

LEARNING ORGANIZATION SURVEY 2015

I work in..

	An administrative unit (e.g, Administration and Finance, the Provost's area, University Advancement, etc.)	An academic unit (e.g., Faculty of Arts, research institute, centre for studies, etc.)	Total
n	388	706	1094
%	35.5%	64.5%	100.0%

Which best describes your role at McGill?

	Administrative / Clerical / Technical Support	Member of the M group without supervisory responsibility	Member of the M or Executive group with supervisory responsibility	Total
n	355	494	400	1249
%	28.4%	39.6%	32.0%	100.0%

Do you belong to a union/bargaining unit?

	Yes	No	Total
n	425	813	1238
%	34.3%	65.7%	100.0%

At McGill, senior leaders (Principal, Provost, Deans, Vice-Principals, etc.) are interested in finding better ways of doing things.

	n	%
Never	17	1.5%
Rarely	155	13.8%
Sometimes	466	41.6%
Most of the Time	356	31.8%
Always	127	11.3%
Total	1121	100.0%

How effective is your unit at recognizing the contributions of its employees?

	n	%
Not at all Effective	186	16.2%
Somewhat Ineffective	253	22.0%
Moderately Effective	429	37.3%
Very Effective	225	19.6%
Completely Effective	57	5.0%
Total	1150	100.0%

Multiple points of view are welcome in your units decision-making process.

	n	%
Never	47	3.9%
Rarely	202	16.7%
Sometimes	331	27.4%
Most of the Time	378	31.2%
Always	252	20.8%
Total	1210	100.0%

How effective is McGill at recognizing your units contribution?

	n	%
Not at all Effective	216	21.0%
Somewhat Ineffective	303	29.5%
Moderately Effective	386	37.5%
Very Effective	104	10.1%
Completely Effective	19	1.8%
Total	1028	100.0%

To what extent are the mission and goals of your unit clear?

	n	%
Not at all Clear	84	6.9%
Slightly Clear	172	14.1%
Moderately Clear	367	30.0%
Very Clear	449	36.7%
Completely Clear	152	12.4%
Total	1224	100.0%

To what extent are the objectives of your unit measurable?

	n	%
Not at all Measureable	72	6.2%
Slightly Measurable	176	15.2%
Moderately	440	38.0%
Very Measurable	377	32.6%
Completely	93	8.0%
Total	1158	100.0%

How often does your unit measure its performance against expectations?

	n	%
Never	154	18.1%
Once a Year	365	43.0%
Twice a year	117	13.8%
Quarterly	102	12.0%
More than Once per Quarter	111	13.1%
Total	849	100.0%

To what extent are the mission and goals of your unit aligned with those of the University (as you understand them)?

	n	%
Not Aligned at All	35	3.4%
Slightly Aligned	103	10.0%
Moderately Aligned	247	24.0%
Very Much Aligned	496	48.1%
Completely Aligned	150	14.5%
Total	1031	100.0%

At McGill, how likely is it that good ideas have a clear path to implementation?

	n	%
Extremely Unlikely	103	9.0%
Unlikely	328	28.8%
Somewhat Likely	559	49.1%
Very Likely	136	11.9%
Extremely Likely	13	1.1%
Total	1139	100.0%

At McGill, how comfortable are employees with trying new approaches despite the risk of failure?

	n	%
Not at all Comfortable	315	29.3%
Somewhat Comfortable	332	30.9%
Moderately Comfortable	323	30.0%
Very Comfortable	96	8.9%
Completely Comfortable	10	.9%
Total	1076	100.0%

To what extent is voicing different opinions welcome in the McGill workplace?

	n	%
Not at all Welcome	214	18.9%
Somewhat Welcome	366	32.4%
Moderately Welcome	342	30.2%
Very Welcome	177	15.6%
Completely Welcome	32	2.8%
Total	1131	100.0%

In your unit, how often do deadlines and/or work volume get in the way of doing a good job?

	n	%
Always	113	9.8%
Most of the Time	342	29.8%
Sometimes	542	47.2%
Rarely	134	11.7%
Never	18	1.6%
Total	1149	100.0%

[Best practices of other institutions of a similar nature (e.g., universities, colleges, public sector organizations, etc.)]

When planning and making decisions, how often does your unit consider:

	Count	Column N %
Never	56	5.6%
Rarely	137	13.7%
Sometimes	368	36.9%
Most of the Time	330	33.1%
Always	107	10.7%
Total	998	100.0%

[Formal feedback from individuals you interact with (e.g., clients, stakeholders)] When planning and making decisions, how often does your unit consider:

	Count	Column N %
Never	63	6.3%
Rarely	136	13.5%
Sometimes	348	34.6%
Most of the Time	329	32.7%
Always	131	13.0%
Total	1007	100.0%

How adequate is the training provided to new employees in your unit?

	n	%
Not at all Adequate	117	10.3%
Somewhat Inadequate	234	20.6%
Somewhat Adequate	425	37.4%
Very Adequate	305	26.8%
Completely Adequate	56	4.9%
Total	1137	100.0%

How adequate is the ongoing training available to experienced employees at McGill?

	n	%
Not at all Adequate	117	10.3%
Somewhat Inadequate	215	18.9%
Somewhat Adequate	500	43.9%
Very Adequate	259	22.7%
Completely Adequate	49	4.3%
Total	1140	100.0%

How often do you feel out of the information loop about important matters at McGill?

	n	%
Never	17	1.4%
Rarely	181	15.4%
Sometimes	591	50.1%
Most of the Time	305	25.9%
Always	85	7.2%
Total	1179	100.0%

To what extent are employees at McGill empowered to find better ways of doing things?

	n	%
Not Empowered at All	198	16.9%
Slightly Empowered	399	34.1%
Moderately	448	38.3%
Very Empowered	112	9.6%
Completely	12	1.0%
Total	1169	100.0%

[Employee feedback] When planning and making decisions, how often does your unit consider:

	Count	Column N %
Never	90	8.6%
Rarely	226	21.5%
Sometimes	336	32.0%
Most of the Time	290	27.6%
Always	109	10.4%
Total	1051	100.0%

How often does your unit share information with networks of experts within the organization?

	n	%
Never	32	3.7%
Rarely	126	14.4%
Sometimes	352	40.2%
Most of the Time	276	31.5%
Always	89	10.2%
Total	875	100.0%

How often does your unit share information with networks of experts outside the organization?

	n	%
Never	77	9.4%
Rarely	201	24.6%
Sometimes	339	41.5%
Most of the Time	170	20.8%
Always	29	3.6%
Total	816	100.0%

How effective is your unit at capturing and retaining the critical workplace knowledge of its employees (e.g., via succession plans, manuals, etc.)?

	n	%
Not at all Effective	181	17.6%
Somewhat Ineffective	293	28.4%
Moderately Effective	399	38.7%
Very Effective	140	13.6%
Completely Effective	17	1.7%
Total	1030	100.0%

To what extent do employees in your unit, including managers, acknowledge their own limitations?

	n	%
Not at All	133	11.9%
Slightly	225	20.2%
Moderately	450	40.4%
Very Much	278	25.0%
Completely	28	2.5%
Total	1114	100.0%

At McGill, employees enjoy a positive work climate.

	n	%
Never	22	2.0%
Rarely	130	11.8%
Sometimes	453	41.0%
Most of the Time	412	37.3%
Always	89	8.0%
Total	1106	100.0%

To what extent are employees in your unit encouraged to engage in career planning (e.g., via developmental opportunities, training, etc.?)

	n	%
Not at All Encouraged	213	18.3%
Slightly Encouraged	288	24.7%
Moderately	281	24.1%
Very Much Encouraged	290	24.9%
Completely	92	7.9%
Total	1164	100.0%