THE RESULTS

| ITEM  | PERCENT OF RESPONDENTS   |  | *<br>HAY<br>DEV. |
|---|--|--|------------------|
|   | <div><div></div> = Favourable</div>  | <div><div></div> = Neutral</div> <div><div></div> = Unfavourable</div> |                  |
| 1. Overall, how would you rate CMHC as a place to work? | <div><div>ONE OF THE BEST</div><div>55%</div><div>41%</div><div>ONE OF THE WORST</div></div> | 4%   | 1                |

The first column gives you the wording of the question. The second column shows you the percentage of employees who responded favourably, neutrally or unfavourably to the question. The last column indicates how CMHC rates relative to the average score of other companies in Hay's data bank. Where there is no Hay norm for a question, there is no number in the last column.

In the above example, for instance, 55% of the 2,671 employees who answered the question thought CMHC is a good place to work; 41% responded neutrally and 4% rated the company unfavourably. The number "1" indicates that CMHC rated one point higher (or more positively) than the Hay norm or average score for other companies on this question. A minus sign in front of the "1" would have indicated that CMHC was rated below the norm.

## SURVEY DIMENSIONS

### CORPORATE STRATEGY

**Corporation Direction\*:** The overall clarity of Corporation goals and plans to meet them. (9, 29, 30, 194, 195, 196, 197, 211, 212)\*\*

### ORGANIZATION STRUCTURE

**Organization Integration\*:** The clarity of management job interrelationships and the level of understanding of work among work units. (206, 207, 208, 218)\*\*

### MANAGEMENT PROCESSES

**Performance Management:** The extent to which job expectations are clear, managers are held accountable for end results produced, and the performance appraisal system and individual applications of the system are fair; the degree to which the company has clear performance yardsticks that are linked to personal accountability; and the clarity of connection between compensation and individual performance. (10, 17, 25, 32, 95, 97, 188, 200, 201, 202, 205, 217)\*\*

**Performance Emphasis:** The extent to which the organization is seen to demand a high level of performance from employees, the level of effort that employees give, and the overall level of job stress. (136, 137, 138, 139, 142)\*\*

**Job Challenge:** The degree to which people have a chance to contribute their ideas and have them put into use, and do their jobs with minimum interference. (6, 12, 26)\*\*

**Communication:** The extent to which people feel they receive the necessary information to do their jobs, are kept informed about the company in a credible manner, and have the opportunity to communicate upward. The effectiveness of lateral, downward and upward communication at management levels within the organization. (7, 8, 38 - 50, 60, 61, 62, 63, 78, 79, 92, 100, 143, 214, 215, 216)\*\*

**Decision Making\*:** The extent to which decisions are implemented effectively, are made at appropriate levels, are timely, are supported by information systems and facilitated by the organizational structure. (186, 192, 193, 219, 220)\*\*

**Training and Development:** The extent to which people feel they are provided the necessary training and development experiences to prepare them for current and future positions, the perceived opportunities for managers to grow and develop within the company, the match of managers to their jobs, and the depth of management talent. (33, 73, 74, 80, 98, 185, 187, 209, 213)\*\*

**Promotions/Advancement:** The extent to which people are informed about job openings and advancement opportunities, feel that procedures for filling jobs are fair, feel positive about their own chance for advancement, and see that the Corporation is interested in their career development. (16, 20, 21, 27, 64, 65, 70, 99, 152)\*\*

**Compensation/Benefits:** Overall rating of pay and benefits and the extent to which people perceive internal and external equity of pay. (28, 66, 71, 81, 153 - 169)\*\*

**Recognition:** The extent to which employees feel performance is recognized in monetary and non-monetary ways. (24, 36, 82)\*\*

\* Answered only by employees **not eligible** for overtime compensation

\*\* These numbers correspond to the questions included in this dimension

## SURVEY DIMENSIONS (Cont'd)

### PEOPLE

**Supervision:** The extent to which peoples' supervisors are felt to know their jobs, are available when needed, are fair with everyone and deal with people and technical problems. (87, 88, 89, 90, 91)\*\*

**Employee Involvement:** The extent to which people have a chance to contribute their ideas and have them put into use, and do their jobs with minimum interference. (5, 83, 94, 101)\*\*

**Management Environment\*:** The extent to which managers are encouraged to innovate, take risks, openly discuss conflicts and constructive criticism, have the authority they need and are supported by their managers. (189, 190, 191, 198, 199, 203, 204, 210)\*\*

**Management Involvement:** The visibility of top management, the extent to which the company is in touch with employees, and the extent to which management will follow through on survey issues. (18, 57, 76, 149)\*\*

### OUTCOMES

**Operating Efficiency:** The extent to which workflow is well planned and organized, staffing levels are adequate and procedures, paperwork or other people cause problems. (13, 14, 93, 140, 147, 150)\*\*

**Quality and Service:** The extent to which the organization insists on and produces quality products and service. (85, 141, 146)\*\*

**Company Commitment:** The perceived commitment of the organization to employee welfare, respecting the individual, applying policies fairly, providing steady employment and being a valued member of the external community. (15, 67, 69, 72, 75, 84)\*\*

**Employee Commitment:** The degree to which employees have pride in the organization, their overall rating of the organization as a place to work and their commitment and sense of contribution to the organization. (1, 2, 3, 4, 19, 55, 68, 86, 144, 145, 151)\*\*

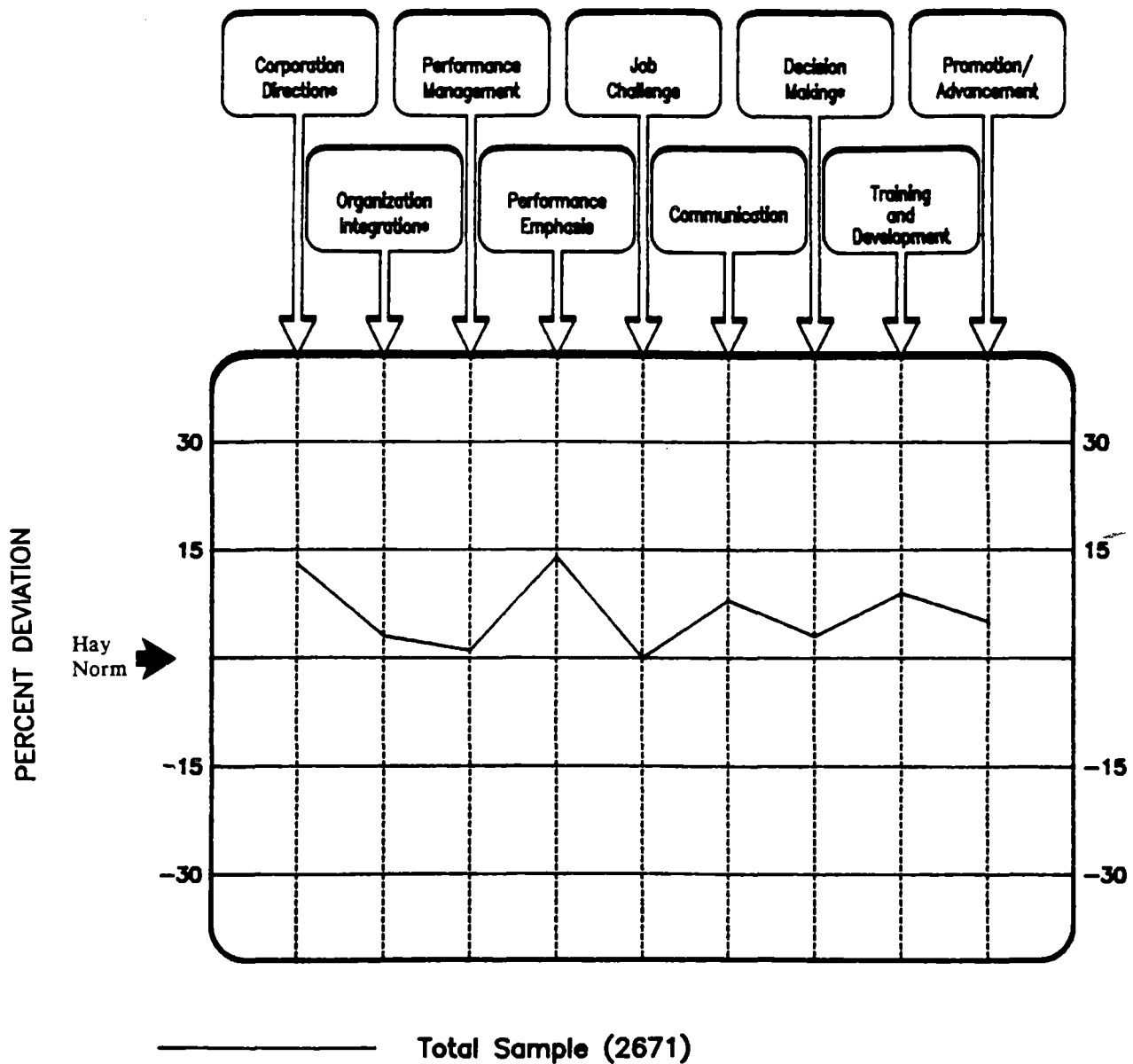
\* Answered only by employees **not eligible** for overtime compensation

\*\* These numbers correspond to the questions included in this dimension

FIGURE 1

CMHC

Results for Total Sample

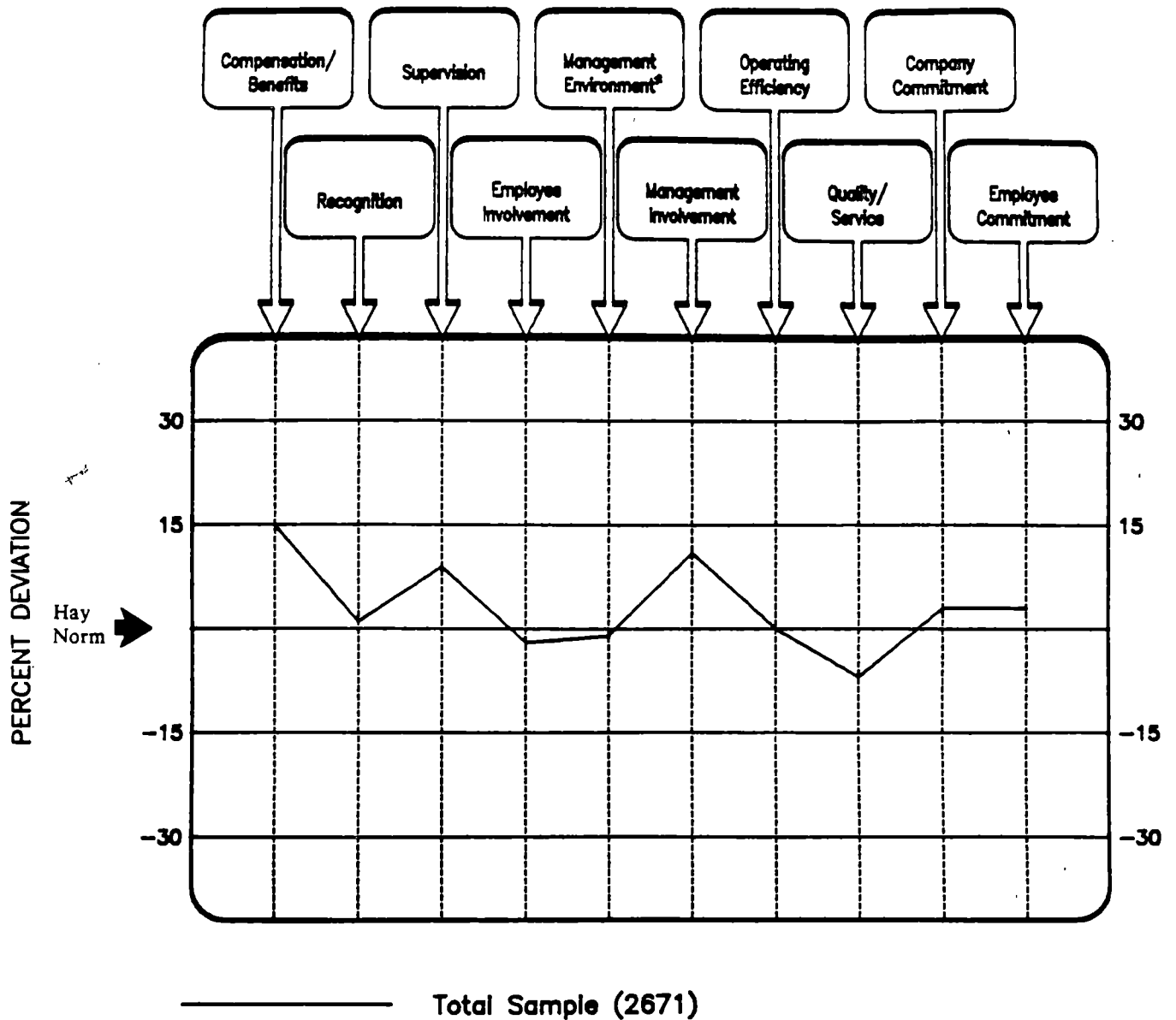


\*Only completed by employees not eligible for overtime

FIGURE 2

CMHC

Results for Total Sample



\*Only completed by employees not eligible for overtime

| ITEM  | PERCENT OF RESPONDENTS |                      | *<br>HAY<br>DEV. |
|---|------------------------|----------------------|------------------|
|   | ■ = Favourable         | □ = Neutral          |                  |
| 1. Overall, how would you rate CMHC as a place to work?   | ONE OF THE BEST        | ONE OF THE WORST     | 1                |
|   | 55%                    | 41%                  |                  |
| 2. How would you rate CMHC as a place to work now compared with when you first started working for the Corporation? | IT'S BETTER NOW        | IT'S NOT AS GOOD NOW | 8                |
|   | 38%                    | 24%                  |                  |
| 3. How would you rate CMHC as a place to work now compared with two years ago?                                      |                        |                      | **               |
|   | 33%                    | 11%                  |                  |
| 4. How do you feel about your job - the kind of work you do?  | LIKE IT A GREAT DEAL   | DON'T LIKE IT AT ALL | 6                |
|   | 78%                    | 8%                   |                  |
| Please indicate how much you feel your present job provides on each of the following:                               |                        |                      |                  |
| 5. A chance to have your ideas adopted and put into use   | A GREAT DEAL           | HARDLY ANY           | 2                |
|   | 30%                    | 32%                  |                  |
| 6. A chance to do challenging and interesting work  |                        |                      | 2                |
|   | 40%                    | 25%                  |                  |
| 7. When CMHC provides information to employees, how often do you feel you can believe it?                           | ALWAYS                 | NEVER                | 2                |
|   | 74%                    | 6%                   |                  |
| How strongly do you agree or disagree with the following statements?  |                        |                      |                  |
| 8. CMHC informs me as much as I would like to know about its business and goals                                     | STRONGLY AGREE         | STRONGLY DISAGREE    | 22               |
|   | 66%                    | 14%                  |                  |
| 9. Higher levels of management have a clear vision of where the overall Corporation will be 3-5 years from now      |                        |                      | 14               |
|   | 55%                    | 15%                  |                  |
| 10. CMHC has a fair system for evaluating employee performance  |                        |                      | 6                |
|   | 41%                    | 38%                  |                  |
| 11. There is good teamwork at my level of the organization  |                        |                      | **               |
|   | 62%                    | 23%                  |                  |
| 12. My position makes good use of my skills and abilities   |                        |                      | 3                |
|   | 66%                    | 23%                  |                  |
| 13. I often run into problems in my work because of delays or errors caused by others                               |                        |                      | 3                |
|   | 43%                    | 41%                  |                  |




\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

| ITEM   | PERCENT OF RESPONDENTS              |                                  |                                       | *<br>HAY<br>DEV. |
|--|-------------------------------------|----------------------------------|---------------------------------------|------------------|
|  | <div><div></div></div> = Favourable | <div><div></div></div> = Neutral | <div><div></div></div> = Unfavourable |                  |
| How strongly do you agree or disagree with the following statements?                   |                                     |                                  |                                       |                  |
|  | STRONGLY AGREE                      |                                  | STRONGLY DISAGREE                     |                  |
| 14. I often waste a good deal of time and effort because of unnecessary procedures     | 53%                                 | 15%                              | 32%                                   | -11              |
| 15. Every reasonable effort is made to ensure steady employment                        | 74%                                 | 17%                              | 9%                                    | 3                |
| 16. I am kept well informed about job openings   | 73%                                 | 11%                              | 16%                                   | 21               |
| 17. I have a clear understanding of how my job performance is judged                   | 57%                                 | 21%                              | 22%                                   | 6                |
| 18. The Corporation is losing touch with its employees                                 | 28%                                 | 26%                              | 46%                                   | 17               |
| 19. Employees take pride in working for CMHC   | 51%                                 | 32%                              | 17%                                   | -9               |
| 20. The most capable employees are normally the ones selected for promotions           | 33%                                 | 25%                              | 42%                                   | 1                |
| 21. The procedures for considering employees for job openings are fair                 | 35%                                 | 28%                              | 37%                                   | -2               |
| 22. I understand the objectives of CMHC's official languages program                   | 51%                                 | 24%                              | 25%                                   | **               |
| 23. I am aware of the official languages action plan for my Sector/Region              | 40%                                 | 20%                              | 40%                                   | **               |
| 24. I generally feel my efforts are appreciated  | 57%                                 | 22%                              | 21%                                   | 1                |
| 25. I have a good understanding of my current job responsibilities                     | 90%                                 | 5%                               | 5%                                    | 2                |
| 26. I can do more work in my present position without much more effort                 | 46%                                 | 18%                              | 36%                                   | -6               |
| 27. I am kept informed about what is required for me to advance at CMHC                | 33%                                 | 21%                              | 46%                                   | 2                |
| 28. I am clear about CMHC's employee benefits program (e.g., pension, vacations, etc.) | 77%                                 | 9%                               | 14%                                   | **               |
| 29. I am clear about the overall mission of CMHC                                       | 67%                                 | 20%                              | 13%                                   | **               |

\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

| ITEM   | <b>PERCENT OF RESPONDENTS</b><br> = Favourable  = Neutral  = Unfavourable | *<br><b>HAY<br/>DEV.</b>  |
|--|--|---|
| <p><b>How strongly do you agree or disagree with the following statements?</b></p> <p>30. I am clear about the mission of my Sector/Region</p> <p>31. I understand the objectives in CMHC's employment equity program</p> <p>32. I am clear on how my performance goals link to broader Sector/Regional goals</p> <p>33. Decisions often made at a higher level could be better made at a lower level</p> <p>34. I am aware of the employment equity action plan for my Sector/Region</p> <p>35. Job promotion decisions are based on the merits of each candidate, not target group status</p> <p>36. Employees who are "better performers" receive higher increases than "poor performers"</p> <p>37. Managers in CMHC are clearly committed to the success of CMHC's official languages program</p> | <p><b>STRONGLY AGREE</b> <b>STRONGLY DISAGREE</b></p> <p>64% 21% 15%</p> <p>56% 23% 21%</p> <p>48% 27% 25%</p> <p>62% 27% 11%</p> <p>43% 25% 32%</p> <p>33% 31% 36%</p> <p>30% 24% 46%</p> <p>31% 47% 22%</p>  | <p>**</p> <p>**</p> <p>**</p> <p>-1</p> <p>**</p> <p>**</p> <p>-1</p> <p>**</p> |
| <p><b>Please rate the information you receive via the various written CMHC communications as follows:</b></p> <p>PERSPECTIVE...</p> <p>38. Is timely</p> <p>39. Is understandable</p> <p>40. Is a useful source of information to me</p>   | <p>62% 20% 18%</p> <p>87% 9% 4%</p> <p>59% 22% 19%</p>   | <p>**</p> <p>**</p> <p>**</p>   |

\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

| ITEM   | PERCENT OF RESPONDENTS              |                                  |                                       | *<br>HAY<br>DEV. |
|--|-------------------------------------|----------------------------------|---------------------------------------|------------------|
|  | <div><div></div> = Favourable</div> | <div><div></div> = Neutral</div> | <div><div></div> = Unfavourable</div> |                  |
| <b>Please rate the information you receive via the various written CMHC communications as follows:</b> |                                     |                                  |                                       |                  |
| THE PRESIDENT'S ANNUAL MESSAGE<br>(e.g., Supplement in Perspective, February 1988)...                  |                                     |                                  |                                       |                  |
|  | <b>STRONGLY AGREE</b>               |                                  | <b>STRONGLY DISAGREE</b>              |                  |
| 41. Is timely  | 69%                                 | 24%                              | 7%                                    | **               |
| 42. Is understandable  | 79%                                 | 15%                              | 6%                                    | **               |
| 43. Is a useful source of information to me  | 58%                                 | 27%                              | 15%                                   | **               |
| THE STRATEGIC PLAN...  |                                     |                                  |                                       |                  |
| 44. Is timely  | 57%                                 | 33%                              | 10%                                   | **               |
| 45. Is understandable  | 54%                                 | 30%                              | 16%                                   | **               |
| 46. Is a useful source of information to me  | 49%                                 | 32%                              | 19%                                   | **               |
| THE CMHC ANNUAL REPORT...  |                                     |                                  |                                       |                  |
| 47. Is timely  | 54%                                 | 33%                              | 13%                                   | **               |
| 48. Is understandable  | 53%                                 | 30%                              | 17%                                   | **               |
| 49. Is a useful source of information to me  | 39%                                 | 35%                              | 26%                                   | **               |
| <b>How strongly do you agree or disagree with the following statements?</b>                            |                                     |                                  |                                       |                  |
| 50. The mechanisms to communicate corporate policies (e.g., General Memoranda, Manuals) meet my needs  | 57%                                 | 18%                              | 25%                                   | **               |
| 51. The employment equity program is achieving positive results for target group members at CMHC       | 41%                                 | 49%                              | 10%                                   | **               |

\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

| ITEM   | PERCENT OF RESPONDENTS              |                                  |                                       | *<br>HAY<br>DEV. |
|--|-------------------------------------|----------------------------------|---------------------------------------|------------------|
|  | <div><div></div></div> = Favourable | <div><div></div></div> = Neutral | <div><div></div></div> = Unfavourable |                  |
| How strongly do you agree or disagree with the following statements?   |                                     |                                  |                                       |                  |
| 52. I support the CMHC employment equity policy  | STRONGLY AGREE                      |                                  | STRONGLY DISAGREE                     |                  |
|  | 61%                                 | 26%                              | 13%                                   | **               |
| 53. There is good cooperation between Regional and Branch offices  | 46%                                 | 36%                              | 18%                                   | **               |
| 54. There is good cooperation between National and Regional offices  | 35%                                 | 47%                              | 18%                                   | **               |
| 55. I feel that my work makes a real contribution to the success of the Corporation  | 72%                                 | 18%                              | 10%                                   | 5                |
| 56. Managers' day-to-day practices are generally consistent with CMHC's employment equity policy                                   | 35%                                 | 50%                              | 15%                                   | **               |
| 57. Management will do something about many of the issues uncovered by this survey   | 39%                                 | 37%                              | 24%                                   | 4                |
| 58. There is a "family feeling" within CMHC  | 38%                                 | 21%                              | 41%                                   | **               |
| 59. Employees have a clear understanding of what CMHC's corporate values are   | 35%                                 | 35%                              | 30%                                   | **               |
| I usually take time to read the following publications:  |                                     |                                  |                                       |                  |
| 60. Perspective  | 86%                                 | 4%                               | 10%                                   | **               |
| 61. The President's Annual Message (e.g., Supplement in Perspective, February 1988)  | 77%                                 | 9%                               | 14%                                   | **               |
| 62. The Strategic Plan   | 61%                                 | 16%                              | 23%                                   | **               |
| 63. The CMHC Annual Report   | 49%                                 | 18%                              | 33%                                   | **               |
| How strongly do you agree or disagree with the following statements?   |                                     |                                  |                                       |                  |
| 64. If considering a promotion that required me to move, CMHC's relocation policies would have a negative influence on my decision | 13%                                 | 32%                              | 55%                                   | **               |

| ITEM   | PERCENT OF RESPONDENTS<br><div> <div></div> = Favourable <div></div> = Neutral <div></div> = Unfavourable </div>              | *<br>HAY<br>DEV. |
|--|---|------------------|
| <b>How strongly do you agree or disagree with the following statements?</b>  |   |                  |
| 65. My personal circumstances would make it hard for me to consider a promotion that involves moving to a new location                 | <div> <div>STRONGLY AGREE</div> <div>STRONGLY DISAGREE</div> </div> <div> <div>56%</div> <div>12%</div> <div>32%</div> </div> | **               |
| 66. I have a good understanding of how salaries and increases are determined   | <div> <div>62%</div> <div>14%</div> <div>24%</div> </div>   | 7                |
| <b>Considering your experience here as well as what you know of other companies, how would you rate CMHC on each of the following:</b> |   |                  |
| 67. Being genuinely interested in the welfare of employees   | <div> <div>VERY GOOD</div> <div>VERY POOR</div> </div> <div> <div>55%</div> <div>35%</div> <div>10%</div> </div>              | 8                |
| 68. Providing the opportunity to experience a real sense of personal accomplishment  | <div> <div>40%</div> <div>41%</div> <div>19%</div> </div>   | -4               |
| 69. Applying the Corporation's policies and work rules the same way for all employees  | <div> <div>31%</div> <div>40%</div> <div>29%</div> </div>   | 3                |
| 70. Your opportunity for advancement   | <div> <div>29%</div> <div>38%</div> <div>33%</div> </div>   | 4                |
| 71. Your pay   | <div> <div>50%</div> <div>37%</div> <div>13%</div> </div>   | 7                |
| 72. Treating you with respect as an individual.  | <div> <div>55%</div> <div>32%</div> <div>13%</div> </div>   | 14               |
| 73. Providing training to help you handle your present job more effectively  | <div> <div>52%</div> <div>28%</div> <div>20%</div> </div>   | 15               |
| 74. Providing training to help you qualify for a promotion   | <div> <div>33%</div> <div>31%</div> <div>36%</div> </div>   | 6                |
| 75. Taking employee interests/concerns into account when making important decisions  | <div> <div>28%</div> <div>43%</div> <div>29%</div> </div>   | 7                |
| 76. Informing employees about the reasons behind decisions which affect them   | <div> <div>29%</div> <div>39%</div> <div>32%</div> </div>   | **               |
| 77. Being committed to providing for occupational health and safety  | <div> <div>53%</div> <div>37%</div> <div>10%</div> </div>   | -4               |
| 78. Letting you know what's going on in CMHC   | <div> <div>46%</div> <div>39%</div> <div>15%</div> </div>   | 13               |

\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

| ITEM   | PERCENT OF RESPONDENTS |             |                  | *<br>HAY<br>DEV. |
|--|------------------------|-------------|------------------|------------------|
|  | ■ = Favourable         | □ = Neutral | ▒ = Unfavourable |                  |
| <b>Considering your experience here as well as what you know of other companies, how would you rate CMHC on each of the following:</b> |                        |             |                  |                  |
|  | VERY GOOD              |             | VERY POOR        |                  |
| 79. Letting you know what's going on in your Sector/Region   | 37%                    | 42%         | 21%              | 8                |
| 80. Encouraging you to pursue broader educational opportunities  | 45%                    | 36%         | 19%              | **               |
| 81. CMHC's employee benefits program (e.g., pension, vacation, etc.)   | 71%                    | 25%         | 4%               | **               |
| 82. Recognizing individual performance in non-monetary ways  | 23%                    | 41%         | 36%              | 2                |
| 83. Encouraging suggestions for improvement from employees   | 24%                    | 45%         | 31%              | -7               |
| 84. Being a valued member of the community (e.g., being seen by the public as a good corporate citizen                                 | 39%                    | 47%         | 14%              | -17              |
| 85. Excellence of products and services  | 50%                    | 43%         | 7%               | -14              |
|  | DEFINITELY             |             | DEFINITELY NOT   |                  |
| 86. If you could begin working over again, in the same occupation as you're in now, would you choose CMHC over another place?          | 68%                    | 10%         | 22%              | 16               |
| <b>How would you rate your immediate supervisor on each of the following:</b>  |                        |             |                  |                  |
|  | VERY GOOD              |             | VERY POOR        |                  |
| 87. Knowing his or her job   | 71%                    | 19%         | 10%              | 7                |
| 88. Solving "technical" problems   | 61%                    | 26%         | 13%              | 19               |
| 89. Being easy to see when you have a problem or complaint   | 62%                    | 21%         | 17%              | 10               |
| 90. Dealing fairly with everyone — playing no favourites   | 54%                    | 25%         | 21%              | 7                |
| 91. Solving "people" problems  | 44%                    | 30%         | 26%              | 4                |
| 92. Giving you the information you need to do a good job   | 50%                    | 31%         | 19%              | 4                |

\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

| ITEM  | PERCENT OF RESPONDENTS              |                                  |                                       | *<br>HAY<br>DEV. |
|---|-------------------------------------|----------------------------------|---------------------------------------|------------------|
|   | <div><div></div></div> = Favourable | <div><div></div></div> = Neutral | <div><div></div></div> = Unfavourable |                  |
| How would you rate your Immediate supervisor on each of the following:            |                                     |                                  |                                       |                  |
|   | VERY GOOD                           |                                  | VERY POOR                             |                  |
| 93. Planning the work   | 43%                                 | 35%                              | 22%                                   | 7                |
| 94. Acting on suggestions   | 49%                                 | 34%                              | 17%                                   | -1               |
| 95. Letting you know how you are doing on your job on a regular basis             | 36%                                 | 32%                              | 32%                                   | -7               |
| 96. Encouraging teamwork and cooperation within the department                    | 48%                                 | 32%                              | 20%                                   | 12               |
| 97. Appraising your performance fairly  | 52%                                 | 33%                              | 15%                                   | 10               |
| 98. Encouraging you to take on greater responsibility                             | 53%                                 | 30%                              | 17%                                   | 9                |
| 99. Counselling you in your career development                                    | 26%                                 | 33%                              | 41%                                   | 3                |
| 100. Listening to what you have to say  | 58%                                 | 26%                              | 16%                                   | 3                |
| 101. Letting you do your job your own way<br>... not interfering unless necessary | 70%                                 | 18%                              | 12%                                   | **               |

(102-115)

Of the items listed below, please circle the SEVEN that are most important to you in your current job.

**CIRCLE ONLY 7 ITEM NUMBERS**

% Respondents  
Rating Value In  
Top 7

|   |         |
|---|---------|
| 1. A chance to have your ideas adopted and put into use.....  | 37 (13) |
| 2. Working for a supervisor you respect.....  | 51 ( 6) |
| 3. Having good working conditions.....  | 41 (11) |
| 4. Opportunity for advancement.....   | 48 ( 9) |
| 5. The authority to make decisions about how to do your job.....                                    | 49 ( 7) |
| 6. A chance to get enjoyment day in, day out, from your job.....                                    | 40 (12) |
| 7. Having a convenient place to work — one where work hours and location are agreeable to you ..... | 30 (14) |
| 8. Your wages or salary and your benefits.....  | 64 ( 2) |
| 9. A chance to learn new skills and develop your talents .....                                      | 58 ( 4) |
| 10. Working with people you like .....  | 43 (10) |
| 11. A chance to do challenging and interesting work.....  | 65 ( 1) |
| 12. Job security .....  | 48 ( 8) |
| 13. The opportunity to experience a real sense of personal accomplishment .....                     | 54 ( 5) |
| 14. Being treated with respect and consideration .....  | 64 ( 3) |

Note: Rankings provided in parentheses.

(116-135)

Every organization has its own distinctive culture or "way of doing things".

Listed below are a number of characteristics or values that may describe any company's culture.

Please read through the list of values or beliefs which follows and then circle the **SEVEN** values which most describe the current "culture" at CMHC.  
CIRCLE ONLY 7 ITEM NUMBERS

% Respondents  
Rating Value in  
Top 7

|   |         |
|---|---------|
| 1. Risk Taking .....                                | 10 (20) |
| 2. Cost Conscious .....                             | 53 ( 3) |
| 3. Innovative .....                                 | 21 (12) |
| 4. Passive/Reactive .....                           | 21 (13) |
| 5. Procedures Oriented .....                        | 66 ( 1) |
| 6. People Oriented .....                            | 28 (11) |
| 7. Action Oriented .....                            | 21 (14) |
| 8. Control Oriented .....                           | 48 ( 6) |
| 9. Customer Focused .....                           | 47 ( 7) |
| 10. Quality Oriented .....                          | 37 ( 8) |
| 11. Conservative .....                              | 35 ( 9) |
| 12. Participative .....                             | 21 (15) |
| 13. Profit Oriented .....                           | 20 (19) |
| 14. Bureaucratic .....                              | 52 ( 4) |
| 15. Teamwork Oriented .....                         | 29 (10) |
| 16. Open/Communicative .....                        | 21 (17) |
| 17. Oriented Towards the Benefit of Canadians ..... | 50 ( 5) |
| 18. Activities Oriented .....                       | 20 (18) |
| 19. Results Oriented .....                          | 53 ( 2) |
| 20. Risk Averse .....                               | 21 (16) |

Note: Rankings provided in parentheses.

| ITEM   | PERCENT OF RESPONDENTS |             |                      | *<br>HAY<br>DEV. |
|--|------------------------|-------------|----------------------|------------------|
|  | ■ = Favourable         | □ = Neutral | ▒ = Unfavourable     |                  |
| <b>How strongly do you agree or disagree with the following statements as they <u>relate to</u> your area?</b> |                        |             |                      |                  |
|  | STRONGLY<br>AGREE      |             | STRONGLY<br>DISAGREE |                  |
| 136. Large amounts of work are expected from employees   | 73%                    | 14%         | 13%                  | 29               |
| 137. Most employees give their best effort in doing their own jobs   | 76%                    | 12%         | 12%                  | 16               |
| 138. The general level of job stress around here is unhealthy  | 48%                    | 22%         | 30%                  | **               |
| 139. Managers are doing a good job of helping to reduce job related stress                                     | 24%                    | 34%         | 42%                  | **               |
| 140. The work flow is well organized   | 42%                    | 23%         | 35%                  | 5                |

\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

| ITEM  | PERCENT OF RESPONDENTS              |                                  |                                       | *<br>HAY<br>DEV. |
|---|-------------------------------------|----------------------------------|---------------------------------------|------------------|
|   | <div><div></div></div> = Favourable | <div><div></div></div> = Neutral | <div><div></div></div> = Unfavourable |                  |
| <b>How strongly do you agree or disagree with the following statements as they <u>relate to your area</u>?</b>        |                                     |                                  |                                       |                  |
| 141. Quality is generally not sacrificed for quantity   | STRONGLY AGREE                      |                                  | STRONGLY DISAGREE                     |                  |
|   | 48%                                 | 24%                              | 28%                                   | -4               |
| 142. Poor employee performance is usually not tolerated   | 39%                                 | 26%                              | 35%                                   | -4               |
| 143. There is not enough opportunity for employees to let management know how they feel about things that affect them | 42%                                 | 23%                              | 35%                                   | 8                |
| 144. Morale is high around here   | 31%                                 | 24%                              | 45%                                   | 5                |
| 145. Compared to a year ago the morale around here seems to be:   | MUCH BETTER                         |                                  | MUCH WORSE                            |                  |
|   | 28%                                 | 46%                              | 26%                                   | -1               |
| <b>How would you rate CMHC on each of the following:</b>  |                                     |                                  |                                       |                  |
| 146. Insisting on high quality work by its employees  | VERY GOOD                           |                                  | VERY POOR                             |                  |
|   | 57%                                 | 37%                              | 6%                                    | -3               |
| 147. Having enough people to do the work in your area   | 29%                                 | 36%                              | 35%                                   | -1               |
| 148. Physical working conditions (e.g., air quality, noise level, lighting)   | 32%                                 | 30%                              | 38%                                   | -11              |
| 149. Visibility of senior level managers to employees in your area  | 39%                                 | 36%                              | 25%                                   | 11               |
| <b>How strongly do you agree or disagree with the following statements?</b>   |                                     |                                  |                                       |                  |
| 150. There is too much unnecessary paperwork  | STRONGLY AGREE                      |                                  | STRONGLY DISAGREE                     |                  |
|   | 70%                                 | 16%                              | 14%                                   | -6               |
| 151. CMHC is one of the best companies to work for in Canada  | 44%                                 | 37%                              | 19%                                   | **               |
| 152. How much interest do you think CMHC has in your career development?  | A GREAT DEAL OF INTEREST            |                                  | HARDLY ANY INTEREST                   |                  |
|   | 46%                                 | 54%                              |                                       | 8                |

\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

| ITEM  | PERCENT OF RESPONDENTS              |                                  |                                       | *<br>HAY<br>DEV. |
|---|-------------------------------------|----------------------------------|---------------------------------------|------------------|
|   | <div><div></div> = Favourable</div> | <div><div></div> = Neutral</div> | <div><div></div> = Unfavourable</div> |                  |
| Please rate your level of satisfaction with the following?  |                                     |                                  |                                       |                  |
|   | VERY SATISFIED                      |                                  | VERY DISSATISFIED                     |                  |
| 153. CMHC Pension Plan  | 65%                                 | 30%                              | 5%                                    | **               |
| 154. Life Insurance - Basic Plan  | 72%                                 | 25%                              | 3%                                    | **               |
| 155. Life Insurance - Optional Plan   | 66%                                 | 31%                              | 3%                                    | **               |
| 156. Dependents' Life Insurance Plan  | 59%                                 | 37%                              | 4%                                    | **               |
| 157. Survivor Income Benefit  | 62%                                 | 33%                              | 5%                                    | **               |
| 158. Spousal Life Insurance   | 58%                                 | 37%                              | 5%                                    | **               |
| 159. Long Term Disability Insurance   | 64%                                 | 28%                              | 8%                                    | **               |
| 160. Supplementary Health Care Benefit  | 64%                                 | 28%                              | 8%                                    | **               |
| 161. Vision Care Plan   | 51%                                 | 30%                              | 19%                                   | **               |
| 162. Dental Insurance Plan  | 55%                                 | 20%                              | 25%                                   | **               |
| 163. Special Leave  | 72%                                 | 19%                              | 9%                                    | **               |
| 164. Parental Leave   | 64%                                 | 30%                              | 6%                                    | **               |
| 165. Sick Leave   | 82%                                 | 13%                              | 5%                                    | **               |
| 166. Management Leave   | 35%                                 | 55%                              | 10%                                   | **               |
| 167. Annual Leave   | 66%                                 | 23%                              | 11%                                   | **               |
| Please rate your level of satisfaction with the following:  |                                     |                                  |                                       |                  |
|   | VERY HIGH                           |                                  | VERY LOW                              |                  |
| 168. How do you feel about your pay compared to that of others within CMHC who do work similar to yours?        | 34%                                 | 30%                              | 36%                                   | 16               |
| 169. How do you feel about your pay compared to that of people in other companies who do work similar to yours? | 44%                                 | 23%                              | 33%                                   | 28               |

\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

**PLEASE NOTE: Question 170: Write-in comments have been forwarded to Senior Management. Where necessary, some comments were edited by Hay Consultants to preserve confidentiality.**

**Questions 171-184: These results are part of the Management Information Services Directorate supplement and will be communicated to you by MISD through CORONET.**

| ITEM   | PERCENT OF RESPONDENTS  |                                  |                                       | *<br>HAY<br>DEV. |
|--|---|----------------------------------|---------------------------------------|------------------|
|  | <div><div></div></div> = Favourable   | <div><div></div></div> = Neutral | <div><div></div></div> = Unfavourable |                  |
| <b>The remaining questions were completed only by employees who were not eligible for overtime compensation.</b> |   |                                  |                                       |                  |
| <b>Please respond to this section based upon how you see things from your position in the organization.</b>      |   |                                  |                                       |                  |
| 185. Are the talents of managers matched to the demands of their jobs?   | <div><div>TO A VERY GREAT EXTENT</div><div>TO A VERY LITTLE EXTENT</div></div> <div><div></div><div>61%</div><div>26%</div><div>13%</div></div> |                                  |                                       | 19               |
| 186. Are decisions implemented effectively?  | <div><div></div><div>59%</div><div>26%</div><div>15%</div></div>  |                                  |                                       | 9                |
| 187. Does CMHC have managers who are competent to move into bigger jobs as they become available?                | <div><div></div><div>70%</div><div>19%</div><div>11%</div></div>  |                                  |                                       | 14               |
| 188. Are managers expected to meet demands for high levels of performance?                                       | <div><div></div><div>79%</div><div>17%</div><div>4%</div></div>   |                                  |                                       | 4                |
| 189. Are managers encouraged to take reasonable risks in their efforts to increase the effectiveness of CMHC?    | <div><div></div><div>47%</div><div>25%</div><div>28%</div></div>  |                                  |                                       | 4                |
| 190. Is open discussion of conflicts encouraged within CMHC?   | <div><div></div><div>37%</div><div>26%</div><div>37%</div></div>  |                                  |                                       | -4               |
| 191. Is constructive criticism encouraged within CMHC?   | <div><div></div><div>38%</div><div>26%</div><div>36%</div></div>  |                                  |                                       | 2                |
| 192. Do the information systems in CMHC provide managers with the information needed for decision making?        | <div><div></div><div>45%</div><div>30%</div><div>25%</div></div>  |                                  |                                       | 4                |
| 193. Are decisions made at appropriate levels in CMHC?   | <div><div></div><div>40%</div><div>30%</div><div>30%</div></div>  |                                  |                                       | -1               |
| 194. Does CMHC have clear strategic goals?   | <div><div></div><div>80%</div><div>12%</div><div>8%</div></div>   |                                  |                                       | 22               |
| 195. Does CMHC have defined plans to meet its strategic goals?   | <div><div></div><div>76%</div><div>15%</div><div>9%</div></div>   |                                  |                                       | 24               |
| 196. Does your Sector/Region have clear strategic goals?   | <div><div></div><div>72%</div><div>17%</div><div>11%</div></div>  |                                  |                                       | **               |
| 197. Does your Sector/Region have defined plans to meet its strategic goals?                                     | <div><div></div><div>71%</div><div>16%</div><div>13%</div></div>  |                                  |                                       | **               |

\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

| ITEM   | PERCENT OF RESPONDENTS              |                                  |                                       | *<br>HAY<br>DEV. |
|--|-------------------------------------|----------------------------------|---------------------------------------|------------------|
|  | <div><div></div> = Favourable</div> | <div><div></div> = Neutral</div> | <div><div></div> = Unfavourable</div> |                  |
| Please respond to this section based upon how you see things from your position in the organization.                 |                                     |                                  |                                       |                  |
| 198. Are managers encouraged to be innovative in their jobs?   | TO A VERY GREAT EXTENT              |                                  | TO A VERY LITTLE EXTENT               | 1                |
|  | 50%                                 | 24%                              | 26%                                   |                  |
| 199. Do managers have enough authority delegated to them to effectively do their jobs?                               |                                     |                                  |                                       | **               |
|  | 49%                                 | 21%                              | 30%                                   |                  |
| 200. Can managers be held truly accountable for end results?   |                                     |                                  |                                       | **               |
|  | 46%                                 | 28%                              | 26%                                   |                  |
| 201. The relationship between compensation and individual performance tends to be strong                             |                                     |                                  |                                       | 2                |
|  | 30%                                 | 31%                              | 39%                                   |                  |
| 202. Are managers held personally accountable for the end results they produce or fail to produce?                   |                                     |                                  |                                       | -23              |
|  | 46%                                 | 25%                              | 29%                                   |                  |
| 203. Are managers free to take independent actions that are necessary to carry out their responsibilities?           |                                     |                                  |                                       | -13              |
|  | 39%                                 | 25%                              | 36%                                   |                  |
| 204. Do managers receive the support they need from higher levels of management to carry out their responsibilities? |                                     |                                  |                                       | 6                |
|  | 50%                                 | 27%                              | 23%                                   |                  |
| 205. Are managers clear about the level of authority delegated to them?  |                                     |                                  |                                       | **               |
|  | 63%                                 | 20%                              | 17%                                   |                  |
| 206. People in the Regions have a good understanding of work done at National Office                                 |                                     |                                  |                                       | -3               |
|  | 29%                                 | 26%                              | 45%                                   |                  |
| 207. People at National Office have a good understanding of work done in the Regions                                 |                                     |                                  |                                       | -3               |
|  | 22%                                 | 26%                              | 52%                                   |                  |
| 208. Do the various Sectors within CMHC understand each other's objectives and goals?                                |                                     |                                  |                                       | -4               |
|  | 23%                                 | 31%                              | 46%                                   |                  |
| 209. Does CMHC offer managers opportunities for individual growth and development?                                   |                                     |                                  |                                       | 3                |
|  | 47%                                 | 25%                              | 28%                                   |                  |
| 210. The rewards for success generally outweigh the risks of failure in CMHC   |                                     |                                  |                                       | **               |
|  | 37%                                 | 27%                              | 36%                                   |                  |

\* % favourable deviations from Hay Data Bank

\*\* Question not found in Hay Data Bank

| ITEM  | PERCENT OF RESPONDENTS              |                                  |                                       | *<br>HAY<br>DEV. |
|---|-------------------------------------|----------------------------------|---------------------------------------|------------------|
|   | <div><div></div></div> = Favourable | <div><div></div></div> = Neutral | <div><div></div></div> = Unfavourable |                  |
| Please respond to this section based upon how you see things from your position in the organization.  |                                     |                                  |                                       |                  |
| 211. Do CMHC's goals provide a useful context for the everyday functioning of your Sector/Region?     | TO A VERY GREAT EXTENT              |                                  | TO A VERY LITTLE EXTENT               | 5                |
|   | 51%                                 | 27%                              | 22%                                   |                  |
| 212. Is CMHC responsive to changes in its business environment?                                       |                                     |                                  |                                       | 0                |
|   | 59%                                 | 23%                              | 18%                                   |                  |
| 213. How successful is CMHC in developing people from within for better opportunities or promotions?  | HIGHLY SUCCESSFUL                   |                                  | HIGHLY UNSUCCESSFUL                   | 10               |
|   | 50%                                 | 27%                              | 23%                                   |                  |
| 214. Lateral communication to you from others at the same organizational level tends to be:           | VERY GOOD                           |                                  | VERY POOR                             | 17               |
|   | 64%                                 | 18%                              | 18%                                   |                  |
| 215. Communication downward to you from above tends to be:  |                                     |                                  |                                       | 14               |
|   | 54%                                 | 19%                              | 27%                                   |                  |
| 216. Opportunities to communicate upward tend to be:  |                                     |                                  |                                       | -8               |
|   | 57%                                 | 17%                              | 26%                                   |                  |
| 217. Are managers clear about the end results that are expected of them?                              | EXTREMELY CLEAR                     |                                  | EXTREMELY UNCLEAR                     | 8                |
|   | 66%                                 | 22%                              | 12%                                   |                  |
| 218. How clear are managers concerning the inter-relationship of their own jobs with those of others? |                                     |                                  |                                       | 20               |
|   | 61%                                 | 22%                              | 17%                                   |                  |
| 219. Decision making in CMHC tends to be:   | TIMELY                              |                                  | DELAYED                               | 10               |
|   | 33%                                 | 21%                              | 46%                                   |                  |
| 220. Does the current organizational structure facilitate or hinder decision making?                  | GREATLY FACILITATES                 |                                  | GREATLY HINDERS                       | -4               |
|   | 35%                                 | 25%                              | 40%                                   |                  |

**PLEASE NOTE:** Question 221: Write-in comments have been forwarded to Senior Management. Where necessary, some comments were edited by Hay Consultants to preserve confidentiality.