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Financial Institutions Canada

Bureau du surintendant des
institutions financières Canada

OSFI Employee Survey (ES) 2020

Final Report

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Office of the Superintendent of Financial Institutions (OSFI)

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August 2020

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 2020.

Cette publication est aussi disponible en français sous le titre : Sondage auprès des employés (SE) du BSIF – édition 2020 Rapport final

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Executive Summary

The Office of the Superintendent of Financial Institutions (OSFI) Canada is the federal regulator and supervisor of approximately 1,800 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 2020 findings and provides a discussion of these results in comparison to the 2019 OSFI employee survey.

The survey was made available in both official languages and was completed online by OSFI employees between November 9th – December 18th, 2020. 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 80% 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 2020 are positive across all thematic areas.
- The majority of comparable measures are broadly consistent with those in 2019 with only a handful of instances where mean scores are notably lower or higher.
- The most positive results are in Immediate Supervisor and Communication.
- Still strong, but somewhat less so, are results in My Job and Wellbeing.
- 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 Immediate Supervisor, Community at Work, and Workplace Support 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 \$75,650.11 (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 1,800 financial institutions, including deposit-taking institutions (e.g. banks), insurance companies (life and property & casualty) and federally regulated private pensions plans.

It is important to OSFI management to hear the opinions of employees, to understand if their needs are being met, and to solicit their suggestions for improvements. The Employee Survey (ES) seeks to assess employee levels of satisfaction and to identify potential areas for improvement. Following each survey, OSFI implements improvements based on the feedback of employees and measures the effectiveness of those improvements in the subsequent survey. As per OSFI's 2020-21 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 2020 Employee Survey supported the goal of capturing this information.

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

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 9th – December 18th, 2020.

Following the initial email invitation from Environics to each employee's OSFI email address, four 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 2020 survey. It contained a total of 95 closed-ended questions (12 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 74 questions are comparable to 2019 and 21 questions are new or substantially modified and cannot be compared.

Response Rates

In total, 841 employees were invited to participate with 672 employees completing the survey for an overall response rate of 80%. The response rate differed among sectors; those in the Regulation Sector 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, 23% chose not to identify their work unit (compared with 20% in 2019), effectively reducing the response rate in various sectors/groups. Most identified their sector/group, with only 10% not identifying any affiliation at all (compared to 9% in 2019).

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 (672) is divided by the total number of OSFI employees (841). As a result, the response rate for any given sector may be higher than reported in Table 1 as the 64 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 80% of the population is included.

Table 1 – Response rate

Sector	Number of Employees	Completed Surveys	Response Rate
Superintendent's Office and Internal Audit	33	15	45%
Corporate Services Sector	246	165	67%
Regulation Sector	124	102	82%
Deposit Taking Supervision Sector	122	97	80%
Risk Support Sector	153	112	73%
Chief Actuary's Office	38	30	79%
Insurance Supervision Sector	106	74	70%
Common Supervisory Services	19	13	69%
Prefer not to say	-	64	-
Total	841	672	80%

Quality Control

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

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

Qualitative Analysis of Comments

A qualitative review highlights themes for each subject area of the survey. Each respondent had one opportunity to provide an open-ended response. Of the 672 completed surveys, 131 provided a valid open-ended comment to be shared with the executive committee (19% of respondents). Comments were flagged by subject area:

Table 2 – Number of comments by thematic area

Thematic Area	# of comments
My organization	78
Senior management	76
Wellbeing	37
Communication	32
My immediate supervisor	20
My job	19
Other	28

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 2019.
- 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 672, 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 2019 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.
- The 2020 Public Service Employee Survey (PSES) results had not yet been released at the time of finalizing this report therefore comparison to the 2020 PSES results will not be available this year.
- Percentages may not add to 100% due to rounding.

Key Findings

Survey results were explored overall, in comparison to previous years' results, and by sector/group of OSFI. Of the eight sectors/groups, the highest concentration of employees who responded comes from Corporate Services at 25%. In terms of location, the concentration is largely split between Toronto (49%) and Ottawa (42%) 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 (41% male, 44% female and 14% not providing a response). Employees with between two and 15 years of experience with OSFI make up the majority of the respondents at 58%, 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 (71% 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	25%	165
Risk Support Sector	17%	112
Regulation Sector	15%	102
Deposit Taking Supervision Sector	14%	97
Insurance Supervision Sector	11%	74
Chief Actuary's Office	4%	30
Superintendent's Office and Internal Audit	2%	15
Common Supervisory Services	2%	13
Prefer not to say	10%	64
In which city do you work?		
Toronto	49%	329
Ottawa	42%	282
Montreal	2%	15
Vancouver	2%	11
Prefer not to say	5%	35
Are you:		
Male	41%	278
Female	44%	294
Other	1%	5
Prefer not to say	14%	95
Sexual orientation?		
Heterosexual	71%	477
Homosexual (e.g. gay or lesbian)	3%	19
Bisexual	2%	12
Other	1%	8
Prefer not to say	23%	156

How long have you worked at OSFI?		
Less than 2 years	18%	119
Between 2 to 15 years	58%	393
More than 15 years	13%	86
Prefer not to say	11%	74
Are you:		
RE	71%	474
REX	17%	117
Prefer not to say	12%	81
Survey completion language		
English	93%	625
French	7%	47

Across the 48 closed-ended scale questions in the survey, the average index score is 4.12. Those in Superintendent's Office and Internal Audit have the highest index score overall (4.34) while those in the Office of the Chief Actuary, Regulation Sector and Corporate Services have high index scores as well. The index scores in Deposit-taking Supervision and the Risk Support Sector are below the OSFI-wide average.

Table 4 - Overall mean by group

Sector/Group	2020*	2019
Superintendent's Office and Internal Audit	4.34 (n)	4.77
Office of the Chief Actuary	4.33	4.31
Regulation Sector	4.29	4.25
Corporate Services Sector	4.22	4.29
Common Supervisory Services**	4.12	4.22
Insurance Supervision Sector	4.12	4.20
OSFI Overall	4.12	4.18
Deposit-taking Supervision Sector	4.04	4.20
Risk Support Sector	3.98	4.07

***Note:** The 2020 index scores provide means using the 5-point scale questions in 2020. It does not include the questions "I have intentions of looking for a job outside of OSFI within the next 12 months." and "Systemic barriers to inclusion exist at OSFI."

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

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 My Organization and Senior Management received lowest scores. Senior Management is also 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	3.78	3.89	3.95	3.87	4.06	4.03	4.22	4.10	3.93
Communication	4.26	4.18	4.29	4.25	4.34	4.19	4.04	4.53	4.24
My immediate supervisor	4.25	4.59	4.30	4.31	4.56	4.47	4.57	4.61	4.38
Senior management	3.80	3.90	4.02	3.90	4.32	4.22	4.48	4.14	4.04
My job	4.05	4.10	4.11	4.11	4.32	4.33	4.33	4.48	4.19
Wellbeing	3.94	4.25	4.16	3.97	4.31	4.26	4.45	4.49	4.13

Detailed Findings

My Organization

Summary

- Two thirds of employees (69%) agree that OSFI is doing a good job providing change management training; this is a notable decrease compared to 2019 (82%).
- Most employees (82%) agree that OSFI is doing a good job communicating organizational changes.
- Just under three quarters agree that OSFI is succeeding at providing the tools and resources necessary to support them through change (72%) and at providing opportunities to discuss change initiatives (68%).
- A majority of OSFI employees (80%) agree that OSFI implements activities and practices that support a diverse workplace; this is a decrease compared to 2019 (85%). Agreement is lower among employees who identify as a visible minority (77%).
- In three new questions for 2020, employees were asked if:
 - they agree systemic barriers to inclusion exist at OSFI: four in ten employees (42%) agree. Agreement is higher among employees who identify as a visible minority (48%), a person with a disability (48%) or who have experienced discrimination (49%)
 - compared to last year, OSFI is a more inclusive workplace: six in ten employees (60%) agree.
 - the process of selecting a person for a position is transparent at OSFI: four in ten employees (40%) agree.
- Seven in ten employees (72%) agree that OSFI works hard to create a workplace that prevents discrimination. This is a notable decrease compared to 2019 (81%). Agreement is lower among employees with a disability (43%).
- A minority (41%) agree that they feel they can initiate a formal recourse process without fear of reprisal. This is a slight decrease from 2019 (44%).
- In 2020, a new question asked employees if the performance management process has been useful in helping them perform well: more than half (54%) agree.
- Almost all OSFI employees agree (95%) that training required for their job is offered in the official language of their choice, unchanged from 2019. Regionally, the proportion of employees who **strongly agree** is lowest among employees in Montreal (73%) and higher in Ottawa (83%), Toronto (91%) and Vancouver (82%).
- A large majority (96%) also agree that they have positive working relationships with their co-workers. This result is consistent with the 2019 findings (94%).
- Most employees (90%) agree that they feel they contribute to the success of the organization. This result is consistent with the 2019 findings (88%).
- Almost three quarters (73%) agree that they get the support they need from OSFI to manage their career. This result is consistent with the 2019 findings (72%).

- Examples of collaboration at OSFI are seen very or somewhat frequently between colleagues (97%), between managers (88%) and between divisions (75%). Examples are less common between OSFI offices (64%) and sectors (62%).
- Just under half of OSFI employees report being able to attend available training opportunities regularly (46%). Others report being able to attend occasionally (41%) or rarely (12%). Common reasons for being unable to attend are that their workload is too great (84%) and that the relevant training is not available (34%).
- A minority agree that they intend to look for a job outside OSFI in the next 12 months (20%), slightly less than 2019 (23%). These employees provide a number of reasons for this with the most common being a lack of growth opportunities and feeling undervalued.

Table 6 – 2020 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.	86%	9%	3%	2%	1%
I have positive working relationships with my co-workers.	73%	23%	2%	1%	1%
I feel I contribute to the success of our organization.	58%	32%	7%	3%	1%
OSFI is doing a good job communicating organizational changes.	47%	35%	7%	8%	2%
OSFI implements activities and practices that support a diverse workplace.	44%	36%	11%	7%	2%
OSFI works hard to create a workplace that prevents discrimination.	38%	34%	17%	7%	3%
I get the support that I need to manage my career.	38%	35%	13%	8%	5%
OSFI is doing a good job providing tools and other resources to support employees through change.	34%	38%	14%	11%	4%
OSFI is doing a good job providing change management training.	32%	37%	18%	10%	3%
OSFI is doing a good job providing opportunities to discuss change initiatives.	29%	39%	15%	15%	3%
Compared to last year, OSFI is a more inclusive workplace.*	25%	35%	31%	6%	3%
The performance management process has been useful in helping me to perform well.*	21%	33%	20%	16%	11%
The process of selecting a person for a position is transparent at OSFI.*	18%	22%	18%	24%	18%
I feel I can initiate a formal recourse process without fear of reprisal.	18%	23%	20%	20%	18%
Systemic barriers to inclusion exist at OSFI.*	16%	26%	20%	19%	18%

*Note: This is a new question in 2020.

Table 7 – Comparison results for My Organization

My Organization	2020 % Strongly Agree	2019 % Strongly Agree	2020 Mean	2019 Mean
The training offered by OSFI is available in the official language of my choice.	86%	84%	4.76	4.76
I have positive working relationships with my co-workers.	73%	73%	4.66	4.65
I feel I contribute to the success of our organization.	58%	57%	4.41	4.37

OSFI is doing a good job communicating organizational changes.	47%	42%	4.16	4.09
OSFI implements activities and practices that support a diverse workplace.	44%	57%	4.13 (n)	4.32
OSFI works hard to create a workplace that prevents discrimination.	38%	48%	3.96	4.18
I get the support that I need to manage my career.	38%	39%	3.93	3.88
OSFI is doing a good job providing tools and other resources to support employees through change.	34%	29%	3.88	3.83
OSFI is doing a good job providing change management training.	32%	49%	3.84 (n)	4.20
OSFI is doing a good job providing opportunities to discuss change initiatives.	29%	32%	3.75	3.83
Compared to last year, OSFI is a more inclusive workplace.*	25%	-	3.75	-
The performance management process has been useful in helping me to perform well.*	21%	-	3.37	-
The process of selecting a person for a position is transparent at OSFI.*	18%	-	2.97	-
I feel I can initiate a formal recourse process without fear of reprisal.	18%	21%	3.03	3.12
Systemic barriers to inclusion exist at OSFI.*	16%	-	3.02	-

*Note: This is a new question in 2020.

Table 8 – Intentions of looking for a job outside OSFI

I have intentions of looking for a job outside of OSFI within the next 12 months.	2020	2019
Strongly agree	8%	12%
Somewhat agree	12%	11%
Neither disagree nor agree	15%	19%
Somewhat disagree	15%	12%
Strongly disagree	49%	46%
Mean	2.15 (n)	2.32

Table 9 – Reasons for looking for a job outside OSFI

Reasons why they are looking for a job outside of OSFI* <i>(among those who agree they have intentions of looking for a job outside of OSFI in the next 12 months)</i>	2020 (n=122)	2019 (n=124)
No growth opportunities	65%	62%

Feeling undervalued	45%	52%
Poor leadership at senior levels	35%	37%
Lack of employee recognition	34%	33%
Time for a change	34%	27%
Seeking a different experience	32%	25%
Compensation and benefits	31%	25%
Feeling disengaged	30%	19%
OSFI's culture/workplace	29%	30%
Feeling overworked	25%	18%
Dissatisfied with relationship with immediate supervisor	20%	20%
Job not meeting expectations	11%	14%
No access to Flexible Work Arrangements	6%	15%
Other	12%	15%
Prefer not to say	2%	8%

Table 10 – 2020 results for collaboration at OSFI

How frequently do you see examples of collaboration at OSFI...?"	Very frequently	Somewhat frequently	Not very frequently	Not at all frequently
Between colleagues	78%	19%	3%	<1%
Between managers	50%	38%	11%	1%
Between divisions	29%	46%	22%	3%
Between OSFI's offices	25%	39%	28%	8%
Between sectors	21%	41%	30%	9%

Table 11 – Comparison results for collaboration at OSFI

How frequently do you see examples of collaboration at OSFI...?"	2020 % Very frequently	2019% Very frequently	2020 Mean*	2019 Mean*
Between colleagues	78%	72%	3.74 (n)	3.65
Between managers	50%	50%	3.38	3.33
Between divisions	29%	28%	3.00	2.96
Between OSFI's offices	25%	23%	2.81	2.76
Between sectors	21%	20%	2.74	2.70

*Note: 4-points scale question mean.

Table 12 – Ability to attend available training opportunities

How often are you able to attend training opportunities that are available at OSFI?	2020	2019
Regularly	46%	48%
Occasionally	41%	42%
Rarely	12%	10%
Never	<1%	<1%
Mean*	3.34	3.36

*Note: 4-points scale question mean.

Table 13 – Barriers to attending training

Barriers to ability to attend training <i>(Those who report not being able to attend training opportunities regularly)</i>	2020 (n=358)	2019 (n=318)
Workload	84%	77%
Relevant training is not available	34%	35%
Training in a relevant/appropriate format not available*	12%	-
Manager's approval not received	4%	7%
Other (schedule conflicts, budget, etc.)	11%	14%
Don't know	2%	3%
Prefer not to say	1%	1%

*Note: This is a new option in 2020.

Comment Analysis

A total of 78 open-ended comments involved My Organization.

- Overall, employees are very pleased and proud of the organization.
 - Some took the opportunity to highlight high level inefficiencies and provide suggestions for improvement to the One Office approach.
- Employees felt strongly supported by OSFI throughout this challenging year.
 - Some commend the organization on its proven flexibility and adaptability.
 - Employees feel supported in terms of work-life balance.

Communication

Summary

- The proportion of OSFI employees who agree they are kept informed about issues affecting their team is consistent with 2019 (81% compared to 79%). Seven in ten agree that communication is effective between teams within their sector/group (72%), also comparable to 2019 (68%).
- Ratings for executive communications are positive:
 - Over three quarters of employees (79%) agree that they understand how OSFI's Strategic Plan relates to their role.
 - Three quarters of employees (75%) 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 (88%).
 - Among employees who completed the survey in French, fewer than half agree they are free to use the language of their choice in meetings (43%) or for internal communications (43%).
 - Regionally, employees in Montreal are less likely to feel free to use the language of their choice in meetings (50%) or for internal communications (29%). This is a notable decrease from 2019, 57% of employee in Montreal felt free to use the language of their choice for internal communication.

Table 14 – 2020 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.	88%	6%	3%	1%	2%
When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language of my choice.	81%	7%	3%	4%	5%
During meetings with my team, I feel free to use the official language of my choice.	80%	8%	4%	5%	4%
I am kept informed about issues affecting my team.	46%	35%	7%	9%	2%
I understand how OSFI's Strategic Plan relates to my role.	40%	39%	12%	6%	3%
Communications from OSFI's Executive Committee keep me informed about issues that matter to me.	30%	45%	14%	8%	3%
Communication is effective between teams within my Sector/group.	27%	45%	12%	14%	3%

Table 15 – Comparison results for Communication

Communication	2020 % Strongly Agree	2019 % Strongly Agree	2020 Mean	2019 Mean
When I communicate with my immediate supervisor, I feel free to use the official language of my choice.	88%	90%	4.76	4.79
When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language of my choice.	81%	79%	4.55	4.56
During meetings with my team, I feel free to use the official language of my choice.	80%	80%	4.54	4.55
I am kept informed about issues affecting my team.	46%	42%	4.15	4.03
I understand how OSFI's Strategic Plan relates to my role.	40%	39%	4.06	4.02
Communications from OSFI's Executive Committee keep me informed about issues that matter to me.	30%	26%	3.91 (n)	3.80
Communication is effective between teams within my Sector/group.	27%	28%	3.80	3.70

Comment Analysis

A total of 32 open-ended comments involved Communication.

- Overall employees are pleased with the communication from the Executive Committee.

- A general appreciation for frequent check-ins and ongoing communication was evident, although a few found the communications to be excessive.
 - Some appreciate the candidness in communication to staff.
- A few mentioned the lack of support for using French in the workplace.
 - A few mentioned that OSFI staff fall short in their capacity to offer adequate service in French.
 - There is a call for French to be used in a more deliberate manner in the office.
- Employees are looking for more meaningful communication.
 - Although the Town Halls were appreciated, employees are looking for smaller group activities to encourage team bonding.
 - In some cases, employees are looking for more regular meetings and more communication from their managers.

Leadership: Immediate Supervisor

Summary

- Results related to immediate supervisors again remain positive. In particular, employees agree that their immediate supervisor appreciates their work (90%), is open to the suggestions of their employees (89%), creates an inclusive workplace (87%) and is a good leader (81%). There are no notable differences in the mean scores between 2019 and 2020 where comparable questions were asked.
- In 2020, a new question asked employees if they agree their immediate supervisor treats employees with respect: nine in ten employees (90%) agree.
- Another new question in 2020 asked employees if they agree their immediate supervisor leads by example: eight in ten employees (82%) agree.
- A large majority feel confident approaching their supervisor about concerns without fear of reprisal (82%), this is similar to 2019 (84%).
- Most also agree that feedback from their immediate supervisor helps to improve their work performance (80%), on par with 2019 results (81%).
- Three in ten (34%) employees said they have direct reports and 67% of them agree that they have the support they need to address unsatisfactory performance issues. Most of those with direct reports also say that they have access to resources to support employees on their team experiencing personal challenges (77%).

Table 16 – 2020 results for Leadership: Immediate Supervisor

Leadership: Immediate Supervisor	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
Treats employees with respects.*	74%	16%	5%	3%	3%
Appreciates my work.	69%	21%	4%	3%	3%
Is open to the suggestions of his/her employees.	69%	20%	5%	3%	3%
Creates an inclusive workplace.	69%	18%	6%	4%	3%
Leads by example.*	60%	22%	7%	6%	4%
I am confident approaching my immediate supervisor about concerns without fear of reprisal.	59%	23%	8%	5%	5%
Is a good leader.	58%	23%	9%	6%	3%
The feedback from my immediate supervisor helps me improve my work performance.	56%	24%	11%	6%	4%

*Note: This is a new question in 2020.

Table 17 – Comparison results for Leadership: Immediate Supervisor

Leadership: Immediate Supervisor	2020 % Strongly Agree	2019 % Strongly Agree	2020 Mean	2019 Mean
Treats employees with respects.*	74%	-	4.54	-
Appreciates my work.	69%	71%	4.49	4.51
Is open to the suggestions of his/her employees.	69%	69%	4.49	4.44
Creates an inclusive workplace.	69%	68%	4.45	4.41
Leads by example.*	60%	-	4.31	-
I am confident approaching my immediate supervisor about concerns without fear of reprisal.	59%	63%	4.24	4.34
Is a good leader.	58%	60%	4.27	4.25
The feedback from my immediate supervisor helps me improve my work performance.	56%	58%	4.23	4.23

*Note: This is a new question in 2020.

Table 18 – Comparison results for Direct reports and support received

Direct reports Do you currently have any employees who report to you directly (i.e., direct reports)?	2020	2019
Yes	34%	31%
No	57%	60%
Not applicable	8%	9%
Support received I receive the support I need to address unsatisfactory performance issues (among those who have direct reports)	2020 (n=230)	2019 (n=188)
Yes	67%	70%
No	8%	8%
Not applicable	26%	22%
Support received I have access to resources to support employees on my team experiencing personal challenges (among those who have direct reports)	2020 (n=230)	2019 (n=188)
Yes	77%	79%
No	7%	4%
Not applicable	17%	17%

Comment Analysis

A total of 20 open-ended comments involved My Immediate Supervisor.

- Employees recognize the effort from leadership in navigating a difficult year.
 - Overall employees are very pleased with how leadership has shown empathy and flexibility throughout the year.
 - However, some found that messaging coming from Senior management was applied inconsistently by managers.
- There is a sense of fatigue about hearing promises and no action from managers.
 - Employees are looking for people managers in touch with what's happening on the ground and in touch with their employees.
 - Employees are looking for "team player" managers who are going to keep them updated and who appreciate their work.
- Requests were made for the Employee Survey to include evaluation of additional levels of Management (such as Directors, People Managers, Managing Directors).

Leadership: Senior Management

Summary

- Confidence in the Executive Committee to lead OSFI continues to increase notably from 80% of employees in 2019 to 84% in 2020 (and 72% in 2018).
- Two new questions in 2020 asked employees if they agree that:
 - OSFI's executive committee treats employees with respect: almost nine in ten employees (86%) agree.
 - OSFI's executive committee leads by example: seven in ten employees (73%) agree.
- The proportion of employees who agree that OSFI's Senior Management Team treats employees with respect is unchanged from 2019 (81%).
- Confidence in the Senior Management team to lead OSFI remains high (79%) with no notable change from 2019.
- Three in four employees agree that Senior Management is engaged with OSFI staff (77%).
- Just over half (54%) agree that the actions taken in their sector as a result of the employee survey have had a positive effect on their work environment. This is a notable decrease from 2019 (64%).
- A new question in 2020 shows that seven in ten employees (71%) agree that OSFI's Senior Management Team leads by example.
- When asked whether OSFI senior managers are role models for OSFI's One Office, a quarter (26%) say they definitely are while 46% say somewhat. Another 18% say they are 'not really' or 'not at all' One Office role models, a decrease from 2019 (24%).

Table 19 – 2020 results for Leadership: Executive Committee

Leadership: Executive Committee	Strongly agree	Somewhat agree	Neither disagree nor agree	Somewhat disagree	Strongly disagree
I have confidence in the Executive Committee to lead OSFI.	52%	32%	10%	4%	2%
OSFI's Executive Committee treats employees with respect.*	51%	35%	10%	3%	1%
OSFI's Executive Committee leads by example.*	37%	36%	15%	8%	4%

**Note: This is a new question in 2020.*

Table 20 – Comparison results for Leadership: Executive Committee

Leadership: Executive Committee	2020 % Strongly Agree	2019 % Strongly Agree	2020 Mean	2019 Mean
I have confidence in the Executive Committee to lead OSFI.	52%	46%	4.29 (n)	4.16
OSFI's Executive Committee treats employees with respect.*	51%	-	4.30	-
OSFI's Executive Committee leads by example.*	37%	-	3.96	-

*Note: This is a new question in 2020.

Table 21 – 2020 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.	44%	37%	9%	7%	2%
I have confidence in the Senior Management Team to lead OSFI.	43%	36%	11%	7%	3%
I believe Senior Management is engaged with OSFI staff.	37%	40%	11%	9%	3%
OSFI's Senior Management Team leads by example.*	31%	40%	14%	12%	4%
The actions taken in my sector as a result of the Employee Survey have had a positive impact on the work environment.	25%	29%	29%	10%	6%

*Note: This is a new question in 2020.

Table 22 – Comparison results for Leadership: Senior Management

Leadership: Senior Management	2020 % Strongly Agree	2019 % Strongly Agree	2020 Mean	2019 Mean
OSFI's Senior Management Team treats employees with respect.	44%	50%	4.16	4.19
I have confidence in the Senior Management Team to lead OSFI.	43%	40%	4.11	4.01
I believe Senior Management is engaged with OSFI staff.	37%	37%	3.98	3.90
OSFI's Senior Management Team leads by example.*	31%	-	3.81	-
The actions taken in my sector as a result of the Employee Survey have had a positive impact on the work environment.	25%	31%	3.59 (n)	3.76

*Note: This is a new question in 2020.

Table 23 – Senior management as role models for One Office

In general, would you say that senior managers are role models for OSFI's One Office?	2020	2019
Definitely	26%	23%
Somewhat	46%	40%
Not really	14%	19%
Not at all	4%	5%
Don't know	10%	12%
Mean	3.05 (n)	2.93

Comment Analysis

A total of 76 open-ended comments involved Senior Management.

- Employees are pleased with the Executive Committee's response to the pandemic, however, a feeling of divide between employees and senior management is evident in the comments.
- There is an appetite for more “real” communication between senior management and employees.
 - A few commented that the town hall was a missed opportunity for bonding and communication.
 - Employees are looking for more constructive one on one meetings.
 - Some simply want to be acknowledged by their senior manager (i.e. virtual water cooler hello) and some are looking for substantial feedback on their work while others are looking for opportunities to move up and don’t feel like it’s possible.
- It was mentioned that too much emphasis is placed on technical experience/skills and that more effort is needed to improve people management skills.
 - Although improvement has been reported following Leadership Training, some feel that this is not enough.
 - There is a sense of fatigue of hearing promises and no action from senior management. Employees are looking for “people” managers who are in touch with what’s happening on the ground and with their employees.

My Job

Summary

- Nine in ten employees (89%) agree that they are proud of the contributions their work makes to OSFI. This is unchanged from 2019.
- The proportion of OSFI employees agreeing that they are encouraged to be innovative or take initiative in their work continues to increase (82% compared to 81% in 2019 and 76% in 2018).
- A large proportion of employees (83%) agree that their position makes good use of their personal strengths. This is on par with the 2019 result.
- Seven in ten (70%) feel they get the coaching they need to do their job well, similar to the proportion who agreed with this statement in 2019 (73%).

Table 24 – 2020 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.	64%	25%	7%	1%	2%
I am encouraged to be innovative or take initiative in my work.	53%	29%	8%	6%	4%
My position makes good use of my personal strengths.	49%	34%	7%	7%	4%
I get the coaching I need to do my job well.	37%	33%	14%	11%	5%

Table 25 – Comparison results for My Job

My Job	2020 % Strongly Agree	2019 % Strongly Agree	2020 Mean	2019 Mean
I am proud of the contributions my work makes to OSFI.	64%	67%	4.49	4.51
I am encouraged to be innovative or take initiative in my work.	53%	54%	4.21	4.19
My position makes good use of my personal strengths.	49%	50%	4.17	4.17
I get the coaching I need to do my job well.	37%	41%	3.87	3.95

Comment Analysis

A total of 19 open-ended comments involved My Job.

- Employees are concerned by the lack of opportunities for promotion and lack of transparency in the hiring process.
 - Some feel that more emphasis should be placed on opportunities for career development.
 - Others state that positions are too often staffed by external candidates.

- Employees feel like being placed in a qualifying pool for positions and then not using the pool is giving them false hope.
- There are also a few comments on the lack of diversity and inclusion.
 - Although there is some appreciation for the discussions being had in regard to diversity and inclusion, sentiment remains that there is still much to do to create an inclusive workplace.
 - A few continue to note a lack of diversity in staff, especially in management positions.
- Respondents took the opportunity to identify the impact of the Vu implementation on their daily work.
 - Most struggle with the implementation, stating reduced productivity and added stress.
 - Some suggest training resources and support staff should be allocated to ensure Vu's success.

Wellbeing

Summary

- A large majority of employees agree that their immediate supervisor supports their efforts to balance work and life by applying OSFI policies (89%), virtually unchanged compared to 2019 results.
- A similar proportion of employees agree that they have flexibility to prioritize tasks/responsibilities when facing multiple demands at work (86%). This is a decrease from the 2019 results (90%).
- In 2020, eight in ten employees (81%) agreed their work unit offered an environment where they could feel confident to speak up and express their opinion (compared to 83% in 2019). Disagreement (11%) is higher among employees who identify as a visible minority (15%), a person with a disability (28%) or who have experienced discrimination (15%).
- There is strong agreement that OSFI provides appropriate resources to assist employees in managing challenges in balancing work and life (78%). This result is consistent with the 2019 results for this question (80%). This proportion is lower among employees with a disability (57%).
- In 2020, seven in ten employees (71%) agree that their work-related stress is manageable. This is a notable decrease from the 2019 results (78%). Disagreement (19%) is higher among female employees (21%) vs. male employees (14%), as well among employees with a disability* (52%).

***Note:** Interpret with caution due to small sample size.

- A new question in 2020 asked whether employees agree that they're able to bring their whole self to work. Overall, almost three quarters of employees (74%) agreed with this statement. This proportion is lower among employees with a disability (56%).
- Almost eight in ten employees (76%) agree that OSFI does a good job of raising awareness of mental health in the workplace. This result is consistent with the 2019 results for this question (77%).
- The proportion of employees who report having faced discrimination over the past 12 months is unchanged from 2019 (7%). Among those who experienced discrimination:
 - Race, sex, age and national or ethnic origin are the most common reasons given for the discrimination.
 - Discrimination is most likely to originate from senior management (40%) or the immediate supervisor (32%).
 - Around one third say they knew where to go for assistance (34%), but four in ten say they took no action.
- In 2020, employees were also asked about micro-aggressions, with 15% reporting that they experienced these on the job over the past year. Among victims of micro-aggressions:
 - Their co-workers, senior management and immediate supervisor were the most common sources.
 - Six in ten (61%) say they knew where to go for assistance.
 - Discussing the matter with an immediate supervisor or senior manager was the most common action taken (21% of victims of micro-aggressions) aside from those who took no action (48%).

- The proportion of employees who report having faced harassment over the past 12 months is slightly lower this year (5% in 2020 from 7% in 2019). Among victims of harassment:
 - Their immediate supervisor, senior management and co-workers were the most common sources.
 - The nature of the harassment was most commonly being excluded or being ignored, unfair treatment, aggressive behaviour, and excessive control.
 - Six in ten (64%) 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 (42% of victims of harassment) while two in ten (21%) took no action.
- Among the victims of harassment, discrimination, or micro-aggressions, the main reasons given for not taking actions to address these are:
 - Fear of reprisal.
 - Uncertainty that anything positive would come out of it.
 - Feeling like HR wouldn't understand their point of view or it wouldn't be taken seriously.
 - It would be too hard to prove.
 - Fear of impact on performance.
- In 2020 ‘Working from home’ was removed from the list of flexible work arrangement (FWA). Nearly three in ten (28%) OSFI employees use some type of FWA; flexible work schedule is the most often mentioned.
 - Among those who do not use FWA, a lack of interest is the main reason given for why not (62%), and only 18% say they do not feel it would be supported compared to 32% in 2019.
- Nine in ten (90%) 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.
 - One third of employees say they have observed positive leadership behavioural changes in REXs over the past year (34%).

Table 26 – 2020 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.	70%	19%	5%	3%	3%
I have flexibility to prioritize tasks and responsibilities when facing multiple demands at work.	58%	28%	5%	6%	3%

My work unit offers an environment where I feel confident to speak up and express my opinions.	51%	30%	8%	8%	3%
I feel I am able to bring my whole self to work.*	48%	26%	12%	9%	5%
OSFI provides appropriate resources to assist me in managing challenges in balancing my work, family and personal life.	45%	33%	13%	6%	3%
OSFI does a good job of raising awareness of mental health in the workplace.	37%	39%	13%	7%	4%
My work-related stress is manageable.	34%	36%	11%	14%	5%

*Note: This is a new question in 2020.

Table 27 – Comparison results for Wellbeing

Wellbeing	2020% Strongly Agree	2019 % Strongly Agree	2020 Mean	2019 Mean
My immediate supervisor supports my efforts to balance my work, family and personal life, and applies OSFI's policies as needed.	70%	73%	4.51	4.53
I have flexibility to prioritize tasks and responsibilities when facing multiple demands at work.	58%	63%	4.34 (n)	4.45
My work unit offers an environment where I feel confident to speak up and express my opinions.	51%	55%	4.17	4.23
I feel I am able to bring my whole self to work.*	48%	-	4.02	-
OSFI provides appropriate resources to assist me in managing challenges in balancing my work, family and personal life.	45%	50%	4.12	4.20
OSFI does a good job of raising awareness of mental health in the workplace.	37%	39%	3.98	4.05
My work-related stress is manageable.	34%	41%	3.80 (n)	4.01

*Note: This is a new question in 2020.

Table 28 – Been the victim of discrimination

Have you been the victim of discrimination on the job in the past year?	2020	2019
Yes	7%	7%
No	93%	93%

Table 29 – Experience with discrimination

Source of discrimination (those who have been the victim of discrimination)	2020 (n=47)	2019 (n=42)
Senior management	40%	55%

My immediate supervisor	32%	31%
Director	30%	19%
Co-workers	21%	19%
Individuals from other departments or agencies	9%	5%
Superintendent, Assistant Superintendents	6%	10%
Other	11%	10%
Prefer not to say	15%	21%
Reason for discrimination (those who have been the victim of discrimination)		2020 (n=47)
Race	32%	26%
Sex	28%	10%
Age	23%	31%
National or ethnic origin	23%	21%
Family status	17%	7%
Colour	15%	17%
Disability or illness	11%	10%
Marital status	9%	7%
Religion	4%	5%
Sexual orientation	4%	-
Gender identity or expression	2%	5%
Other	19%	12%
Prefer not to say	13%	33%
Did you know where to go for assistance? (among those who experienced discrimination)		2020 (n=47)
Yes	66%	52%
No	34%	48%
What action(s) did you take to address the discrimination you experienced? (among those who experienced discrimination)		2020 (n=47)
Discussed the matter with my director	15%	12%
Discussed the matter with the person(s) from whom I experienced the discrimination	15%	5%
Discussed the matter with my union representative	15%	5%
Discussed the matter with my immediate supervisor or a senior manager	13%	14%
Contacted a human resource professional	6%	2%
I used an informal conflict resolution process	4%	2%
Resolved the matter informally on my own	2%	10%
Other	9%	5%
I took no action	43%	40%
Prefer not to say	19%	33%

Table 30 – Been the victim of micro-aggressions

Have you been the victim of micro-aggressions on the job in the past year?*	%
Yes	15%
No	85%

*Note: This is a new question in 2020.

Table 31 – Experience with micro-aggressions

Source of micro-aggressions* <i>(those who have been the victim of micro-aggressions, n=98)</i>	%
Co-workers	40%
Senior management	31%
My immediate supervisor	26%
Director	17%
Superintendent, Assistant Superintendents	7%
Individuals from other departments or agencies	6%
My direct reports	3%
Individuals from the institutions that we regulate	1%
Other	2%
Prefer not to say	21%
Did you know where to go for assistance?* <i>(among those who experienced micro-aggressions n=98)</i>	%
Yes	61%
No	39%
Actions taken* <i>(those who have been the victim of micro-aggressions, n=98)</i>	%
Discussed the matter with my immediate supervisor or a senior manager	21%
Discussed the matter with the person(s) from whom I experienced micro-aggression(s)	9%
Discussed the matter with my director	7%
Resolved the matter informally on my own	6%
Discussed the matter with my union representative	3%
Contacted a human resource professional	3%
I used an informal conflict resolution process	3%
Filed a grievance/complaint	1%
Other	5%
I took no action	48%
Prefer not to say	16%

*Note: This is a new question in 2020.

Table 32 – Been the victim of harassment

Have you been the victim of harassment on the job in the past year?	2020	2019
Yes	5%	7%
No	95%	93%

Table 33 – Experience with harassment

Source of harassment <i>(those who have been the victim of harassment)</i>	2020 (n=33)	2019 (n=41)
My immediate supervisor	33%	41%
Senior management	27%	24%
Co-workers	27%	20%
Director	24%	15%
Superintendent, Assistant Superintendents	6%	7%
Individuals from other departments or agencies	3%	15%
My direct reports	3%	-
Other	-	5%
Prefer not to say	9%	27%
Nature of harassment <i>(those who have been the victim of harassment)</i>	2020 (n=33)	2019 (n=41)
Being excluded or being ignored	52%	37%
Unfair treatment	48%	59%
Aggressive behaviour	48%	51%
Excessive control	42%	41%
Offensive remark	36%	32%
Humiliation	33%	44%
Personal attack	33%	29%
Interference with work or withholding resources	21%	22%
Threat	15%	15%
Sexual comment or gesture	9%	2%
Yelling or shouting	6%	12%
Physical violence	-	2%
Other	12%	12%
Prefer not to say	3%	5%
Did you know where to go for assistance? <i>(among those who experienced harassment)</i>	2020 (n=33)	2019 (n=41)
Yes	64%	61%
No	36%	39%

Actions taken (those who have been the victim of harassment)	2020 (n=33)	2019 (n=41)
Discussed the matter with my immediate supervisor or a senior manager	42%	22%
Discussed the matter with the person(s) from whom I experienced the harassment	12%	15%
Discussed the matter with my director	12%	12%
I used an informal conflict resolution process	6%	12%
Discussed the matter with my union representative	6%	10%
Contacted a human resource professional	6%	5%
Resolved the matter informally on my own	6%	2%
Other	18%	7%
I took no action	21%	37%
Prefer not to say	15%	22%

Table 34 – Flexible work arrangements

Do you use any of the following flexible work arrangements (FWA)?	2020	2019
I do not use FWA	60%	30%
Employees who use any FWA	28%	61%
Flexible Work Schedule	20%	16%
Compressed Work Week	6%	7%
Banked Time	4%	6%
Leave with Income Averaging	1%	2%
Working From Home*	-	52%
Pre-retirement Transition Leave	<1%	<1%
Prefer not to say	11%	9%
Reason for not using FWA (among those who do not use FWA)	2020 (n=406)	2019 (n=182)
I am not interested in any FWA	62%	45%
I do not feel that it would be supported	18%	32%
My request for an FWA was denied	1%	3%
Prefer not to say	19%	20%

***Note:** Working from home was removed from the list of options this year given that a majority of employees continue to work from home.

Table 35 – Leadership development program

Have you participated in OSFI's Leadership Development Program?** (among REX only)	2020 (n=117)	2019 (n=106)
Yes	90%	74%

No	8%	23%
Prefer not to say	3%	4%
Do you understand the Leadership Role Model and the behaviours expected at the REX level? * <i>(among REX having participated in the Leadership Development Program)</i>	2020 (n=105)	2019 (n=78)
Yes	100%	100%
No	0%	0%
Have you observed positive leadership behavioural changes in REXs in the last year?	2020	2019**
Yes	34%	43%
No	24%	38%
Prefer not to say	4%	19%
Don't know	39%	-

*Note: The Leadership Development Program is available only to REX employees.

**Note: The 2019 response options did not include a “Don’t know” option. The change in the response scale may impact comparability.

Comment Analysis

A total of 37 open-ended comments involved Wellbeing.

- Employees are feeling very grateful towards how OSFI handled the pandemic.
 - Respondents commend OSFI for the quick decision and ongoing efforts toward a successful move to work-from-home.
 - Although feedback is divided between those who wish to continue WFH and those who wish to return to office, employees want to remain informed on progress and decisions.
- Several are experiencing heavy workloads.
 - Many identify that their workload as negatively impacting their health or work-life balance.
 - A few express that overtime needs to be better monitored and compensated.
 - Others feel that although Senior Management has been made aware of the situation, little has been done to alleviate workloads.
 - Many would like managers to be more aware of employee's ability to balance work and life and to provide needed resources to assist with that balance.

Appendix A: Email Invitation

SUBJECT: 2020 OSFI Employee Survey / Sondage auprès des employés du BSIF – Édition 2020

Dear Employee,

Environics has been commissioned by the Office of the Superintendent of Financial Institutions (OSFI) to conduct its 2020 Employee Survey.

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

Your participation is voluntary and any responses provided will be kept strictly confidential. OSFI, through Environics, will be collecting and using your personal survey responses for the purposes of operational planning and to guide decision making by Senior Management. Both aggregated survey results and verbatim comments may be disclosed to OSFI Senior Management (EC and REX-08 and above) to assess and address specific organizational matters in a use consistent with subsection 8(2) *Privacy Act*.

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 11.

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 2020 / 2020 OSFI Employee Survey

Bonjour,

Le Bureau du surintendant des institutions financières (BSIF) a confié l'administration de l'édition 2020 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.

Votre participation au sondage est volontaire et vos réponses demeureront strictement confidentielles. Le BSIF, par l'entremise d'Environics, recueillera et utilisera vos réponses aux sondages, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par la haute direction (niveaux REX-08 et supérieurs). Les résultats agrégés du sondage et les commentaires pourraient être communiqués à la haute direction du BSIF afin d'évaluer des questions organisationnelles particulières et d'y donner suite. Dans un tel cas, l'utilisation respecterait le paragraphe 8 (2) de la *Loi sur la protection des renseignements personnels*.

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 11 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: 2020 OSFI Employee Survey / Rappel : Sondage auprès des employés du BSIF – Édition 2020

Dear Employee,

On November 9, you received an email from Environics, the firm commissioned by OSFI to conduct the 2020 Employee Survey.

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

Your participation is voluntary any responses provided will be kept strictly confidential. OSFI, through Environics, will be collecting and using your personal survey responses for the purposes of operational planning and to guide decision making by Senior Management. Both aggregated survey results and verbatim comments may be disclosed to OSFI Senior Management (EC and REX-08 and above) to assess and address specific organizational matters in a use consistent with subsection 8(2) *Privacy Act*.

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 11.

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

To begin the survey, click on the link below. *If the link does not work, please copy the URL directly into your browser.*

<LINK>

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 2020 / Reminder: 2020 OSFI Employee Survey

Bonjour,

Le 9 novembre, vous avez reçu un courriel d'Environics, le cabinet auquel le BSIF a confié l'administration de l'édition 2020 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.

Votre participation au sondage est volontaire et vos réponses demeureront strictement confidentielles. Le BSIF, par l'entremise d'Environics, recueillera et utilisera vos réponses aux sondages, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par la haute direction (niveaux REX-08 et supérieurs). Les résultats agrégés du sondage et les commentaires pourraient être communiqués à la haute direction du BSIF afin d'évaluer des questions organisationnelles particulières et d'y donner suite. Dans un tel cas, l'utilisation respecterait le paragraphe 8 (2) de la *Loi sur la protection des renseignements personnels*.

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 11 décembre.

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

Pour commencer le sondage, cliquez sur le lien ci-dessous. *Si le lien ne fonctionne pas, veuillez copier l'adresse URL directement dans votre navigateur.*

<LINK>

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: Deadline Extension Email

SUBJECT: DEADLINE EXTENDED: 2020 OSFI Employee Survey / DATE LIMITE REPORTÉE : Sondage auprès des employés du BSIF – Édition 2020

Dear Employee,

The deadline for the 2020 OSFI employee survey has been extended because your input is important. Please complete the survey by **December 18**

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

Your participation is voluntary any responses provided will be kept strictly confidential. OSFI, through Environics, will be collecting and using your personal survey responses for the purposes of operational planning and to guide decision making by Senior Management. Both aggregated survey results and verbatim comments may be disclosed to OSFI Senior Management (EC and REX-08 and above) to assess and address specific organizational matters in a use consistent with subsection 8(2) *Privacy Act*.

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.

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

To begin the survey, click on the link below. *If the link does not work, please copy the URL directly into your browser.*

<LINK>

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: DATE LIMITÉE REPORTÉE : Sondage auprès des employés du BSIF – Édition 2020 / DEADLINE EXTENDED: 2020 OSFI Employee Survey

Bonjour,

La date limite pour répondre au questionnaire de l'édition 2020 du sondage auprès des employés est remise de quelques jours parce que votre opinion compte. Nous vous demandons de bien vouloir nous transmettre vos réponses d'ici le **18 décembre**.

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

Votre participation au sondage est volontaire et vos réponses demeureront strictement confidentielles. Le BSIF, par l'entremise d'Environics, recueillera et utilisera vos réponses aux sondages, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par la haute direction (niveaux REX-08 et supérieurs). Les résultats agrégés du sondage et les commentaires pourraient être communiqués à la haute direction du BSIF afin d'évaluer des questions organisationnelles particulières et d'y donner suite. Dans un tel cas, l'utilisation respecterait le paragraphe 8 (2) de la *Loi sur la protection des renseignements personnels*.

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.

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

Pour commencer le sondage, cliquez sur le lien ci-dessous. *Si le lien ne fonctionne pas, veuillez copier l'adresse URL directement dans votre navigateur.*

<LINK>

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 D: Survey Instrument: English

Welcome to the 2020 OSFI Employee Survey / Bienvenue au sondage auprès des employés du BSIF - édition 2020

Please select your preferred language / Veuillez cocher 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 will be asked if you wish to provide consent for the sharing of your comments with OSFI Senior Management (REX-08 and above). Your responses will be kept strictly confidential. Comments will only be provided to the Senior Management team as a roll up at the OSFI level.

The deadline to complete the survey is December 11th.

Your privacy will be respected. The collection of survey information is done in accordance with s. 13 of the *OSFI Act*. Any personal information collected will only be used and disclosed in accordance with the provisions of the federal *Privacy Act*.

Additionally, 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 as well as verbatim comments rolled up at the OSFI level. Please click here ([insert LINK](#)) to view the Environics privacy statement.

While OSFI has utilized the services of a 3rd party private sector company to collect survey responses, at no time will OSFI have access to responses in such a manner that an OSFI employee could be identified.

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.

NOTE: UNLESS OTHERWISE INDICATED, THE SCALE FOR ALL QUESTIONS IS:

Strongly disagree

Somewhat disagree

Neither disagree nor agree

Somewhat agree

Strongly agree

Don't know

Not applicable

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 observe 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. Systemic barriers** to inclusion exist at OSFI.							
Q8. Compared to last year, OSFI is a more inclusive*** workplace.							

* 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.

** **Systemic barriers** are defined as systems, policies or practices that result in some individuals from underrepresented groups receiving unequal access to or being excluded from participation within employment, services or programs. These barriers are systemic in nature, meaning that they result from institutional level practices, policies, traditions and/or values that may be "unintended" or "unseen" but that have serious and long-lasting impacts on the lives of those affected (e.g., on their career trajectories).

*** **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.

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
Q9. I feel I can initiate a formal recourse process (e.g., grievance, complaint, appeal) without fear of reprisal.							
Q10. OSFI works hard to create a workplace that prevents discrimination.							
Q11. The performance management process has been useful in helping me to perform well.							
Q12. The process of selecting a person for a position is transparent at OSFI.							

Q13. How often are you able to attend training opportunities that are available at OSFI?

- Regularly
- Occasionally
- Rarely
- Never
- Not applicable

Q13B (IF Q13 = 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
- Training in a relevant/appropriate format not available (e.g. online or in-person)
- 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
Q14. The training offered by OSFI is available in the official language of my choice (English or French).							
Q15. I get the support* that I need to manage my career.							
Q16. I feel I contribute to the success of our organization.							
Q17. I have positive working relationships with my co-workers.							

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

[Q18 please show as a new question separate from the grid above]

Q18. I have intentions of looking for a job outside of OSFI within the next 12 months.							
---	--	--	--	--	--	--	--

Q18B (IF Q18 = 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
Q19. Communication is effective between teams within my Sector/group.*							
Q20. I am kept informed about issues affecting my team.							
Q21. I understand how OSFI's Strategic Plan relates to my role.							
Q22. 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.

Q23. 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 disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q24. When I prepare written material for internal purposes, including electronic mail, I feel free to use the official language (English or French) of my choice. (Note this does not refer to material for use external to OSFI.)							
Q25. During meetings with my team, I feel free to use the official language of my choice (English or French).							
Q26. 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*

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

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
Q27. Is a good leader.							

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
Q28. Is open to the suggestions of his/her employees.							
Q29. Appreciates my work.							
Q30. Creates an inclusive workplace (e.g., where I feel heard, respected and valued).							
Q31. Treats employees with respect.							
Q32. Leads by example, i.e., walks the talk.							

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
Q33. I am confident approaching my immediate supervisor about issues or concerns without fear of reprisal.							
Q34. The feedback from my immediate supervisor helps me improve my work performance.							

Q35. 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.

Q35B. (IF Q35 = Yes)

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

- Yes
- No
- Not applicable

Q35C. (IF Q35 = 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).

Q36. 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.

OSFI's Senior Management Team*	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q37. Treats employees with respect.							
Q38. Leads by example, i.e., walks the talk.							

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

Please indicate your level of agreement with each statement.

OSFI's Executive Committee*	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q39. Treats employees with respect.							
Q40. Leads by example, i.e., walks the talk.							

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

Please indicate your level of agreement with each statement.

	Strongly disagree	Somewhat disagree	Neither disagree nor agree	Somewhat agree	Strongly agree	Don't know	Not applicable
Q41. I have confidence in the Senior Management Team* to lead OSFI.							
Q42. I have confidence in the Executive Committee** to lead OSFI.							
Q43. The actions taken in my sector as a result of the Employee Survey have had a positive impact on the work environment.							
Q44. 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
Q45. My position makes good use of my personal strengths.							
Q46. I get the coaching I need to do my job well.							
Q47. I am encouraged to be innovative or take initiative in my work.							
Q48. 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
Q49. My immediate supervisor* supports my efforts to balance my work, family and personal life, and applies OSFI's policies as needed.							
Q50. 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.							
Q51. My work-related stress is manageable.							
Q52. My work unit offers an environment where I feel I can speak up and express my opinions.							
Q53. I feel I am able to bring my whole self** to work.							
Q54. 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).							
Q55. OSFI does a good job of raising awareness of mental health*** in the workplace.							

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

** **Bringing our whole self to work** is premised on a workplace where employees can be themselves and not feel they have to check part of who they are “at the door”. Employees feel they can express themselves freely, show up authentically, lead with humility, ask for help, connect with others in a genuine way, and allow themselves to be truly seen if this is their wish.

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

Q56. Have you been the victim of discrimination* on the job in the past year?

- Yes
- No

***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.

Q56B. [If Q56 =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

Q56C. [if Q56=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

Q56D. [if Q56=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

Q56D (a) [If "I took no action" selected in Q56D]

Please tell us if there was anything specific that held you back from taking action to address the discrimination you experienced: _____

- Prefer not to say

Q56E. [if Q56=Yes]**Did you know where to go for assistance?**

- Yes
- No

Q57. Have you been the victim of micro-aggressions* on the job in the past year?

- Yes
- No

***Micro-aggressions** are everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.

Q57B. [if Q57=Yes]**From whom did you experience micro-aggressions 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

Q57C. [if Q57=Yes]

What action(s) did you take to address the micro-aggressions 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 micro-aggression(s)
- 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

Q57C (a) [If “I took no action” selected in Q57C]

Please tell us if there was anything specific that held you back from taking action to address the micro-aggressions you experienced: _____

- Prefer not to say

Q57D. [if Q57=Yes]

Did you know where to go for assistance?

- Yes
- No

Q58. Have you been the victim of harassment* on the job in the past year?

- Yes
- No

*In line with OSFI’s policy on **harassment**, this is defined as: 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.

Q58B. [If Q58 =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

Q58C. [If Q58 =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

Q58D. [If Q58 =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 harassment
- 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

Q58D (a) [If "I took no action" selected in Q58D]

Please tell us if there was anything specific that held you back from taking action to address the harassment you experienced: _____

- Prefer not to say

Q58E. [if Q58=Yes]

Did you know where to go for assistance?

- Yes
- No

SECTION VI: COMMENTS

Q59. Do you wish to provide feedback to the Senior Management team (REX-08 to REX-10) and the Executive Committee about any of the topics that have been addressed in this survey?

Privacy Notice

OSFI, through Environics, is collecting and using your personal survey responses for the purposes of operational planning and to guide decision making by Senior Management (REX-08 and above). Both aggregated survey results and verbatim comments may be disclosed to OSFI Senior Management to assess and address specific organizational matters in a use consistent with subsection 8(2) *Privacy Act*.

Participation in this survey is voluntary. By participating in the survey, you are providing explicit consent for OSFI to access, use and disclose your comments and responses for the purpose of planning, management and administration, including investigative and research/statistical purposes.

The collection of survey information is done in accordance with s. 13 of the *OSFI Act*. Any personal information collected will only be used and disclosed in accordance with the provisions of the federal *Privacy Act*. In accordance with the *Privacy Act*, you have the right of access to and protection of your individual responses and the right to file a complaint to the Privacy Commissioner of Canada regarding the handling of this information.

- I hereby acknowledge that, I have read and understood the Privacy Notice
- Yes, I wish to add comments for the **Senior Management team** and **Executive Committee** to review
- No, I do not wish to add comments for the **Senior Management team** and **Executive Committee** to review

Q59B. [if Q59=Yes] Comments will be provided as a roll up at the OSFI level and provided for review by the Senior Management team and the Executive Committee only. Names will be redacted by Environics and HR before the comments are shared. A thematic, aggregated *summary analysis* of comments received will also be prepared and made available to all OSFI employees as part of the overall survey results.

Please be as specific as possible however do not include any personal or confidential information, particularly as it relates to matters that are best addressed through appropriate HR mechanisms.

Comment box for comments

Q59C. [if Q59=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. Any personal information collected will only be used and disclosed in accordance with the provisions of the federal *Privacy Act*.

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.

Q60. Are you:

- Male
- Female

- Other
- Prefer not to say

Q61. Are you a member of a visible minority*?

- Yes
- No
- 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.*

Q61B. [if Q61 = Yes]

Please indicate which of the following best describes your visible minority group or origin:

Please select one

- Black
- Chinese
- Filipino
- Japanese
- Korean
- South Asian/East Indian (*including Indian from India; Bangladeshi; Pakistani; East Indian from Guyana, Trinidad, East Africa; etc.*)
- Southeast Asian (*including Burmese; Cambodian; Laotian; Thai; Vietnamese; etc.*)
- Non-White West Asian, North African or Arab (*including Egyptian; Libyan; Lebanese; Iranian; etc.*)
- Non-White Latin American (*including indigenous persons from Central and South America, etc.*)
- Person of Mixed Origin (*with one parent in one of the visible minority groups listed above*)
- Other Visible Minority Group (Please specify) _____ [NON MANDATORY]
- Prefer not to say

Q62. Are you an Aboriginal person*?

- Yes
- No
- Prefer not to say

**An Aboriginal person is a North American Indian or a member of a First Nation, a Métis or 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.*

Q62B. [if Q62 = Yes]

Please make the appropriate selection:

- North American Indian/First Nation
- Métis
- Inuit
- Prefer not to say

Q63. Are you a person with a disability*?

- 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 includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.*

Q63B. [if Q63 = Yes]

Please indicate the nature of your disability:

Please select all that apply:

- Co-ordination or dexterity (*difficulty using hands or arms, for example, grasping or handling a stapler or using a keyboard*)
- Mobility (*difficulty moving around, for example, from one office to another or up and down stairs*)
- Blind or visual impairment (*unable to see or difficulty seeing*)
- Deaf or hard of hearing (*unable to hear or difficulty hearing*)
- Speech impairment (*unable to speak or difficulty speaking and being understood*)
- Other disability (*including learning disabilities, developmental disabilities and all other types of disabilities*) (Please specify) _____ [NON MANDATORY]
- 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.

Q64. What is your sexual orientation?

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

Q65. Do you currently use any of the following flexible working arrangements (FWA)? (select all that apply)

NOTE: Although most employees continue to work from home during the COVID-19 pandemic situation, flexible work arrangements remain available and include a variety of options. “Working from home” is a flexible work arrangement. It has been removed from the list of options this year given the majority of employees continue to work from home.

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

Q65B. [if Q65 = 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

Q66. Have you participated in OSFI’s Leadership Development Program?

- Yes
- No
- Prefer not to say

Q66B. [if Q66 = YES]

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

- Yes
- No
- Prefer not to say

Q67. Have you observed positive leadership behavioural changes in REXs in the last year?

- Yes
- No

- Don't know
- Prefer not to say

Q68. How long have you worked at OSFI?

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

Q69. Are you:

- RE
- REX
- Prefer not to say

Q70. 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

Q71. 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 - Chief Information Officer/ IM/IT Strategic Management/ Client Relationship Management

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
219 - Cyber Security
230/250 - Chief Human Resources Officer/ Human Resources Operations
231/251 - Corporate HR Programs and Development/ Workplace Effectiveness
240/315 – Strategic Governance Office/ Communications and Engagement
252 - Security and Facilities Services
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
475 - Private Pension Plans Division
505 - Accounting Policy
Deposit Taking Supervision Sector
410/413/471/472 - Senior Director, Small and Medium Size Banking Group/ SMSB Group Toronto/ SMSB Group Montreal/ SMSB Group Vancouver
452/455/456/457/458/459 - SIB, Senior Director/ CIBC Team/ RBC Team/ BMO Team/ TD Team/ BNS Team
466 - Banking Central Office
Risk Support Sector
482 - Credit Risk Division
486 - Model Risk Division (MRD)
507- Operational Risk Division (ORD)
508/520 - Market & Liquidity Risk Division (MLRD)/ Financial Risk Group (FRG)
511/530 - Culture & Conduct Risk Division/ Non-Financial Risk Group (NFRG)
531 - Technology Risk Division (TRD)
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/ Canada Life Team/ MFC Team/ SL Team
414/416/417 - Property and Casualty Insurance Group/ Property and Casualty Insurance Group, Senior Director/ Mortgage Insurance Group
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 E: Survey Instrument: French

Bienvenue au sondage auprès des employés du BSIF - édition 2020 / Welcome to the 2020 OSFI Employee Survey

Veuillez 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.

La valeur de ce sondage **repose entièrement sur les réponses franches des employés** comme vous. À la fin du questionnaire, vous aurez la possibilité de présenter des réflexions, des observations ou des commentaires additionnels, et vous devrez indiquer si vous consentez à ce que vos commentaires soient transmis à l'équipe de la haute direction du BSIF (de niveau REX-08 et niveaux supérieurs). Vos réponses demeureront strictement confidentielles. Les commentaires seront transmis uniquement à l'équipe de la haute direction, dans une compilation, au niveau du BSIF.

Vous avez jusqu'au (**DATE**) pour remplir le questionnaire.

La confidentialité de vos renseignements sera respectée. La collecte de renseignements pour le sondage est effectuée conformément à l'article 13 de la *Loi sur le BSIF*. L'utilisation et la communication de tout renseignement personnel recueilli se feront uniquement d'une manière conforme aux dispositions de la *Loi sur la protection des renseignements personnels* de compétence fédérale. De plus, conformément aux normes de recherche de l'industrie et du gouvernement, Environics NE DIVULGUERA PAS les réponses individuelles au sondage à qui que ce soit au BSIF; seuls des rapports sommaires de données agrégées seront fournis, ainsi qu'une compilation de commentaires textuels au niveau du BSIF. Veuillez cliquer ici (insérer le LIEN) pour accéder à l'énoncé de confidentialité d'Environics.

Bien que le BSIF ait fait appel aux services d'une société tierce du secteur privé pour recueillir les réponses au sondage, le BSIF n'aura jamais accès aux réponses de manière à ce qu'un employé du BSIF puisse être identifié.

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.

La plupart des questions offrent une option de réponse « Ne sais pas / Sans objet ». Veuillez choisir cette réponse si vous estimatez 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.

REMARQUE : À MOINS D'INDICATION CONTRAIRE, L'ÉCHELLE DE NOTATION POUR TOUTES LES QUESTIONS EST LA SUIVANTE :

Tout à fait en désaccord

Quelque peu en désaccord

Ni en désaccord ni d'accord

Quelque peu d'accord

Tout à fait d'accord

Ne sais pas

Sans objet

SECTION 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 du changement							

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. Il y a des obstacles systémiques** qui nuisent à l'inclusion au BSIF.							
Q8. Comparativement à l'année dernière, le BSIF est un milieu de travail plus inclusif***.							

* 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.

** On définit les **obstacles systémiques** comme des systèmes, politiques ou pratiques qui font que certaines personnes de groupes sous-représentés ne bénéficient pas d'un accès égal à des emplois, des services ou des programmes, ou en sont exclus. Ces obstacles sont de nature systémique, ce qui signifie qu'ils résultent de pratiques, de politiques, de traditions ou de valeurs institutionnelles qui peuvent être « involontaires » ou « invisibles », mais qui ont des répercussions sérieuses et durables sur la vie des personnes touchées (p. ex. sur leur cheminement professionnel).

*** 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.

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
Q9. 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.							
Q10. Le BSIF met tout en œuvre pour créer un milieu de travail qui prévient la discrimination.							
Q11. Le processus de gestion du rendement m'a aidé à avoir un bon rendement.							
Q12. Le processus de sélection d'une personne pour un poste est transparent au BSIF.							

Q13. À quelle fréquence êtes-vous en mesure d'assister aux séances de formation offertes au BSIF?

- Régulièrement
- Occasionnellement
- Rarement
- Jamais
- Sans objet

Q13B (SI Q13 = 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
- Formation dans un format pertinent / approprié non disponible (par exemple en ligne ou en personne)
- 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
Q14. Le BSIF offre de la formation dans la langue officielle de mon choix (français ou anglais).							
Q15. Je reçois le soutien* dont j'ai besoin pour gérer ma carrière.							
Q16. J'ai l'impression de contribuer au succès de notre organisation.							
Q17. J'entretiens des relations professionnelles positives avec mes collègues.							

* 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.

Q18. J'ai l'intention de chercher du travail à l'extérieur du BSIF au cours des 12 prochains mois.							
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Q18B (si Q18 = 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
- Désintéressé

- 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
Q19. La communication est efficace entre les équipes de mon secteur/groupe*.							
Q20. On me tient au courant des questions qui ont une incidence sur mon équipe.							
Q21. Je comprends le lien entre le Plan stratégique du BSIF et mes fonctions.							
Q22. Les communications du Comité de direction du BSIF** me tiennent au courant des questions qui m'importent.							

* Les **secteurs/groupes** 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.

Q23. 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
Q24. 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.)							
Q25. Lorsque j'assiste à une réunion, je me sens libre de m'exprimer dans la langue officielle de mon choix (français ou anglais).							
Q26. 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*

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

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
Q27. Est un bon dirigeant.							
Q28. Est ouvert aux suggestions de ses employés.							
Q29. Apprécie mon travail.							
Q30. Crée un milieu de travail inclusif (p. ex., où je me sens entendu, respecté et apprécié).							
Q31. Traite les employés avec respect.							
Q32. Dirige en montrant l'exemple (joint le geste à la parole).							

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
Q33. Je sais que je peux confier mes inquiétudes à mon supérieur immédiat sans crainte de représailles.							
Q34. La rétroaction reçue de mon supérieur immédiat m'aide à améliorer mon rendement.							

Q35. 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.

Q35B. (Si Q35 = Oui)

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

- Oui
- Non
- Sans objet

Q35C. (Si Q35 = 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).

Q36. 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?

L'équipe de la haute direction* du BSIF	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
Q37. Traite les employés avec respect.							

Q38. Dirige en montrant l'exemple (joint le geste à la parole).							
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* La **haute direction** du BSIF comprend tous les directeurs généraux et directeurs principaux (p. ex., REX-08 – REX-10).

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

Le Comité de direction* du BSIF	Tout à fait en désaccord	Quelque peu en désaccord	Ni en désaccord ni d'accord	Quelque peu d'accord	Tout à fait d'accord	Ne sais pas	Sans objet
Q39. Traite les employés avec respect.							
Q40. Dirige en montrant l'exemple (joint le geste à la parole).							

* 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.

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
Q41. J'ai confiance en la capacité de l'équipe de la haute direction* à diriger le BSIF.							
Q42. J'ai confiance en la capacité du Comité de direction** à diriger le BSIF.							
Q43. Les mesures prises par mon secteur à la suite du Sondage auprès des employés ont eu des répercussions positives sur le milieu de travail.							
Q44. 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).							
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* 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
Q45. Mes forces personnelles sont bien exploitées dans le poste que j'occupe.							
Q46. Je reçois l'encadrement dont j'ai besoin pour bien faire mon travail.							
Q47. On m'encourage à innover ou à faire preuve d'initiative dans mon travail.							
Q48. 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
Q49. 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.							
Q50. 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.							
Q51. Mon stress professionnel est gérable.							
Q52. Mon unité de travail offre un environnement où je peux m'exprimer sans hésitation et faire valoir mes opinions.							
Q53. Je me sens capable d'être entièrement moi-même** au travail.							
Q54. Le BSIF offre les ressources 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							

	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
employés et des initiatives de bien-être).							
Q55. 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.*

** *Être entièrement soi-même au travail* signifie que les employés n'ont pas l'impression de devoir laisser de côté une part d'eux-mêmes « à la porte » du bureau. Ils sentent qu'ils peuvent s'exprimer librement, être authentiques, diriger avec humilité, demander de l'aide, avoir des liens sincères avec les autres, et se permettre d'être vus réellement comme ils sont, s'ils le souhaitent.

*** *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.

Q56. Estimez-vous avoir été victime de discrimination* au travail au cours de la dernière année?

- Oui
- Non

*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.

Q56B. [Si Q56 = 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

Q56C. [Si Q56 = 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

Q56D. [Si Q56 = 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

Q56D (a) [Si la réponse « Je n'ai rien fait » a été choisie à Q56D]

Veuillez nous dire si une raison précise vous a retenu d'agir pour faire face à la discrimination dont vous avez été l'objet : _____

- Je préfère ne pas répondre

Q56E. [Si Q56 = Oui]

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

- Oui
- Non

Q57. Avez-vous vécu des microagressions* au travail au cours de la dernière année?

- Oui
- Non

*Les **microagressions** sont des affronts, des insultes ou des signes de mépris (verbaux, non verbaux ou véhiculés par le milieu, intentionnels ou non) communiquant au quotidien des messages hostiles, désobligeants ou négatifs à des personnes ciblées uniquement en raison de leur appartenance à un groupe marginalisé.

Q57B. [Si Q57= Oui]

De la part de qui avez-vous été victime de microagressions 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

Q57C. [Si Q57= Oui]

Quelle(s) mesure(s) avez-vous prise(s) pour faire face aux microagressions que vous avez vécues? (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 microagressions
- 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

Q57C (a) [Si la réponse « Je n'ai rien fait » a été choisie à Q57C]

Veuillez nous dire si une raison précise vous a retenu d'agir pour faire face aux microagressions que vous avez vécues : _____

- Je préfère ne pas répondre

Q57D. [Si Q57 = Oui]

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

- Oui
- Non

Q58. Avez-vous été victime de harcèlement* au travail au cours de la dernière année?

- Oui
- Non

*Selon la politique sur le harcèlement du BSIF, le **harcèlement** se définit comme suit : 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.

Q58B. [Si Q58 =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

Q58C. [Si Q58 =Oui]

Veuillez 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

Q58D. [Si Q58 = 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

Q58D (a) [Si la réponse « Je n'ai rien fait » a été choisie à Q58D]

Veuillez nous dire si une raison précise vous a retenu d'agir pour faire face au harcèlement dont vous avez été l'objet : _____

- Je préfère ne pas répondre

Q58E. [Si Q58 = Oui]

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

- Oui
- Non

SECTION VI : COMMENTAIRES

Q59. Souhaitez-vous formuler des commentaires à l'intention de la haute direction (REX-08 – REX-10) et du Comité de direction sur les sujets abordés dans ce sondage?

Avis de confidentialité

Le BSIF, par l'entremise d'EnviroNomics, recueillera et utilisera vos réponses aux sondages, lesquelles serviront de fondement à la planification opérationnelle et à la prise de décision par la haute direction (niveaux REX-08 et supérieurs). Les résultats agrégés du sondage et les commentaires pourraient être communiqués à la haute direction du BSIF afin d'évaluer des questions organisationnelles particulières et d'y donner suite. Dans un tel cas, l'utilisation respecterait le paragraphe 8 (2) de la *Loi sur la protection des renseignements personnels*.

La participation à ce sondage est volontaire. En y participant, vous consentez explicitement à ce que le BSIF reçoive, utilise et communique vos commentaires et réponses à des fins de planification, de gestion et d'administration, y compris à des fins d'enquête, de recherche et de statistique.

La collecte de renseignements dans le cadre du sondage est effectuée conformément à l'article 13 de la Loi sur le BSIF. L'utilisation et la communication de tout renseignement personnel recueilli se feront uniquement d'une manière conforme aux dispositions de la Loi sur la protection des renseignements personnels de l'administration fédérale. Aux termes de cette loi, vous avez le droit d'accéder à vos réponses individuelles et de les protéger ainsi que le droit de déposer une plainte auprès du commissaire à la protection de la vie privée du Canada concernant le traitement de ces informations.

- Je reconnaiss par la présente avoir lu et compris l'avis de confidentialité
- Oui, je souhaite formuler des commentaires à l'intention de la **haute direction** et du **Comité de direction** afin qu'ils en prennent connaissance.
- Non, je ne souhaite pas formuler des commentaires à l'intention de la **haute direction** et du **Comité de direction** afin qu'ils en prennent connaissance.

Q59B. [Si Q59 = Oui]. Les commentaires seront présentés sous forme de compilation au niveau du BSIF et seront transmis uniquement à l'équipe de la haute direction et au Comité de direction. Les noms seront retirés des commentaires par Environics et par les RH avant d'être partagés. Une analyse sommaire des commentaires regroupés sera préparée par thème et pourra être consultée par tous les employés du BSIF dans le cadre des résultats généraux du sondage.

Veuillez être aussi précis que possible tout en prenant soin de ne pas inclure de renseignements personnels ou confidentiels, particulièrement sur des points qu'il est préférable d'aborder à l'aide des mécanismes appropriés des RH.

Case pour commentaires

Q59C. [Si Q59 = Oui]

Auxquels des thèmes suivants vos commentaires se rapportent-ils? (Cochez toutes les cases qui s'appliquent)

- 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.

Q60. Êtes-vous :

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

Q61. Êtes-vous membre d'une minorité visible*?

- Oui
- Non
- 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), Asiatique du Sud ou Indien(ne) de l'Est, Asiatique du Sud-Est, Asiatique de l'Ouest non blanc(he), Nord-Africain(e) non blanc(he) 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.*

Q61B. [Si Q61 = Oui]

Veuillez indiquer lequel des éléments suivants correspond le plus au groupe de minorité visible auquel vous appartenez ou à votre origine :

- Noir
- Chinois
- Philippin
- Japonais
- Coréen
- Asiatique du Sud/Indien de l'Est (dont Indien de l'Inde; Bangladais; Pakistanais; Indien de l'Est originaire de la Guyane, de Trinité, d'Afrique orientale, etc.)

- Asiatique du Sud-Est (*dont Birman; Cambodgien; Laotien; Thaïlandais; Vietnamien, etc.*)
- Asiatique de l'Ouest non blanc, Nord-Africain non blanc ou Arabe (*dont Égyptien; Libyen; Libanais; Iranien, etc.*)
- Latino-Américain non blanc (*dont Amérindien d'Amérique centrale ou d'Amérique du Sud, etc.*)
- Personne d'origine mixte (*dont l'un des parents provient d'un des groupes de minorités visibles ci-dessus*)
- Autre groupe de minorité visible (veuillez préciser) _____
- Je préfère ne pas répondre

Q62. Êtes-vous un Autochtone*?

- Oui
- Non
- Je préfère ne pas répondre

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

Q62B. [Si Q62 = Oui]

Veuillez préciser :

- Indien d'Amérique du Nord /Première Nation
- Métis
- Inuit
- Je préfère ne pas répondre

Q63. Êtes-vous une personne handicapée*?

- Oui
- Non
- Je préfère ne pas répondre

*Une **personne handicapée** est une personne qui a une déficience durable ou récurrente soit de sa capacité physique, mentale ou sensorielle, soit d'ordre psychiatrique ou en matière d'apprentissage, et considère qu'elle a des aptitudes réduites pour exercer un emploi, 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.

Q63B. [Si Q63 = Oui]

Veuillez indiquer la nature de votre/vos handicap(s) : (Cochez toutes les cases pertinentes.)

- Coordination ou dextérité (*difficulté à utiliser les mains ou les bras, par exemple, à saisir ou à utiliser une agrafeuse ou un clavier*)

- Mobilité (*difficulté à se déplacer, par exemple, d'un local à un autre ou à monter et descendre des escaliers*)
- Cécité ou déficience visuelle (*incapacité ou difficulté à voir*)
- Surdité ou déficience auditive (*incapacité ou difficulté à entendre*)
- Troubles de l'élocution (*incapacité à parler ou difficulté à parler et à se faire comprendre*)
- Autre incapacité (*difficultés d'apprentissage ou de développement et tout autre type de handicap*)
(Veuillez préciser) _____
- 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.

Q64. Quelle est votre orientation sexuelle?

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

Q65. Profitez-vous présentement de l'une des modalités de travail flexibles (MTF) suivantes? (Cochez toutes les réponses qui s'appliquent)

REMARQUE : Bien que la plupart des employés continuent à travailler à domicile pendant la pandémie de COVID-19, des modalités de travail flexibles restent disponibles et incluent différentes options. Le travail de la maison est une modalité de travail flexible. Il a été retiré de la liste des options cette année, étant donné que la majorité des employés continuent de travailler à partir de leur domicile.

- Semaine de travail comprimée
- Horaire flexible (heures de début et de fin variables)
- 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

Q65B. [Si Q65 = 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

Q66. Avez-vous participé au Programme de perfectionnement en leadership du BSIF?

- Oui

- Non
- Je préfère ne pas répondre

Q66B. [Si Q66 = Oui]

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

- Oui
- Non
- Je préfère ne pas répondre

Q67. Avez-vous observé des changements de comportement positifs en matière de leadership chez les REX au cours de la dernière année?

- Oui
- Non
- Ne sais pas
- Je préfère ne pas répondre

Q68. 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

Q69. À quelle catégorie d'employés appartenez-vous?

- RE
- REX
- Je préfère ne pas répondre

Q70. 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

Q71. 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 - Dirigeant principal de l'information/ Gestion stratégique de la GI-TI/ Gestion du portefeuille des services à la clientèle
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
219 - Cybersécurité
230/250 - Dirigeant principal des ressources humaines/ Opérations des ressources humaines
231/251 - Programmes et développement intégrés de RH/ Efficacité en milieu de travail
240/315 – Bureau de la gouvernance stratégique/ Divisions des communications et engagement
252 - Sécurité et services des installations
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
475 - Division des régimes de retraite privés
505 - Division des pratiques comptables
Secteur de la surveillance des institutions de dépôts
410/413/471/472 - Directrice principal, Groupe des petites et moyennes institution bancaires/ Groupe des PMIB Toronto/ Groupe des PMIB Montréal/ Groupe des PMIB Vancouver
452/455/456/457/458/459/470 – BIS, directrice principale/ Équipe Banque CIBC/ Équipe Banque RBC/ Équipe Banque BMO/ Équipe Banque TD/ Équipe Banque BNS/
466 – Opérations bancaires et bureau central
Secteur de soutien risque
482 - Division du risque de crédit
486 - Division du risque de modélisation
507 - Division du risque opérationnel

508/520 - Division des risques de marché et de liquidité/ Groupe du risque financier (GRF)
511/530 - Division des risques liés à la culture et à la déontologie/ Groupe du risque non-financier (GRNF)
531 - Division de risque technologique
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 chargée de la surveillance de la société d'assurance Canada 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

Veuillez 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 F: Full Set of Tabulated Data

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