


COMMUNICATION UPDATE

TO:	Chair and Members City Council
DATE:	August 25, 2025
SUBJECT:	The Our People Survey (OPS)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Nenzi Cocca, Director, HR Systems & Operations
SIGNATURE:	

The purpose of this Communications Update is to provide Council with an update on The Our People Survey (OPS), an internal employee initiative last conducted in 2021. The upcoming survey features updated questions and gives every City of Hamilton employee the opportunity to provide feedback. It helps provide a better understanding of what employees need to be supported and engaged at work.

Overview:

- Close out of the 2021 Our People Survey (OPS) Cycle (additional information can be found in Appendix A, '2021 OPS Close Out').
- Approach for the 2025 Our People Survey including the survey window and response rate goal.

Financial Considerations:

The capital budget had been previously approved through Report [HUR15014](#) for this third Our People Survey cycle.

Background:

The 2025 Our People Survey will follow a similar approach to the 2017 and 2021 surveys, which includes:

- Similar survey look and feel with mostly consistent questions to ensure validity of benchmarking data.
- Strong focus on ensuring employee confidentiality.
- Same survey respondent group, which includes all active City of Hamilton employees, excluding Council and their administrative staff.
- Phased approach to the survey, with key milestones.

- Oversight by a Steering Committee with Departmental Representatives.
- Involvement of Survey Workplace Ambassadors to reach front-line employees.
- Ability to access the survey through an online platform, reducing the use of paper-based copies and improving accessibility.

Timeline:

The survey will be open to employees from September 16 to October 7, 2025, with an additional window of October 8 to 15 if needed. Human Resources will provide an extended survey window for Transit employees (from September 16 to October 15, 2025) to align with in-person operator board/schedule sign-up periods. The timeline and approach are consistent with the 2021 Our People Survey, designed to increase the opportunity for more in-person engagement, and the best likely completion outcome.

Response Rate Target:

The response rate target for the 2025 Our People Survey is 65%, in line with the two previous cycles. In 2017, the response rate of 65% was achieved. In 2021, (during the COVID-19 pandemic) the response rate was 62%. A 65% response rate is achievable but remains challenging.

Previous Reports Submitted:

- Recommendation Report: All Employee Survey [HUR15014](#)
Committee Report: Audit Finance & Committee Report: November 23, 2015 – [See page 1 and 2](#)
- Information Update: Our People Survey: [HUR15014a](#)
Committee Report: Audit Finance & Committee - November 7, 2016 – [See page 2](#)
- Staff Report: [HUR15014b](#)
[Appendix “A” to Report HUR15014\(b\)](#)
Committee Report: Audit Finance & Admin - August 16, 2017 – [See page 2](#)
- Staff Report: [CM18006](#)
[2.5.1 CM18006 - Appendix A.pdf](#)
[3.5.1 Our People Survey Presentation.pdf](#)
Committee Report: General Issues Committee report - [February 27 2018](#)
- Information Report: Our People Survey Update ([HUR19006](#))
[9.1 Our People Survey Update.pdf](#)
Committee Report: General issues Committee April 3, 2019 – [See page 1](#)
- Staff Report: [HUR20008](#)
Committee Report: General Issues Committee - June 15 2020 – [See page 3](#)

SUBJECT: The Our People Survey (OPS) - Page 3 of 3

- Information Report: Our People Survey Update ([CM22001](#))
2. [CM22001 - Appendix A .pdf](#)
3. [CM22001 - Revised - Our People Survey Presentation.pdf](#)
Committee report: General Issues Committee February 16, 2022 – [See page 1 and 11](#)

APPENDICES AND SCHEDULES ATTACHED

A: 2021 OPS Close Out



2021 OPS Close
Out.docx