This year's response rate represents a high level of cooperation and interest in the initiative among TCS employees. Indeed, numerous comments from respondents indicated that they were grateful for the opportunity to share their opinions. In the words of one: "I thank you for this opportunity to express our opinions anonymously." This response rate is lower, however, than the rate experienced in 2000 (64%), and considerably lower than in the 1998 baseline survey (80%).

Responses were very high for the first employee survey for several reasons including: it was the first opportunity for TCS employees to comment; major changes to service delivery were underway; and envelopes were collected by designated managers for transmission to the consulting firm. The first survey might have had the highest response rate but it was clear from comments that employees had some privacy concerns over the way in which data was collected through managers.

*"Surveys such as this one are the only opportunity for us to share our thoughts, particularly with regard to management, without fear of reprisal. Even at that, the last time a 'confidential' survey was given to our group management sat in a boardroom trying to figure out people's handwriting so they would know who was saying what."*

Finally, some respondent fatigue has settled in. While this is the third TCS Employee Survey in the last five years, there have also been numerous other surveys from the Department and other sources. Some respondents felt that "there are too many surveys to complete" and "they are too long."

The large respondent database of 853 ensures that the results of the survey can be extrapolated to represent the TCS employee population with a high degree of statistical validity – the margin of error is +/- 2.2%, with a 95% confidence level. In other words, the survey results can be considered accurate within 2.2%, 19 times out of 20. This is well within industry acceptable parameters.

Nevertheless, in addition to the large number of responses, we have also weighted the responses to ensure that response rate differences by employee groups do not distort the representativeness of the results. The responses were weighted based on two criteria: employee classification; and whether an employee is based at Headquarters or at a Post. This weighting procedure adjusts the sample proportions to reflect the true proportions of these groups in the overall TCS employee population.