



# EPAC Survey

## Highlights and Findings

Prepared by the Membership Committee Taskforce: Ryan Turnbull, Ellen Faddoul, and Sylvie Plante  
AUGUST 1, 2011

## **Introduction**

In the Spring of 2011, the EPAC communications and membership committee expressed some thoughts and concerns to the board around the future direction of EPAC and how to best support the fulfillment of the organizations mission. Throughout a number of discussions a number of key questions were raised which are as follows:

1. Who are EPAC's members?
2. What services do ethics practitioners really need?
3. How can EPAC best support ethics practitioners?
4. How can EPAC effectively fulfill its mission of attaining a more ethical Canada within organizations?

The EPAC Survey was designed to provide the Board of Directors with a better idea of how to answer these questions and inform the relevance of the activities that the organization takes on in the coming years. Another organizational objective of the survey was to reach potential new members and find out what they might find useful.

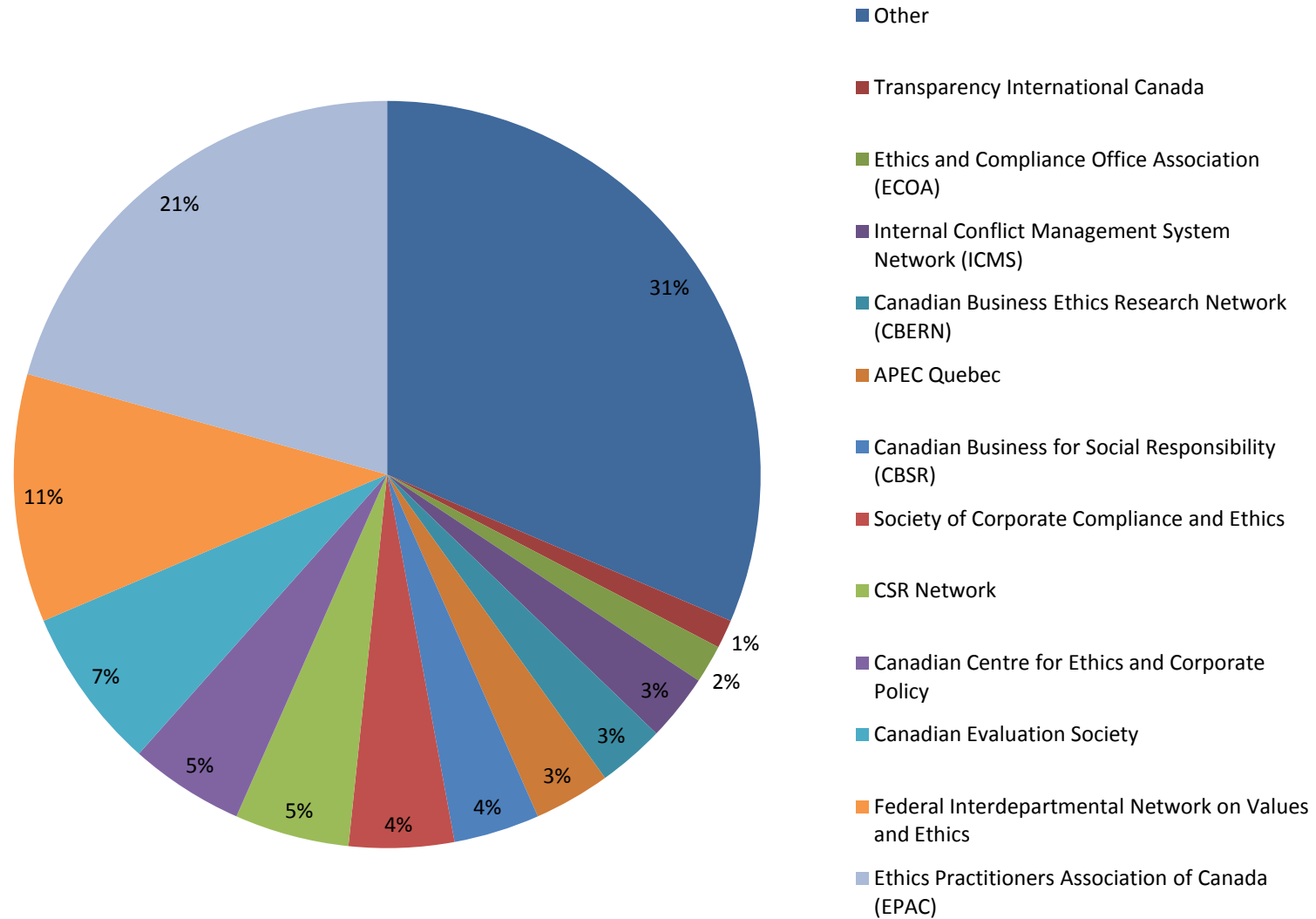
Posted in both French and English on Survey Monkey on June 16<sup>th</sup> 2011 and promoted widely for over one month by the Board of Directors, the survey resulted in 138 individual responses in English and 16 responses in French for a total of 154 responses.

Of the individuals that began responding to the survey approximately 65% of individuals completed the survey. This was likely due to some of the open-ended questions which were included in the survey.

## Summary of Significant Findings

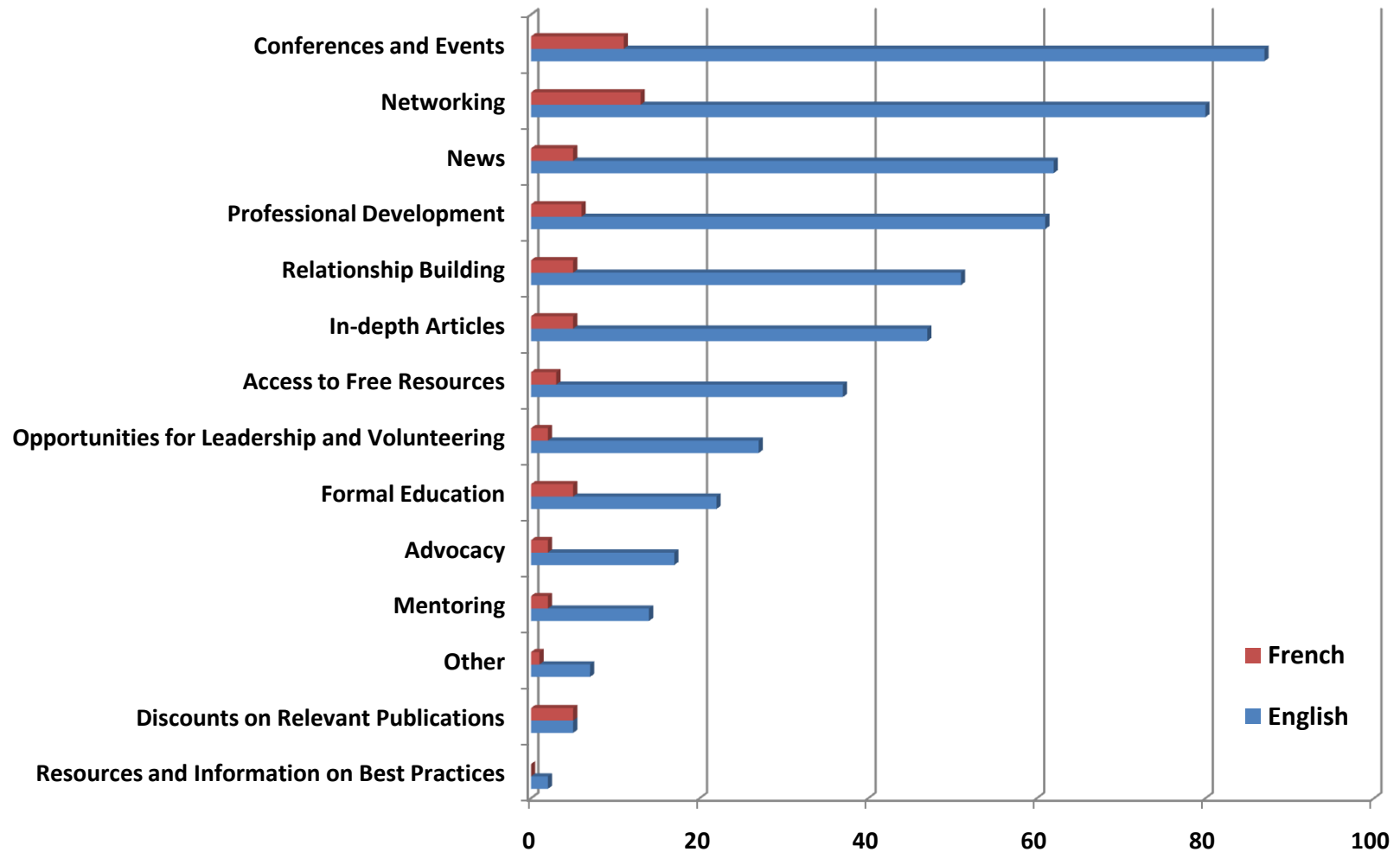
- 1/3 of respondents are currently members of EPAC
- Conferences/events, networking opportunities, professional development opportunities and news were the services that members found most useful coming from a membership organization.
- Respondents identified that the most prominent challenges/barriers to achieving an ethical culture within their organization were:
  - Ineffective leadership and role-modeling of ethical conduct
  - Insufficient commitment from management
  - A culture and decision-making process focused on self-interest and the bottom-line
  - Lack of resources (time and money)
- The majority of respondents (Ethics and CSR Practitioners) see their role as educational or advisory
- Most respondents reported needing assistance in four main areas:
  - Learning/training and networking opportunities
  - Influencing leadership and management support
  - Acquiring skills and knowledge
  - Clearly defining roles, expectations and fostering accountability
- Respondents
  - Most are between the ages of 40-69 yrs old, while the bulk of respondents were 50-59 yrs old
  - 40% are from Ottawa and 24% from Toronto
  - 65% are from Ontario and 9% from BC
  - Most respondents said they are employed as consultants, with many also being employed as ethics officers and educators
  - 36% worked with the government sector, 23% with the corporate sector and 20% with the academic sector
  - 37% of respondents said the scope of their work was national and 29% said theirs was international
- EPAC Membership
  - 57% of survey respondents have never been a member of EPAC
  - Of the 43% who have been EPAC members 36% had been members for 1-2 yrs and 24% for 3-5 yrs.

**Question 1: What professional membership organizations or networks are you involved with?**



**Note:** Respondents that answered “other” to this question specified the organization of which they are a member. This question resulted in a list of over 60 other organizations not included in the table above which may offer opportunities for collaboration or promotion in the future.

**Question 2:** What services provided by these professional membership organizations do you find most useful?



**Question 3:** In your view, what are the greatest challenges faced currently by Canadian organizations in the achievement of an ethical culture or a high level of social responsibility? (Please identify the top three)

## Highlights<sup>1</sup>

### 1. Leadership and Management

- a. Lack of commitment and support from management
- b. Lack of effective, value-based leadership (walking the talk)

### 2. Cultural Issues

- a. Bottom-line and short-term focus for decision making
- b. Not enough focus on how to change organizational cultural

### 3. Lack of Resources

- a. Time, Money, Skills and Knowledge

### 4. Governance, Monitoring and Oversight

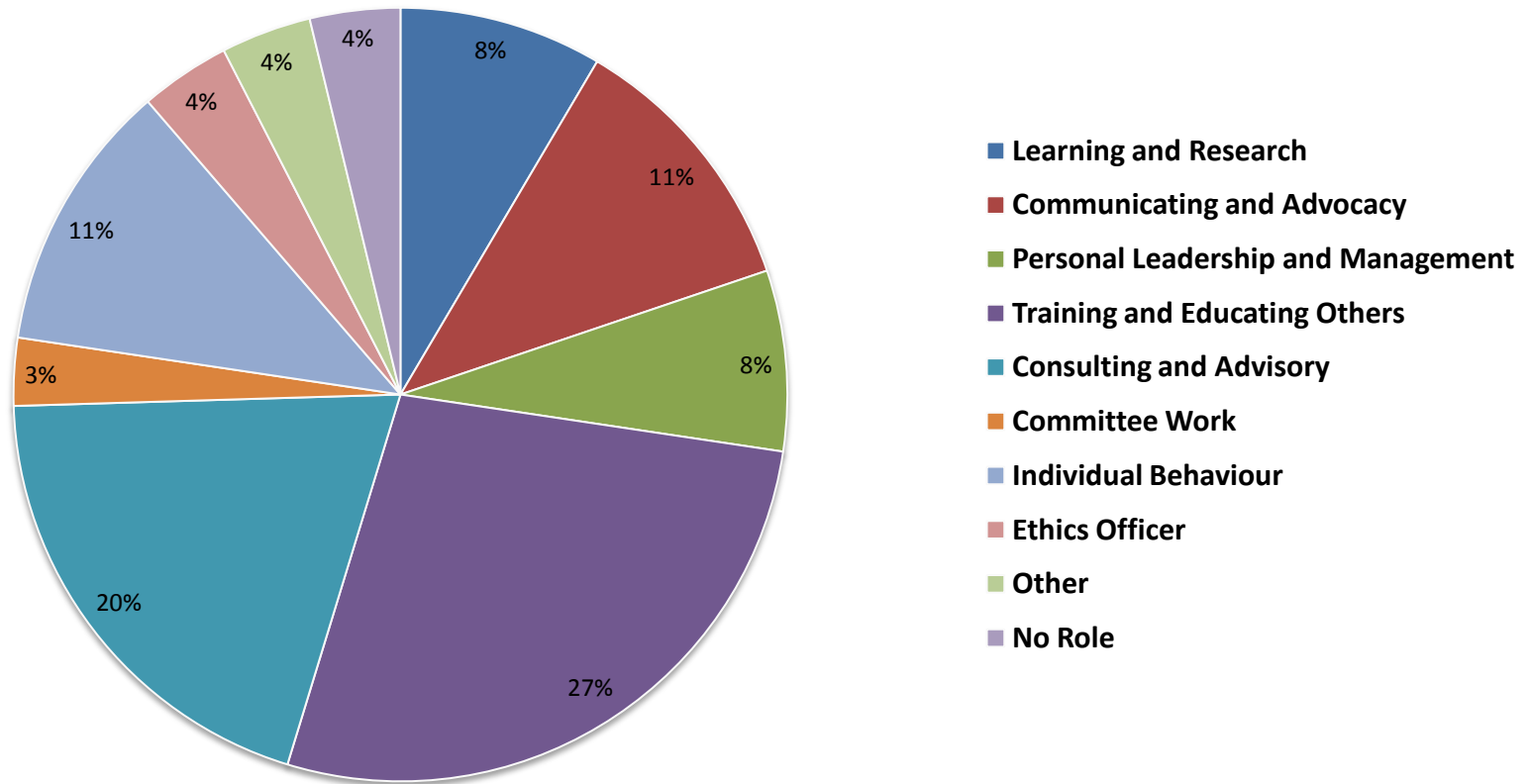
- a. Clear standards, roles and expectations

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<sup>1</sup> A total of 273 responses were placed into 10 broad categories and similar answers were thematized into common areas and then ranked based on the frequency of response. From these a high level summary was prepared. The list of categories used for analysis are as follows: lack of resources, cultural issues, leadership and management, lack of tools, contextual problems and challenges, political aspects, status of ethics, individual behaviour, governance, monitoring and oversight, other.

**Question 4:** What is your role in addressing the challenges you identified in the previous question?

### Role



**Question 5:** What would be most useful to you in assisting you in creating an ethical culture or a high level of social responsibility in your organization or the organizations that you work with? (Please identify the top three)

## Highlights

### 1. Learning/Training and Networking opportunities

This was raised most frequently in response to this question by a large margin. Respondents were interested in interactive exchanges with others through dialogues and practice sharing, as well as, professional training and applied research

### 2. Lack of resources

In response to this question, people asked mostly for more information and human resources, and rarely for more funding – in contrast to the response in Q3 about main challenges, where the main resource found lacking was money.

### 3. Influencing leadership and management support

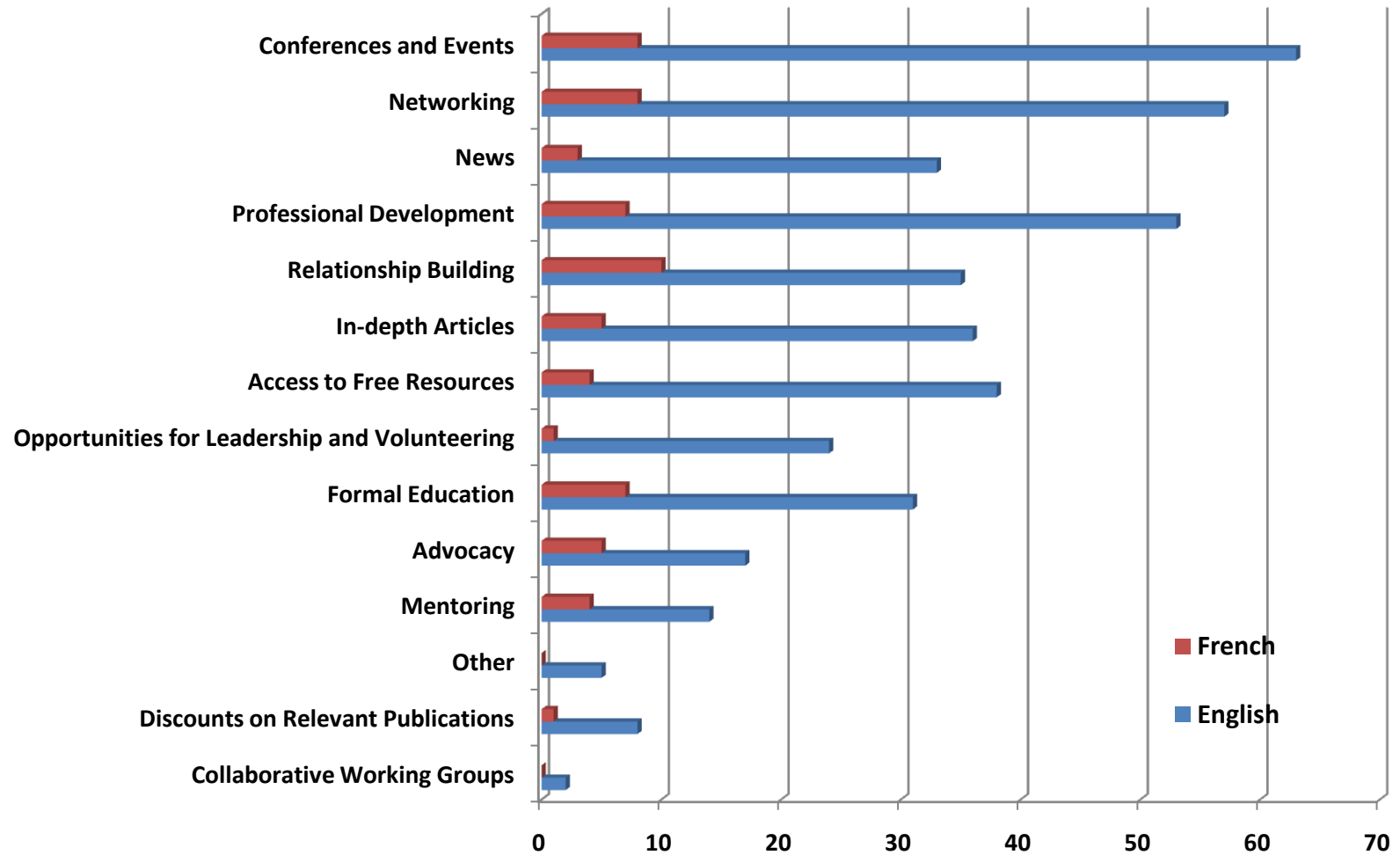
People are asking for leaders who demonstrate ethical behaviours, and also for management support and sponsorship (“tone from the top”) inside organizations

### 4. Clearly defining roles, expectations and standards of accountability

This includes a call for embedding ethics in the evaluation of organizational and individual performance to create more transparency, identifying benchmarks and taking action in case of ethical breaches

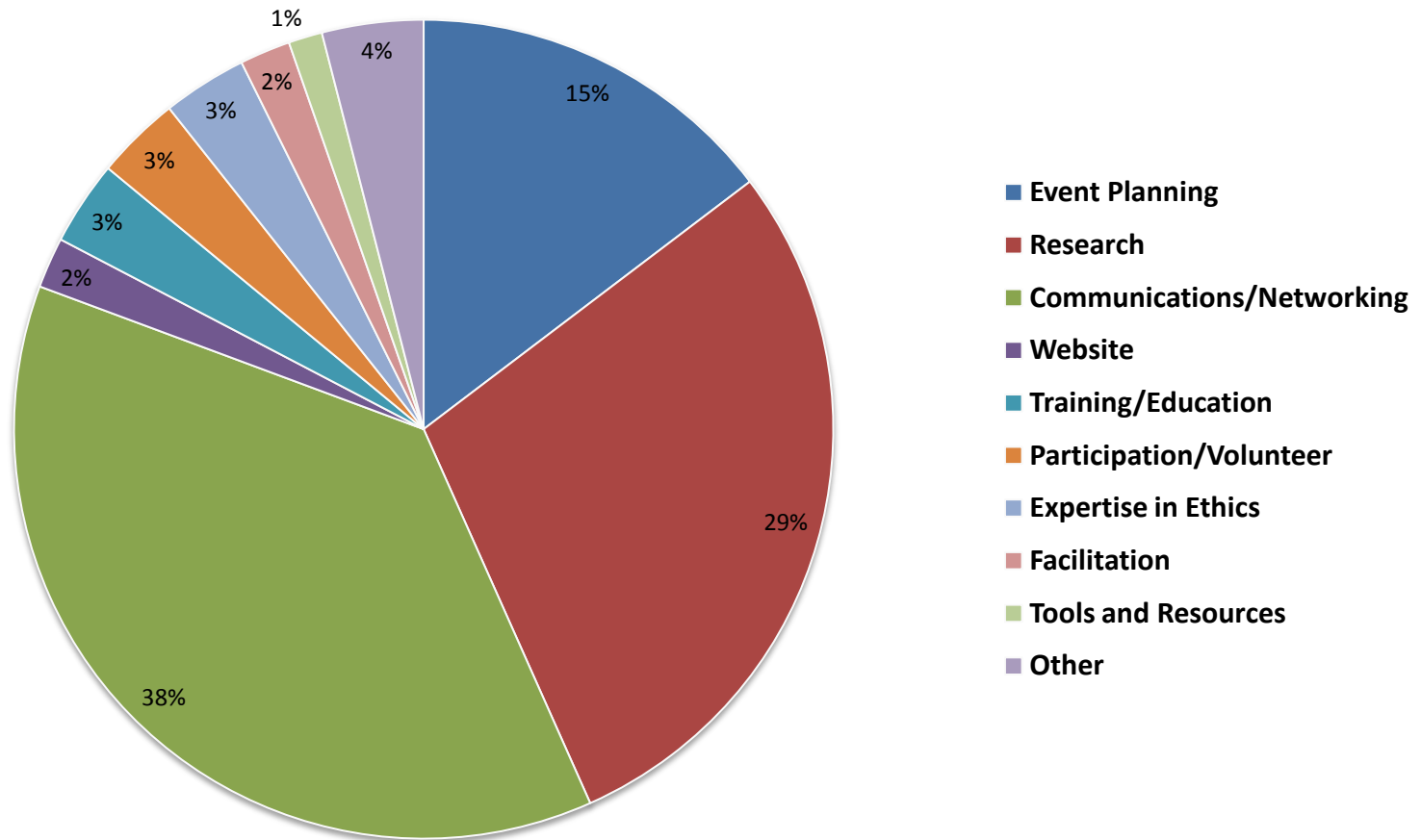


**Question 6:** What services could a membership organization offer you in your role as an Ethics or CSR practitioner? (Please identify the top three)

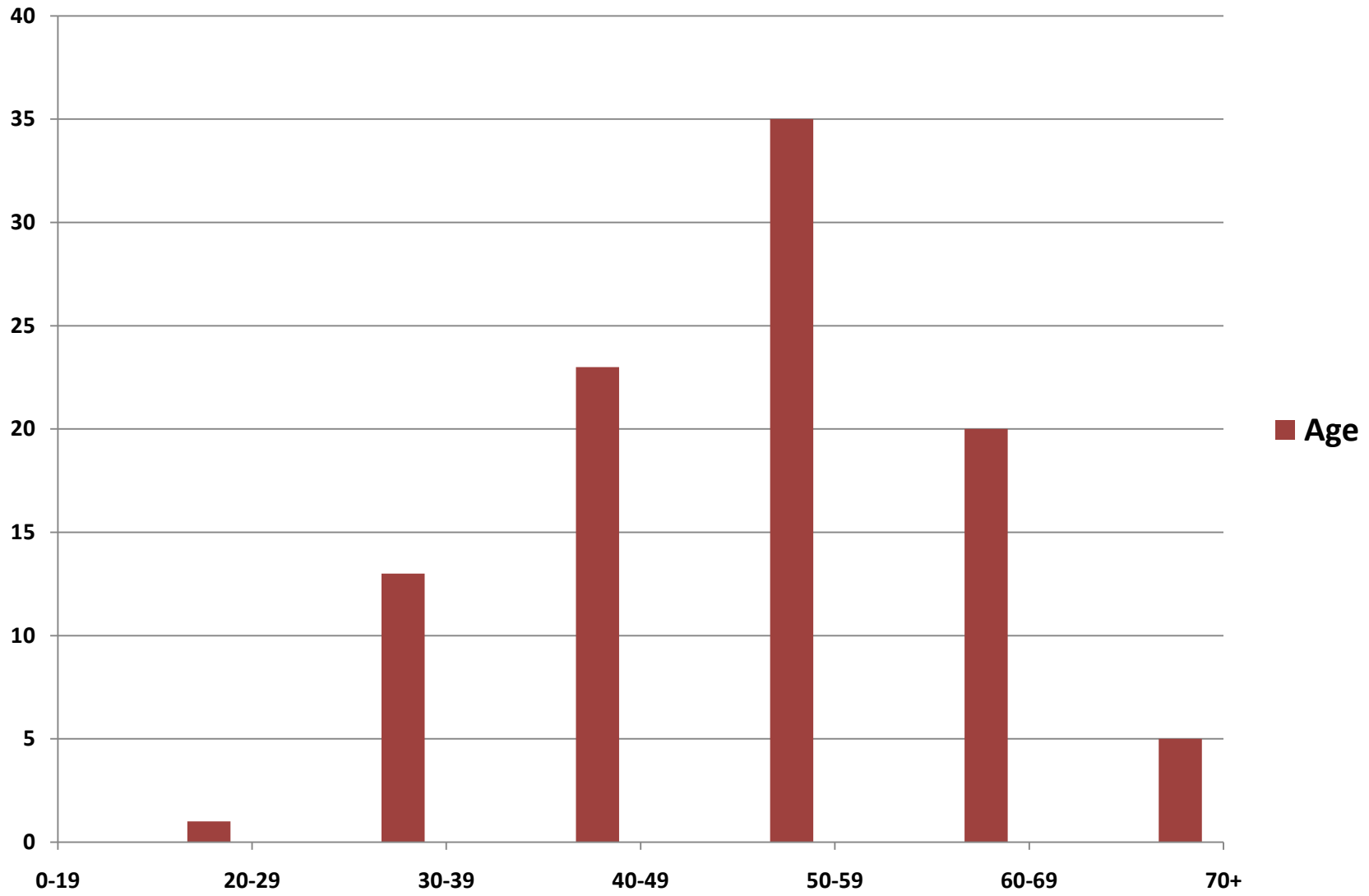


**Question 7:** What capacity, knowledge or resources would you be willing to bring to a membership organization for Ethics and CSR practitioners?

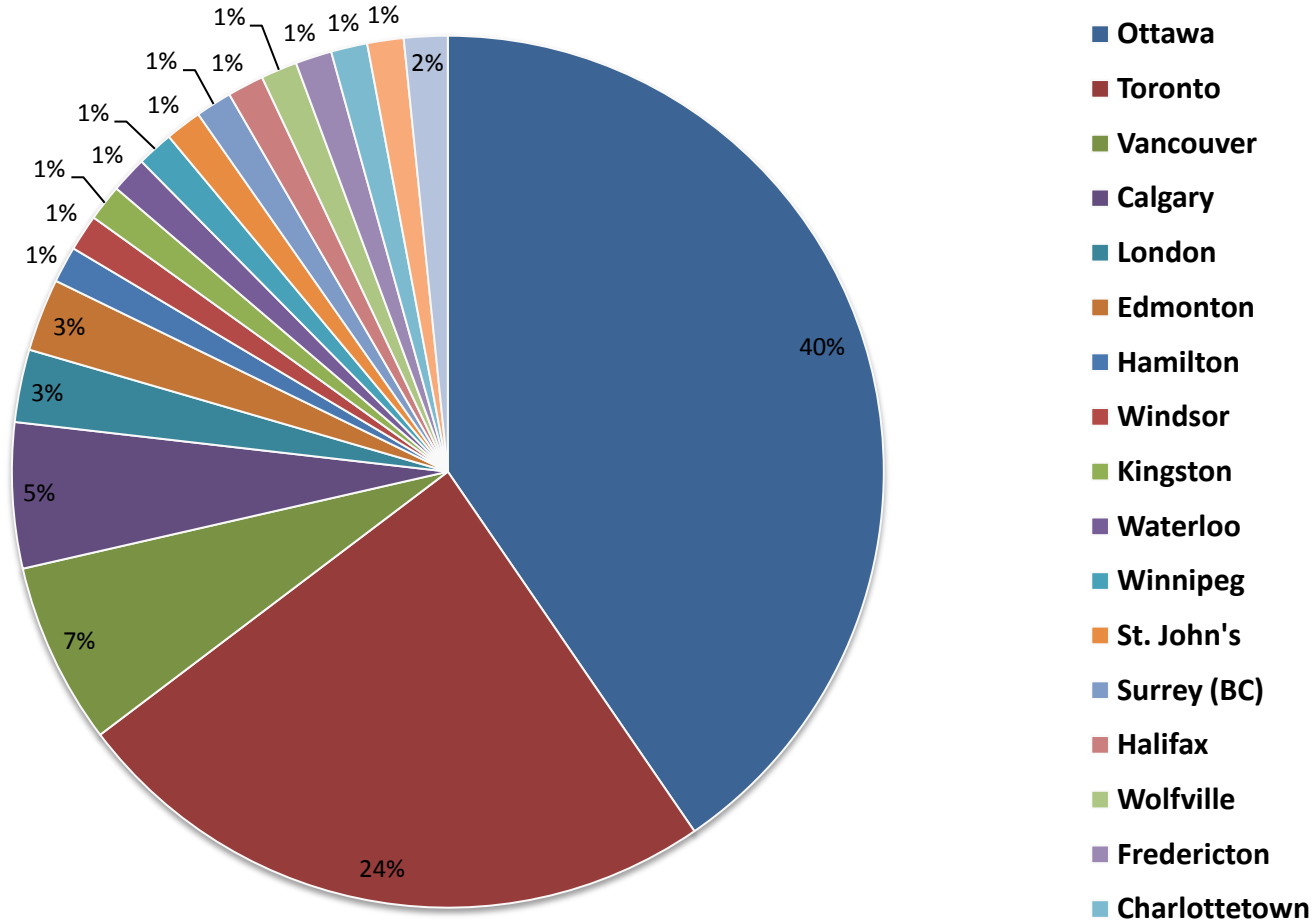
### Capacity



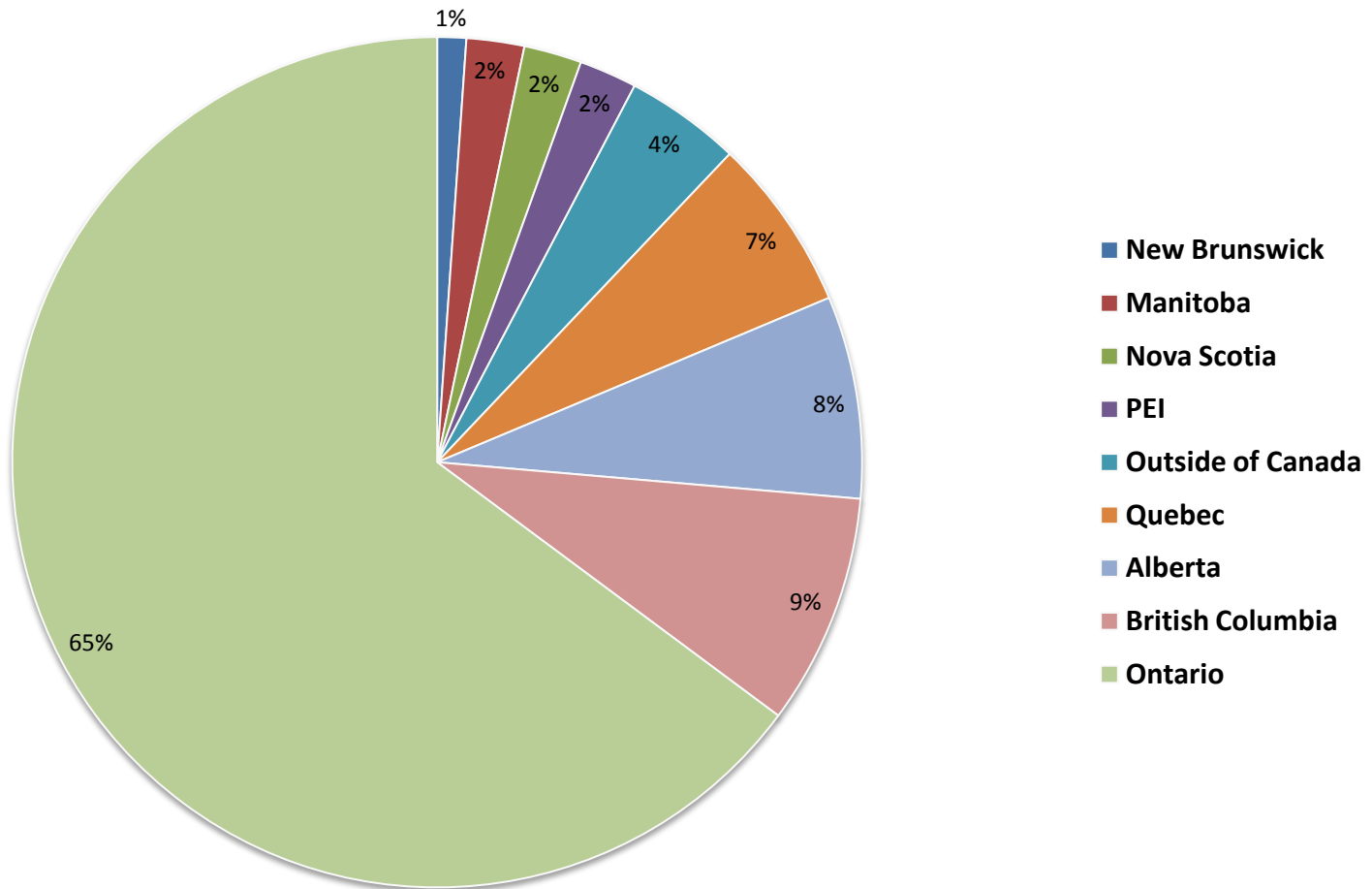
# Demographic Information



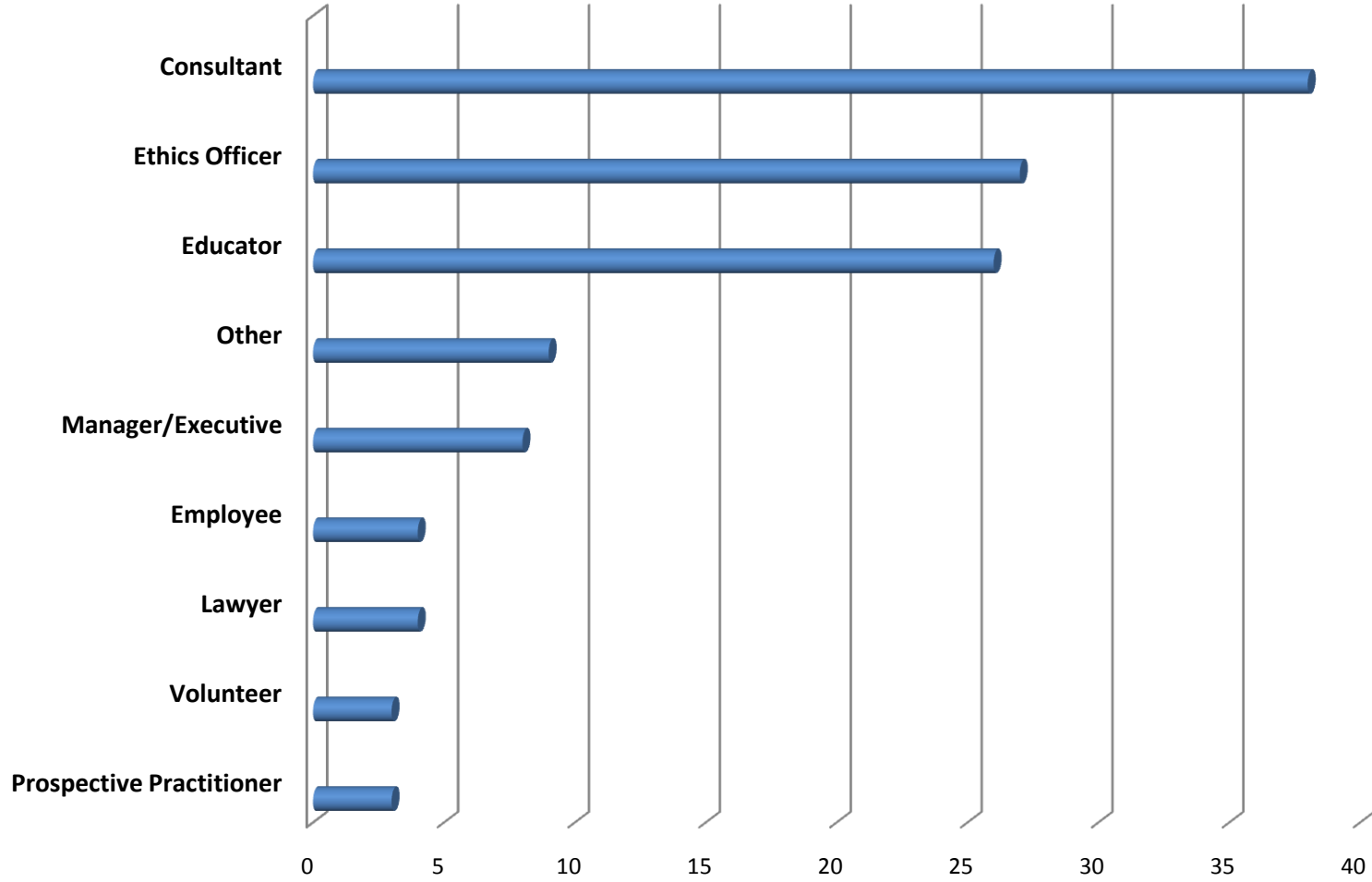
# City



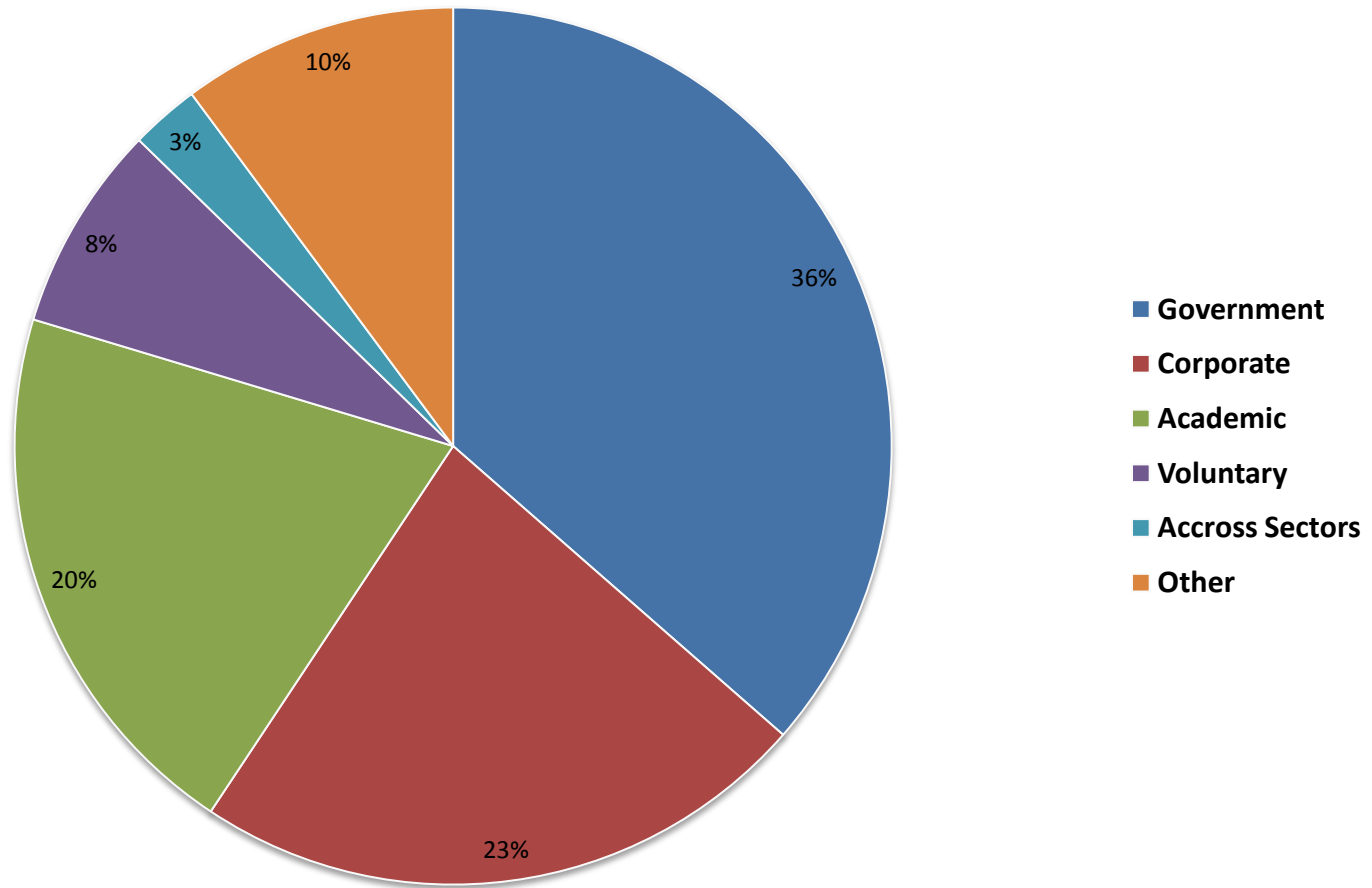
# Province



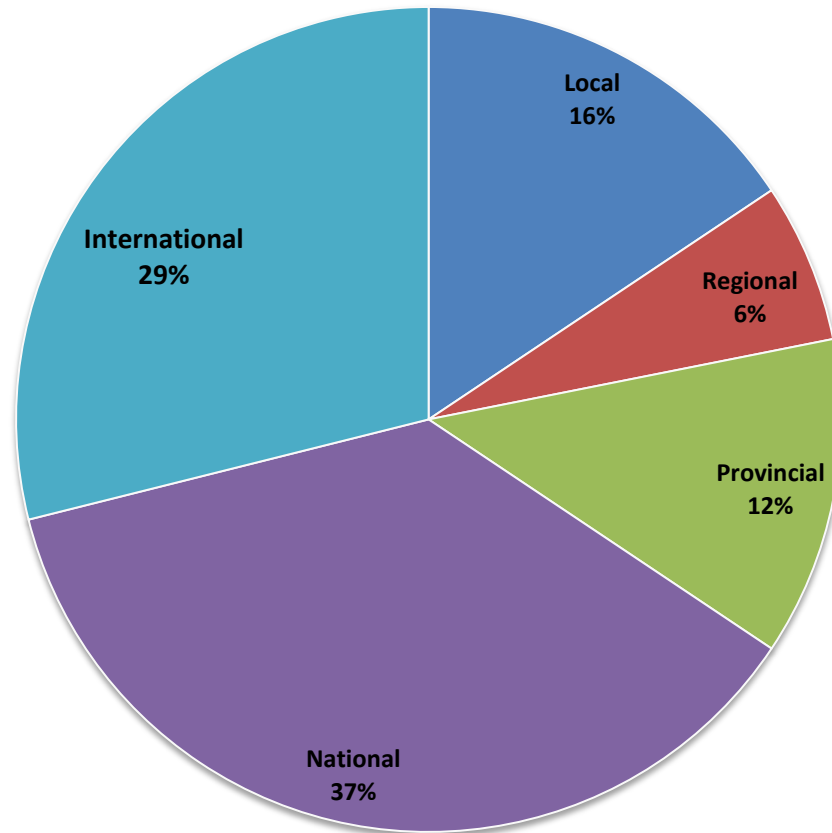
# Occupation



## Sector

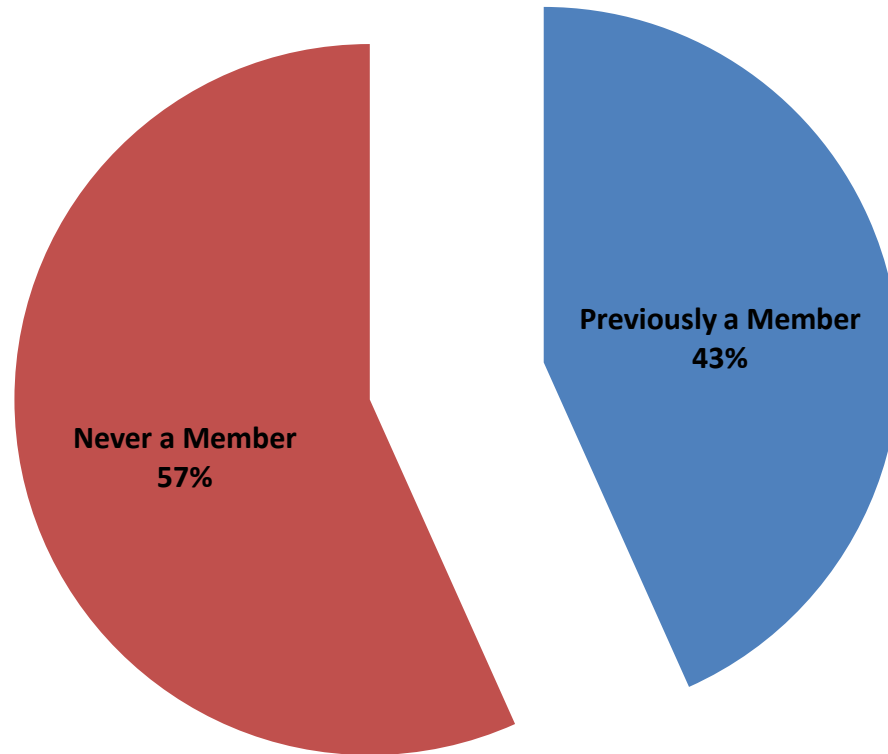


## Scope



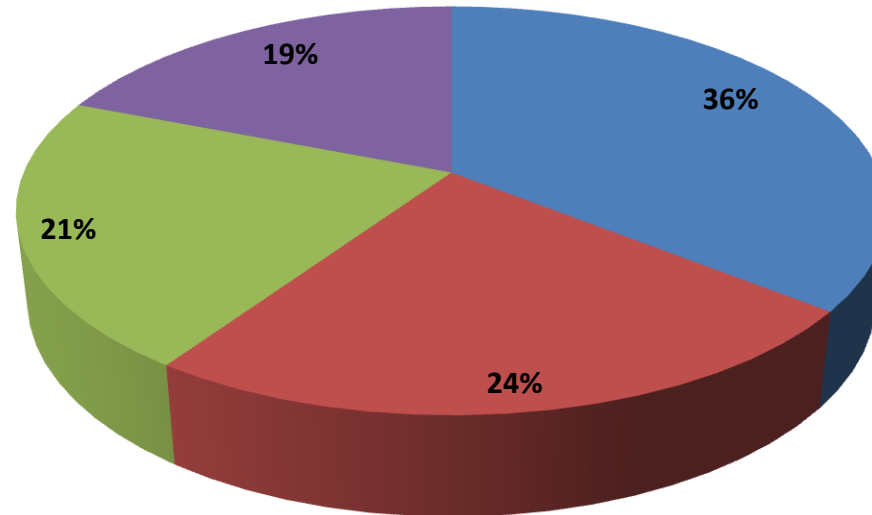


## The History of EPAC Membership



## Years of Membership

■ 1-2yrs ■ 3-5yrs ■ 6-9yrs ■ 10+



**Emails collected as a result of the survey: 57**

*Respondents gave us permission to use these for notifying them of future events/activities that EPAC plans*