

June 2020

**Framework Analytics: 2019 OAA Member
Survey Overview**

Prepared under contract to the Ontario
Association of Architects

Contents

Introduction	2
Findings from the 2019 Ontario Association of Architects Member Survey	2
Methodology	3
Reliability	3
General Methodology	3
Benefits of this Approach	3
Reliability and Response Rates	5
General Statistical Definitions	6
Findings	7

Introduction

Findings from the 2019 Ontario Association of Architects Member Survey

It is the purpose of this memorandum to describe the methodology, the reliability, the findings, and suggested next steps of the 2019 Ontario Association of Architects (OAA) Member Survey. The memorandum has been broken into the following sections:

- Introduction
- Methodology
- Response Rates
- Findings

The OAA retained the services of Framework Partners Inc., a strategic planning and market research firm, to gather and interpret member perceptions, and to compare these findings with those from their 2011 survey, where possible. The major areas of this engagement include:

- *Continuing Education and Conferences.*
- *Communication Efforts and Mediums.*
- *Practice Advisory Services.*
- *Government Relations and Policy; and*
- *Intern Architects.*

In addition to these objectives, a series of demographic questions were added which allowed the topics above to be segmented. Further, Framework added, based on strong experience with similar survey and research projects, the following analytics:

- *Satisfaction.* Understanding the satisfaction drivers and sub-drivers of members of the Ontario Association of Architects.
- *Awareness & perception.* Determining the members' perceptions of the Ontario Association of Architects overall and their awareness of specific programs, where applicable; and
- *Needs & expectations.* Determining the existing needs and expectations of their members.

The survey was conducted in the winter of 2019 with the results presented to the management of the Ontario Association of Architects in the early spring of 2020.

Methodology

Reliability

For this research Framework used an online methodology, which gave the project both accuracy and breadth. The online survey was open to all those who wanted to respond and was advertised. It is important to note that a convenience sampling methodology, such as the one used for this survey, cannot produce a margin of error or confidence interval. A survey of this nature, where the respondents chose whether they would respond as opposed to the respondent being chosen to respond, is actually a census, where all members of the population are allowed to choose whether or not they will participate in the survey. In a sample survey, the researcher chooses who will respond, therefore producing much more accurate results. With a census survey there is no way to calculate a margin of error; however, a high response rate is always better than a lower response rate. A wide-ranging survey has the benefit of allowing all who want to respond the opportunity to contribute and to be heard.

Framework prides itself on producing exceptional response rates for our clients and has frequently far surpassed response rate goals. Framework has a proven effective and respectful response rate generation system.

General Methodology

- *Stage One – Questionnaire Development*
- *Stage Two – Electronic / Online Survey*
- *Stage Three – Data Cleaning & Analysis*
- *Stage Four – Recommendations, Report & Presentation*

Benefits of this Approach

Expected outcomes and benefits of this process can include the following:

- **Reliability & Accuracy.** The member-engagement approach produced both reliable & accurate information, and information with depth and breadth.
- **Better Understanding of Perceptions.** The process identified respondents' perceptions of OAA's strengths, and areas needing improvement.
- **Focus on Key Issues.** The study identified key issues upon which the Ontario Association of Architects can focus to enhance its relationship with the membership. Since no organization has the advantage of unlimited resources, it is important to deploy those resources toward improvement efforts in those areas that will yield the best return.
- **Enhanced Engagement.** Conducting a survey is, by its nature, a two-way communication exercise, and it will impact perceptions of the value and effectiveness of communication with the organization. A professionally designed and executed survey tends to enhance those perceptions, in part, by helping the respondent to feel that his/her opinion matters, and that they have valuable input.
- **Strategy.** By understanding what issues drive sector loyalty and positive attitudes, one can increase the effectiveness of strategies designed to achieve those goals.

Framework Analytics: OAA Member Survey Overview

- **Expertise.** Senior partners at Framework work to analyze and interpret data and provide recommendations, unlike other firms who typically have junior analysts do the work.
- **Experience.** Framework has over 25 years of experience in survey administration and analysis. Our wealth of experience enables us to effectively assess project requirements, and meet client needs, deadlines and budgets.
- **Increased Sense of Partnership.** This is a cost-effective process for providing respondents the opportunity to express their opinion, thus increasing a feeling of partnership between them and the Ontario Association of Architects.

Reliability and Response Rates

As has been described in the previous section, the survey was conducted online where all who chose to participate could respond; this survey received 1,461 responses. Further, the profile of the sample responses mirrors the profile of the membership database, which allows us to conclude that the sample is a good sample, and that it can be relied upon. These 1,461 responses represent a response rate of 25%, which is judged to be very high by industry standards.

If this survey were a sample survey, a total of 354 responses would be required to achieve a margin of error of $\pm 5\%$, 19 times of 20. As the resulting respondent database far exceeds 354, the resulting reliability is consistent with a margin of error is $\pm 2.8\%$, 19 times of 20. Again, it must be emphasized that this was not a sample survey.

Readers are encouraged to examine the full results of survey.

General Statistical Definitions

In support of the conclusions described below, the following statistical definitions and explanations are detailed here to help the reader better understand the information presented.

Mean. The mean is a measure of central tendency. It is the arithmetic average of the set of values, or observations received from a question.

Median. The median is also a measure of central tendency. It is the observation or number that is at the 50th percentile in an ordered data set. Stated differently, it is the point at which half of the observations are above it and half of the observations are below it.

Score. The score is the mean or average of the responses received expressed as a percentage for easier interpretation. The Score is an important measure of all responses received; it demonstrates the overall response average and includes all respondents. Stated differently, the score is a batting average, or percentage that helps us to better understand the average response. It is important to examine the score as interpreting the average or mean response, when a seven-point Likert scale is used, can be difficult.

Top Two. The percentage of respondents to a question who responded with either a 1 ("Very Important", "Very Satisfied" or "Strongly Agree") or a 2 ("Important", "Satisfied" or "Agree") on a scale of 1 to 7. The Top Two is an indication of strength of opinion; it represents the proportion of respondents who have answered that they have a firm opinion about the stated question.

Frequency % (Freq. %). The percentage of respondents who choose a specific option in a question that allows only one choice. These percentages always sum to 100% for a question. They exclude responses to a question that are not informative (for example "I don't know" and "No Response" counts.)

Incidence % (Incid. %). The percentage of respondents who choose a specific option in a question that allows more than one choice. These percentages almost always sum to more than 100% for a question. They exclude responses to a question that are not informative (again for example "I don't know" and "No Response" counts.)

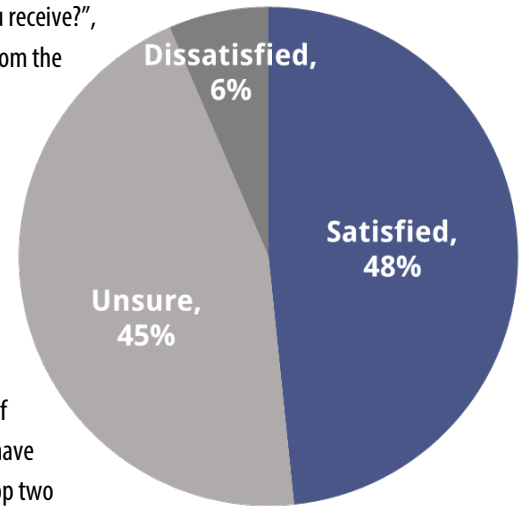
Overall General Satisfaction (GenSat.). The overall percentage of respondents who indicated that they 'Very Satisfied' or 'Satisfied' when it comes to the overall services they receive.

Findings

The summary learnings are from the membership survey of 1,461 respondents, which was conducted in the fall of 2019. They are as follows:

- **General satisfaction.** When asked the question: "When thinking about the OAA in general, would you say that the OAA responds to members' needs?", respondents to the survey answered with a positive response. 69% of the respondents indicated that the OAA is responsive to members' needs.

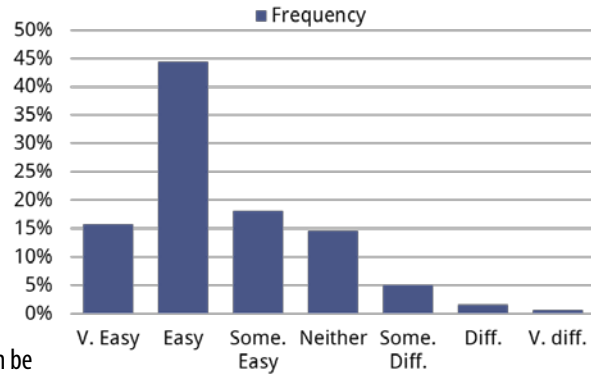
In what is perhaps the most important finding in the study, when asked the question: "When thinking about OAA in general, would you say that you are satisfied or dissatisfied with the member services that you receive?", respondents to the survey gave the OAA a top two rating of **48%**, a strong increase from the **39%** Top Two rating from 2011. The median response as well as the most chosen response was "Satisfied". In doing the analysis of these results Framework grouped together the top two on each scaled question and the bottom two on each scaled question to develop an accurate sense of whether the respondents were satisfied or dissatisfied generally. These performance measures, while leaving room for improvement, indicate mixed opinions about the Ontario Association of Architects.



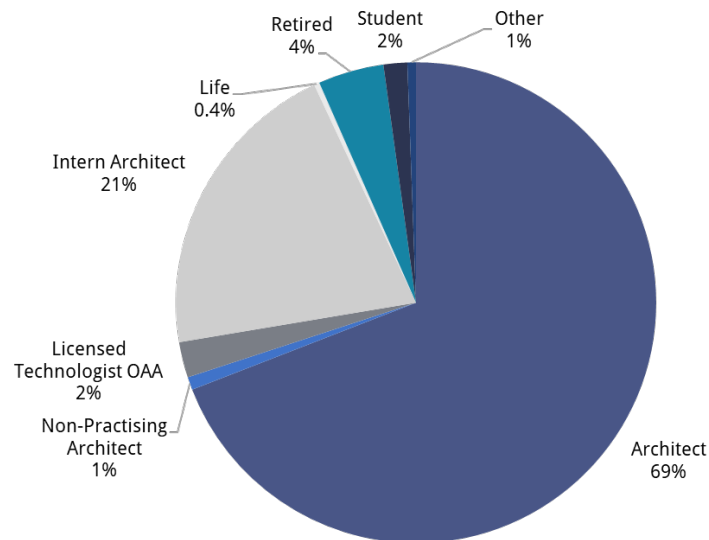
It must be stated that in the researcher's opinion, based upon conducting hundreds of similar member-based surveys, that these scores and results are low, although they have increased since 2011. A **9%** increase (Absolute. The relative increase is **23%**) in the top two ranking from 2011 shows a trend of growth and improvement for the OAA, demonstrating that they are currently satisfying members at a higher rate than they were in the past. In general, most member-based organizations have a general satisfaction rating between **65%** and **75%**, with high performing member-based organizations in the **75%** to **85%** range.

Framework Analytics: OAA Member Survey Overview

- Ease of interaction.** Respondents to the survey were asked: “How would you rate the ease of interacting with OAA? Would you say that the OAA is ...” on a scale of 1 to 7, where 1 was “Very Easy” to work with, and 7 was “Very Difficult” to work with. The purpose of this question was to determine how easily members’ issues are resolved. As the histogram to the right indicates, **60%** of respondents stated that the OAA is either “Easy” or “Very Easy” to work with, an increase of **16%** from **44%** in 2011. This question produced extremely high correlation with overall general satisfaction, and therefore it can be concluded that ease of interaction is a fundamentally and critically important component of the services that are offered to members of the OAA. Ease of interaction correlates strongly with overall satisfaction and with member engagement and is therefore critically important.

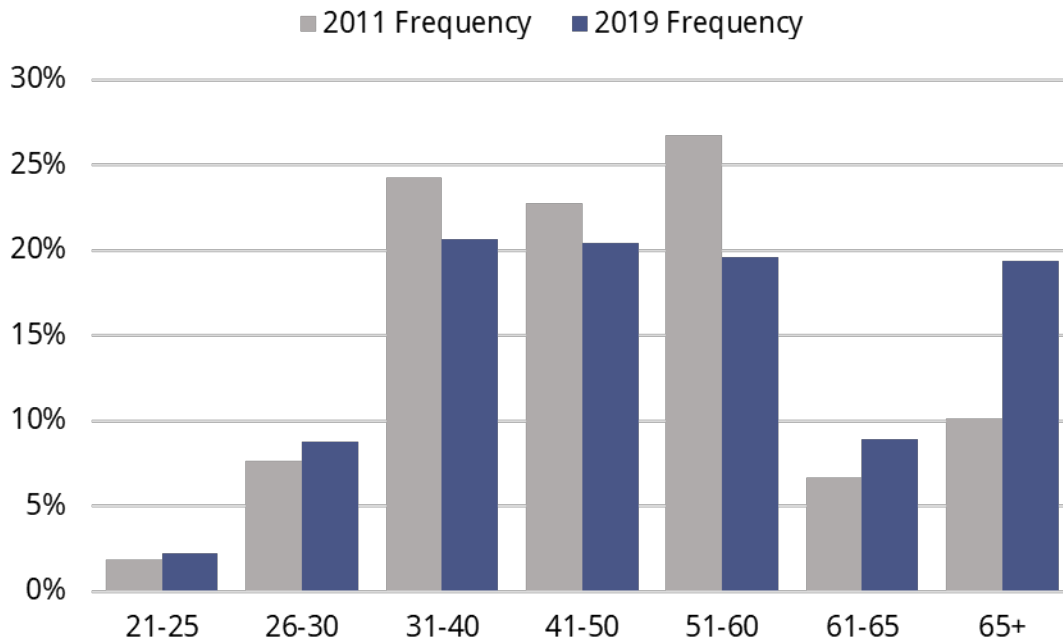


- Membership type.** Most respondents to the survey were practicing as architects. Satisfaction is highest amongst those respondents who indicate that they are Licensed Technologists or Retired Members, Satisfaction is lowest amongst those respondents who indicate that they are Non-Practicing Architects or Life Members. Satisfaction has increased for Architects by **12%**.



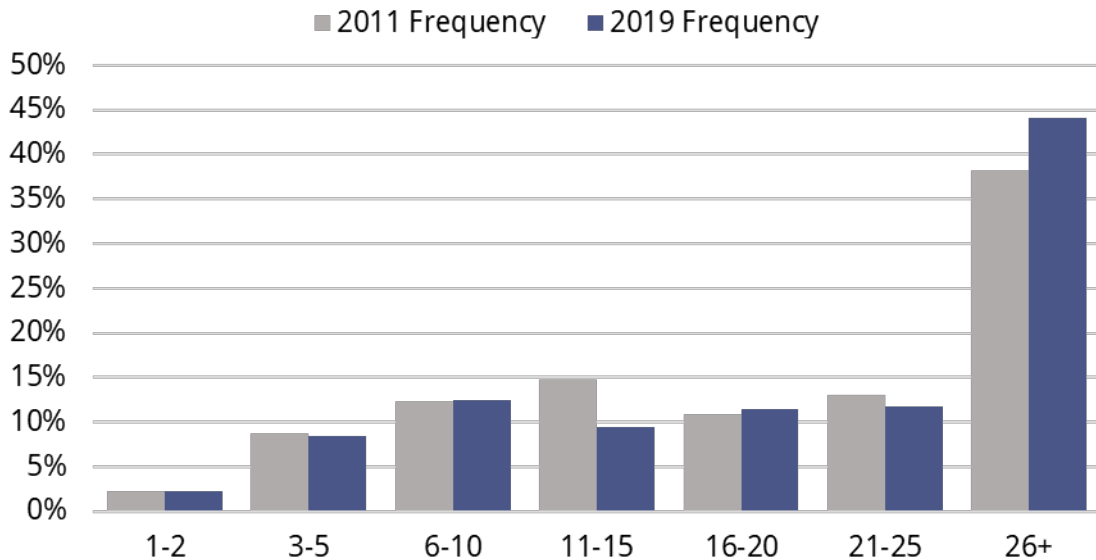
Framework Analytics: OAA Member Survey Overview

- **Gender.** Of the respondents to the survey, **33%** identified as female, an increase of **6%** from **27%** in 2011. **0.1%** of respondents identified as other or non-binary and the remainder identified as male. The responses to this question year-over-year show an increase in the gender diversity of the membership of OAA. Satisfaction with the OAA is significantly higher among those respondents who identify as male (**13%** higher).
- **Age.** The age profile of the respondents to the survey is representative of the OAA membership. The 2019 survey received a relatively higher share of responses from the 65+ age group and a relatively lower share of responses from the 31-60 age group than the 2011 survey, indicating that the OAA's membership is aging. In general, satisfaction with the OAA increases with age.

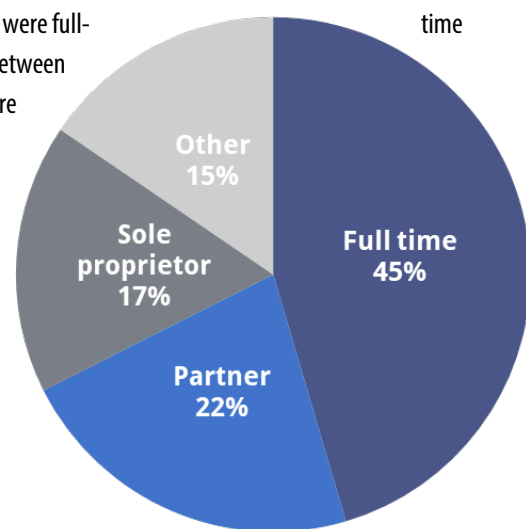


Framework Analytics: OAA Member Survey Overview

- Years in the profession.** Most respondents to the survey (**56%**) have worked in the profession for more than 20 years and therefore have a strong knowledge on which to base their opinions. The distribution of the years in the profession of the responses to this survey has not significantly varied from 2011. Satisfaction is highest with those who have been in the profession the longest, and is also higher with those who have just entered the profession (those who have been in the professional from 3 to 10 years have the lowest satisfaction ratings)

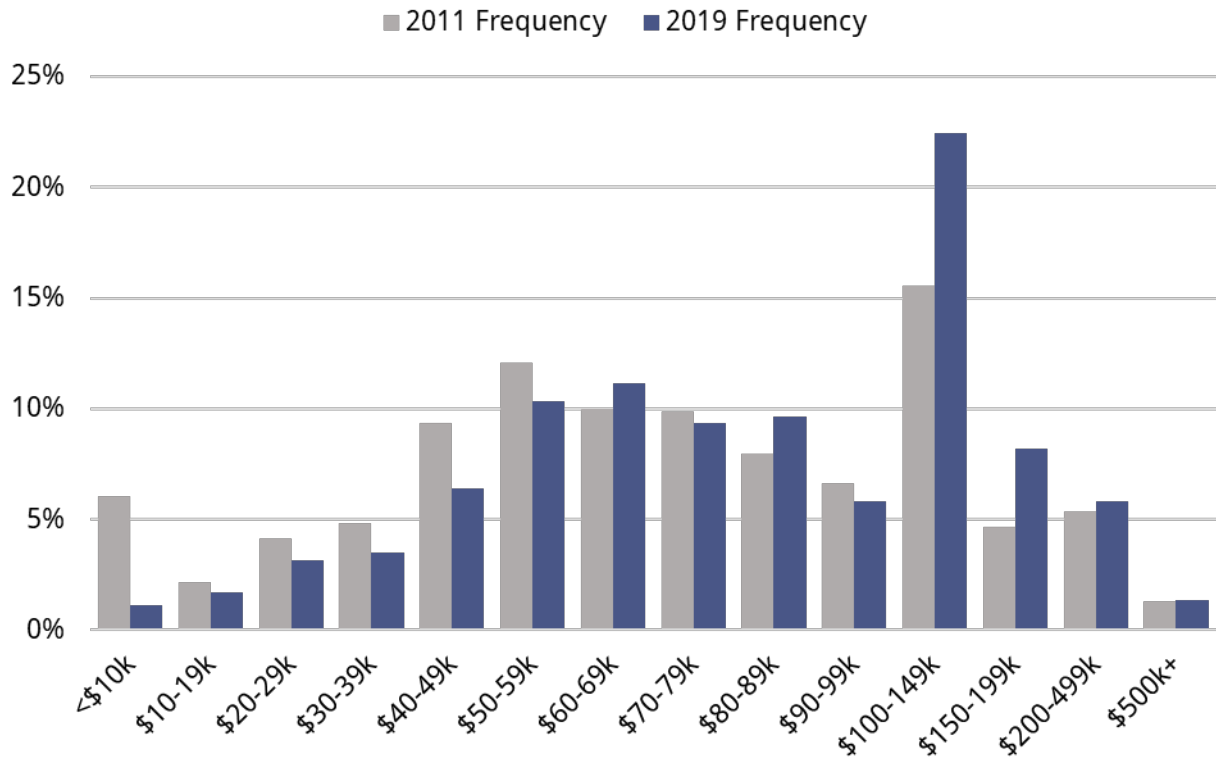


- Employment form.** The largest group of respondents to the survey were full-employees of architectural firms. There is also a roughly equal split between those who indicated that they are sole practitioners and those who are partners in architectural firms. The "Other" category comprised several different responses including retired, out of work, working in another field, part-time, and so on. **86%** of the respondents work at architectural firms, regardless of whether they are sole practitioners, an increase from **82%** in 2011.



Framework Analytics: OAA Member Survey Overview

- Income.** The respondents were asked to indicate how much income they made from all sources in 2018. The median response was between \$80,000 and \$89,999, up from the median income of \$70-79k in 2011. **38%** of the respondents are making more than \$100,000 a year, an increase of **11%** from **27%** in 2011. Only **16%** reported making less than \$50,000 in 2018, a decrease of **11%** from **27%** in 2011. Satisfaction with the OAA decreases with income up until \$40,000 per year, and then steadily increases with income.



- Jurisdiction.** **82%** of the respondents are licensed in a single jurisdiction, a decrease of **4%** from 2011. The respondents who indicated they are licensed in more than one jurisdiction also indicated that they are most likely to be licensed in the following jurisdictions, listed in order of frequency:
 - British Columbia
 - Alberta
 - Saskatchewan
 - Manitoba
 - Québec

Framework Analytics: OAA Member Survey Overview

- **Image.** It is the opinion of the respondents to the survey that their friends have a positive image of the profession. Their clients, the media and the public have a somewhat less positive image of the profession, while government has the least positive image of the profession. While these results are not what one would normally hope for, they are more positive across the board than the results received to a similar question asked in the 2011 survey, which was, in turn, higher than the results in 2002. This trend shows a gradual increase in the perception of various stakeholders of the architectural profession.

Most respondents are unsure whether the OAA's performance has enhanced the profession's image (55%).

- **OAA Brand.** Respondents were asked to use one word to describe the Ontario Association of Architects. This is called unaided recall, wherein the respondents can reply with any answer they see fit. The responses to this question on any survey tend to produce norms or frequently used words. This in turn helps one understand the image or top of mind reaction the respondent has when thinking about the Ontario Association of Architects. In this instance the words most frequently used were positive and included the following:

- Professional
- Regulator
- Bureaucracy
- Necessary
- Supportive
- Resource
- Governing
- Competent
- Helpful
- Reliable
- Advocate
- Association
- Organization
- Administrative

The words chosen to describe the OAA in 2019 were more positive than the words chosen in 2011. Words like "Supportive", "Resource", and "Governing" were mentioned more in 2019 than in 2011 while words like "Bureaucracy", "Organization", and "Ineffective" were mentioned less in 2019 than in 2011. Satisfied respondents are far more likely to use words such as "Professional" or "Regulator", while those respondents who are not satisfied are far more likely to use the word "Bureaucracy"

Framework Analytics: OAA Member Survey Overview

- **Strengths.** The most frequent of the areas of strengths reported by respondents were the OAA's focus on Regulating the Profession and Member Services. The top areas mentioned, in order of occurrence are:

1. Regulates the profession
2. Member services
3. Advocacy / Awareness of the profession
4. Professional development
5. practice advice
6. Communications
7. Information / info
8. RFP awareness / alerts
9. Insurance
10. Administration

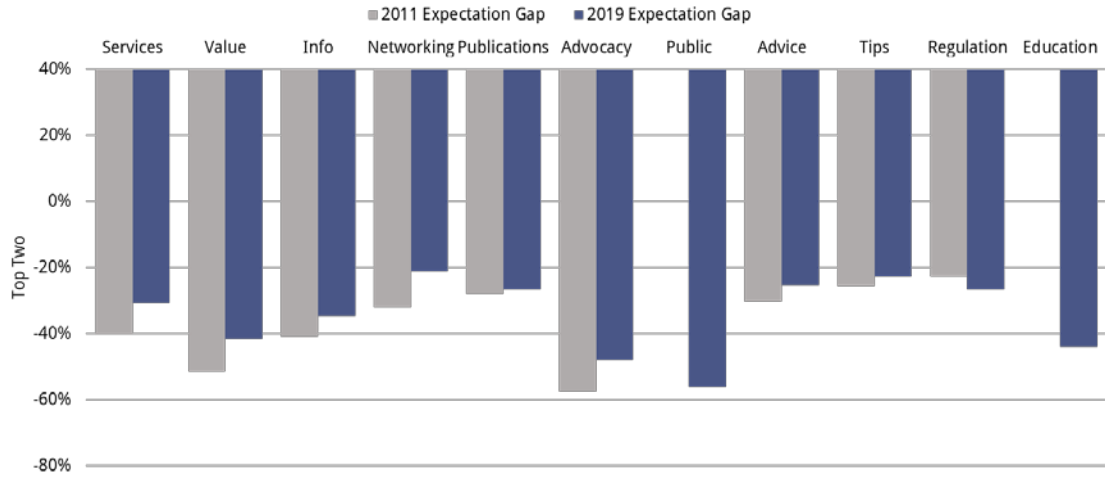
- **Expectation Gaps.** When respondents were asked to rate the OAA's performance with respect to satisfaction in each of eleven areas, distinct trends emerged that were consistent with the areas of strength and areas of improvement above. The OAA performs best in the areas of Practice Tips, Practice Advisory Services, Regulation, and the overall quality of Services. The areas that the performance of the OAA was not as strong include Public Relations, Networking Opportunities, and the Value Provided for Dues Paid.

It is important to place the satisfaction ratings in context. To do so respondents were also asked to indicate how important each of these eleven service delivery fundamentals are to them as members. These importance ratings were then compared with the satisfaction ratings to calculate the expectation gaps that are depicted in the chart below. It is quite common for an organization to have negative expectation gaps; in fact, many would argue that positive expectation gaps indicate an inefficient use of resources. This chart helps one understand where the OAA should focus its efforts to have the biggest impact on member satisfaction and engagement. These areas are: Public Relations, Advocacy to the Government, and Value for Dues Paid.

Response	Importance	Satisfaction	Sat. Gap	2011 Sat. Gap
1 Overall quality of services received	84%	53%	-31%	-40%
2 Overall value for dues paid	77%	36%	-42%	-52%
3 Overall quality of information provided by the OAA	88%	53%	-35%	-41%
4 Providing opportunities to build relationships	46%	25%	-21%	-32%
5 OAA general publications / resources	70%	44%	-27%	-28%
6 OAA efforts to correspond with government and industry	83%	35%	-48%	-58%
7 OAA efforts in the area of promotion & public awareness	80%	24%	-56%	-
8 Value of advice provided via Practice Advisory Services	84%	58%	-25%	-30%
9 OAA Practice Tips and Regulatory Notices	82%	60%	-23%	-26%
10 Regulates the Profession	83%	56%	-27%	-23%
11 Development of Continuing Education offerings	79%	35%	-44%	

These expectation gaps have grown smaller by an average of **6%** in 2019 when compared to 2011. This demonstrates that the OAA has made progress in addressing the areas that are most important to its membership.

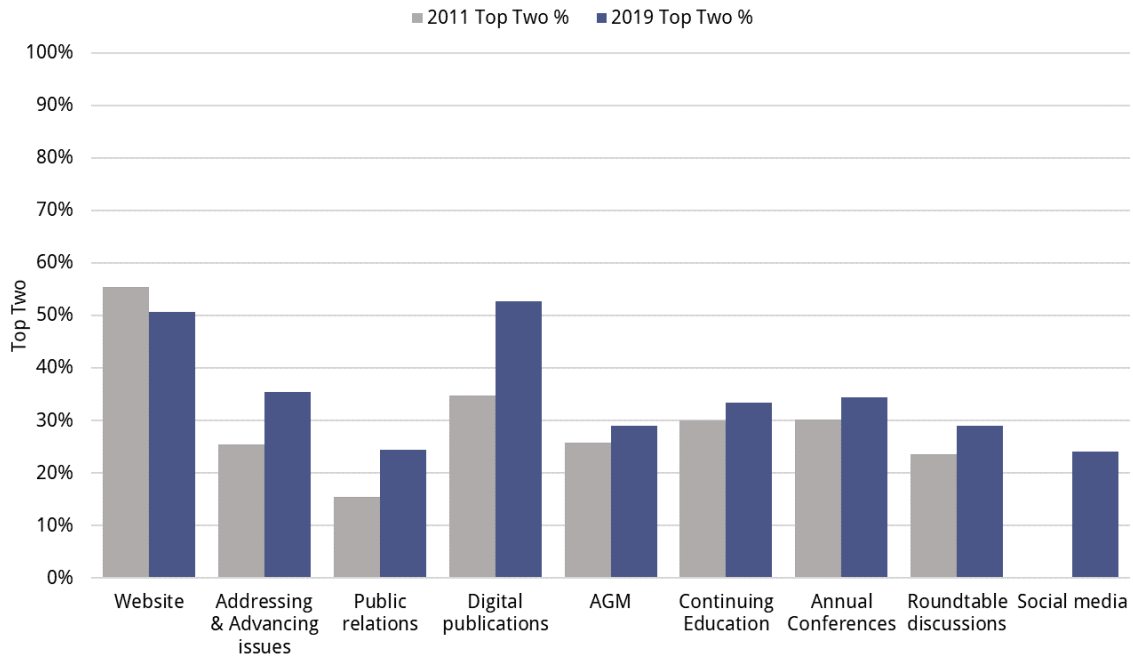
Framework Analytics: OAA Member Survey Overview



Framework Analytics: OAA Member Survey Overview

- **Satisfaction with specific member services.** Satisfaction with specific member services is generally relatively high. Clearly, the OAA's digital publications are effective and highly regarded, while attention needs to be paid to the areas pertaining to Public Relations.

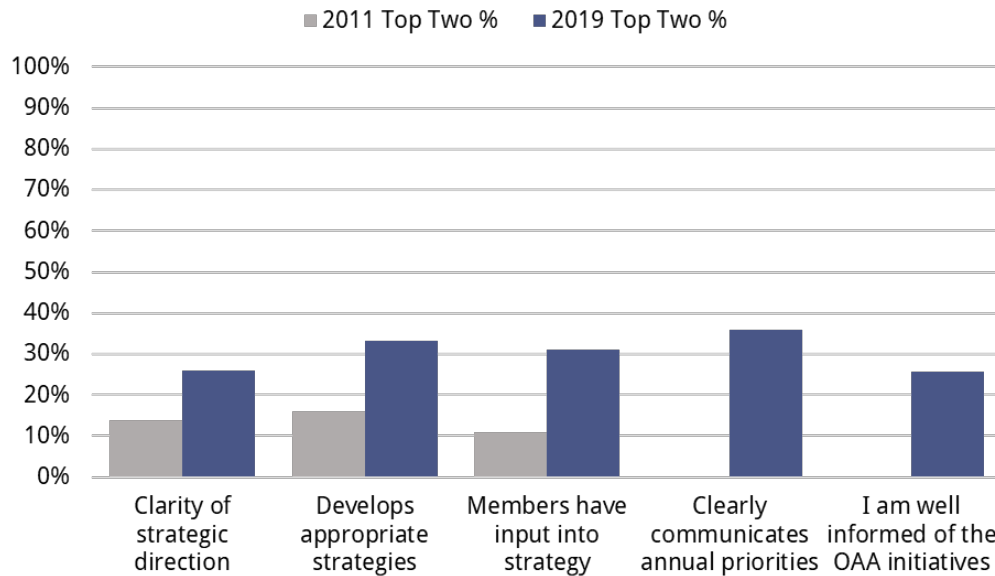
Overall, members are more satisfied with the specific member services OAA provides in 2019 than they were in 2011.



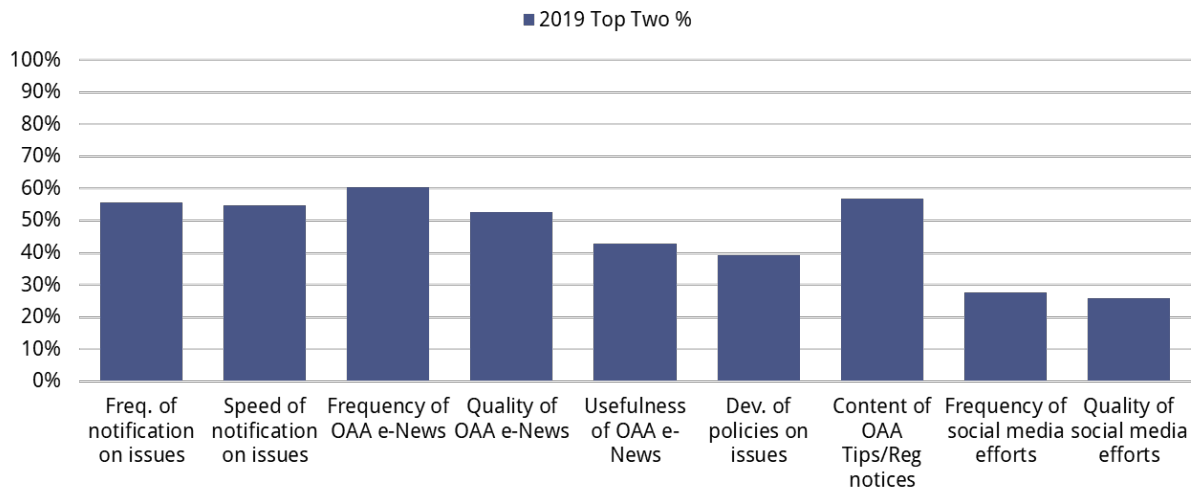
Framework Analytics: OAA Member Survey Overview

- **Strategic direction.** It is apparent from the results of the survey that the OAA's current strategic direction is unclear. In addition, members do not believe that they have considerable influence over how the OAA sets its strategic priorities. However, members of OAA have reported significant positive increases in their opinion of the OAA's strategic direction in 2019 when compared to 2011.

The results of these questions are a clear request of the membership for continued action in this area, and although the growth that the OAA has achieved in this area has been very strong, more is needed.

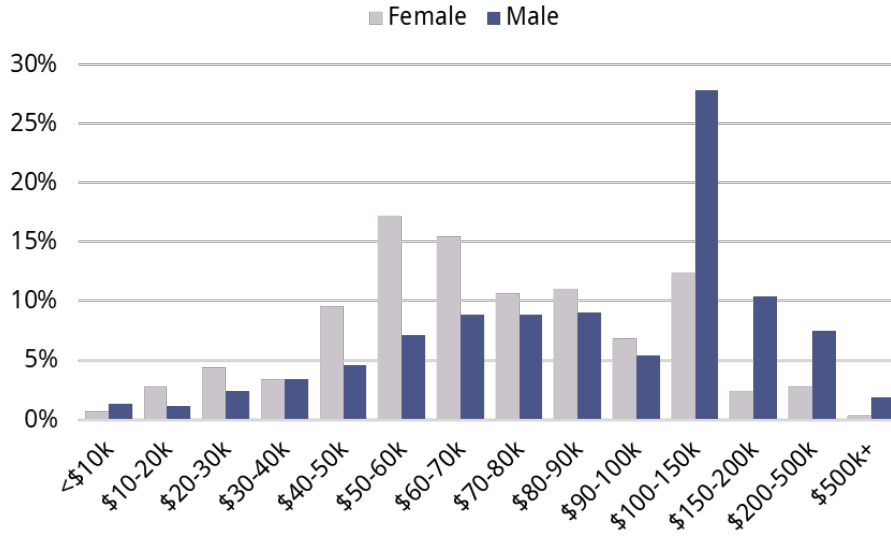


- **Communications.** Satisfaction with specific communication efforts is relatively high and relatively consistent across the board. The satisfaction levels are as follows:

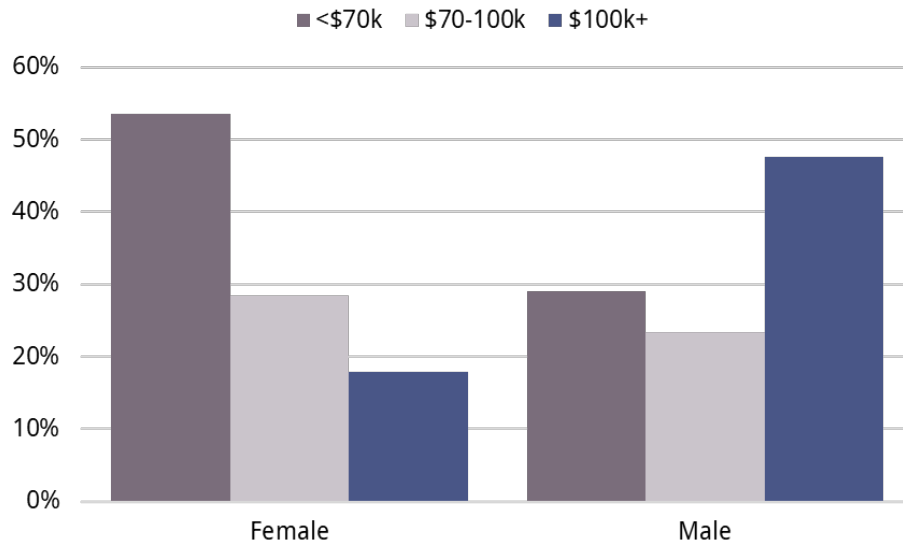


- **Gender and Income*.** On average, members of the OAA who identify as male make more money than members who identify as female. On an overall basis, members of the OAA who identify as male make **49.7%** more than members who identify as female. This finding aligns with another significant finding of the Member Survey: there are more women than men in entry-level and intern positions in member-firms of the OAA.

Framework Analytics: OAA Member Survey Overview

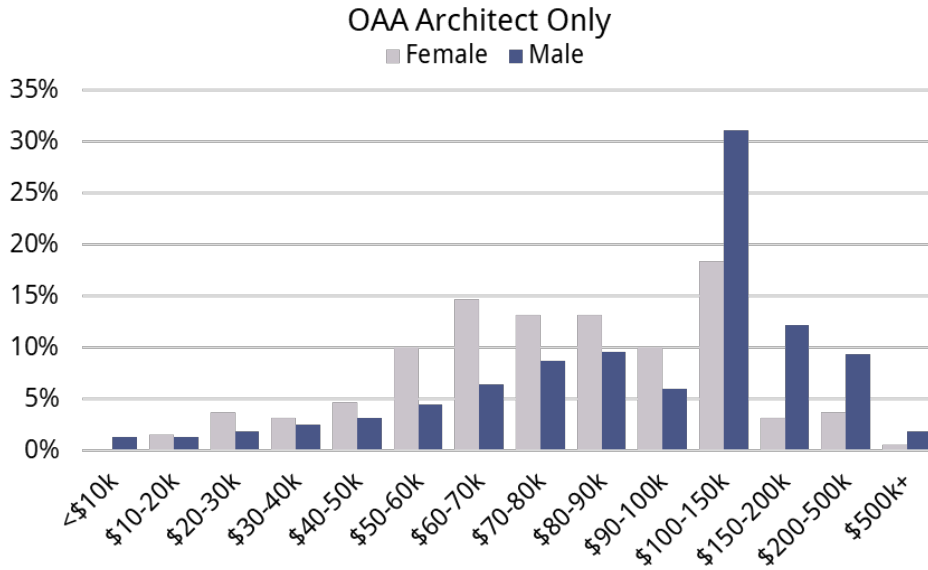


To illustrate this point further, the following chart re-groups earnings data into three categories: less than \$70,000 per year, \$70,000 to \$99,999 per year, and \$100,000 or more per year.

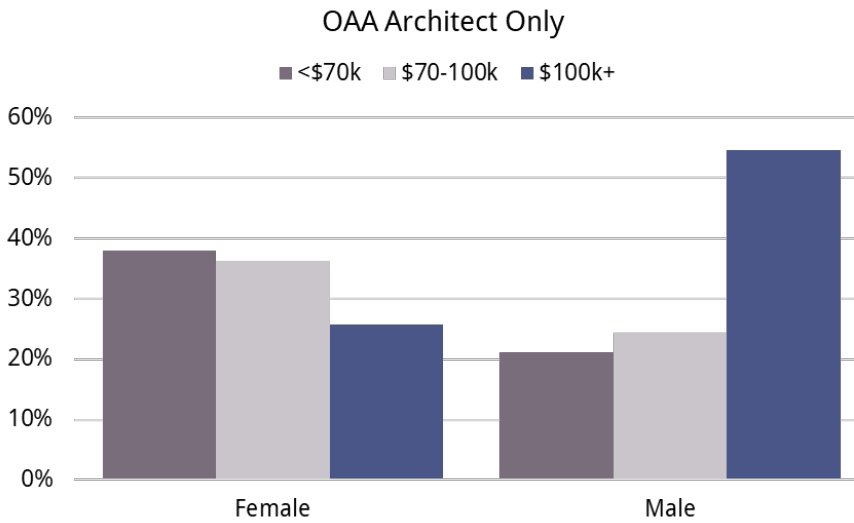


Framework Analytics: OAA Member Survey Overview

When controlled for position, we can see that members of the OAA who identify as male still make more money than members who identify as female. On average, OAA Architects who identify as male make **\$38,500** more than their female-identifying counterparts.

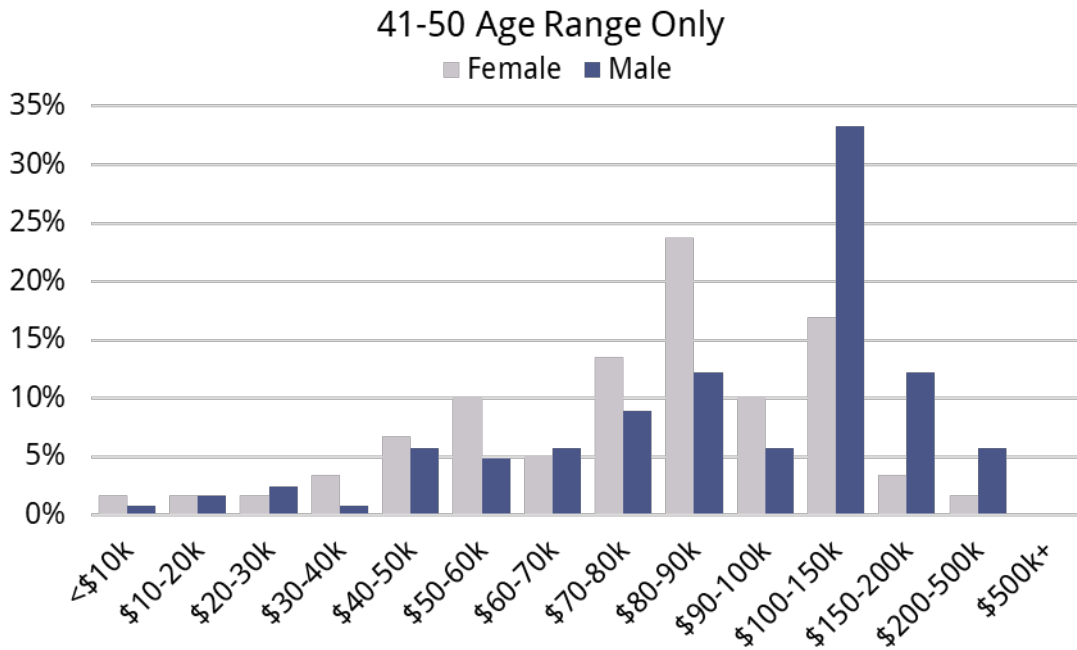


As above, this data has been regrouped in the chart below to assist understanding.

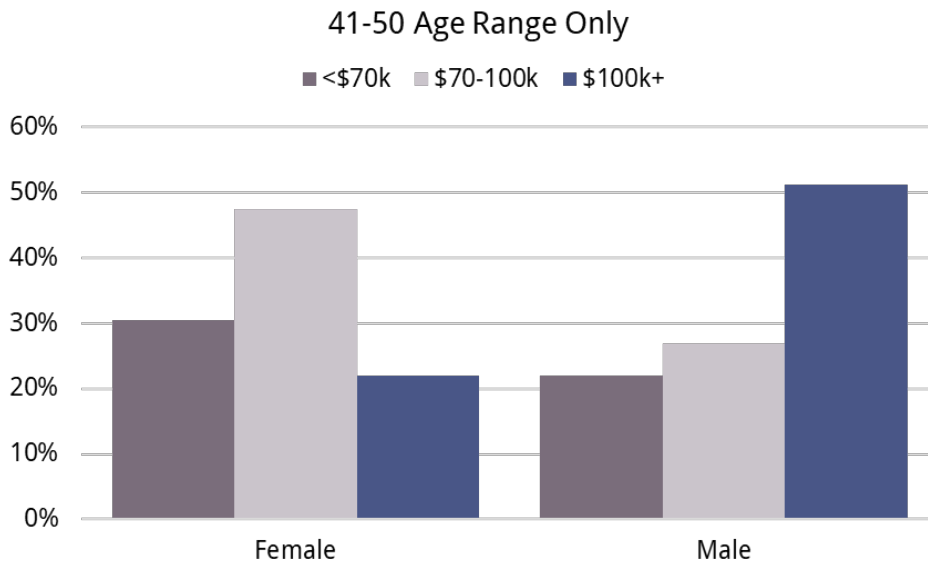


Framework Analytics: OAA Member Survey Overview

When controlled for age range, we can see that members of the OAA who identify as male still make more money than members who identify as female. Within the 41-50 age range, OAA members who identify as male make **\$28,500** more than their female-identifying counterparts.



As above, this data has been regrouped in the chart below to assist understanding.

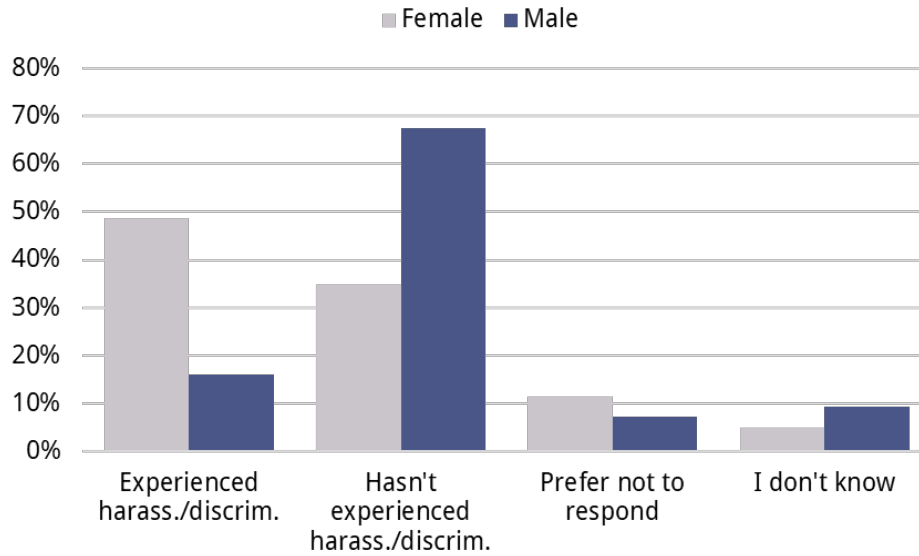


* Due to privacy concerns those who do not identify as either female or male have been excluded from this chart due to a small sample size.

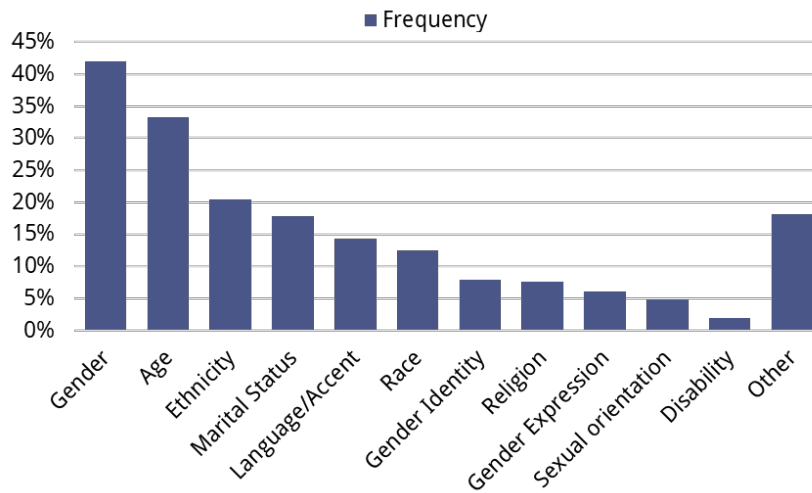
- **Gender and Workplace Harassment or Discrimination***. On average, members of the OAA who identify as female are significantly more likely to have experienced workplace harassment. **49%** of female-identifying members of the OAA report they have experienced workplace harassment or discrimination during their career in architecture while just **16%** of male-identifying

Framework Analytics: OAA Member Survey Overview

members of the OAA report they have experienced the same. Female-identifying members of the OAA are **3** times more likely to be the target of workplace harassment or discrimination than male-identifying members.

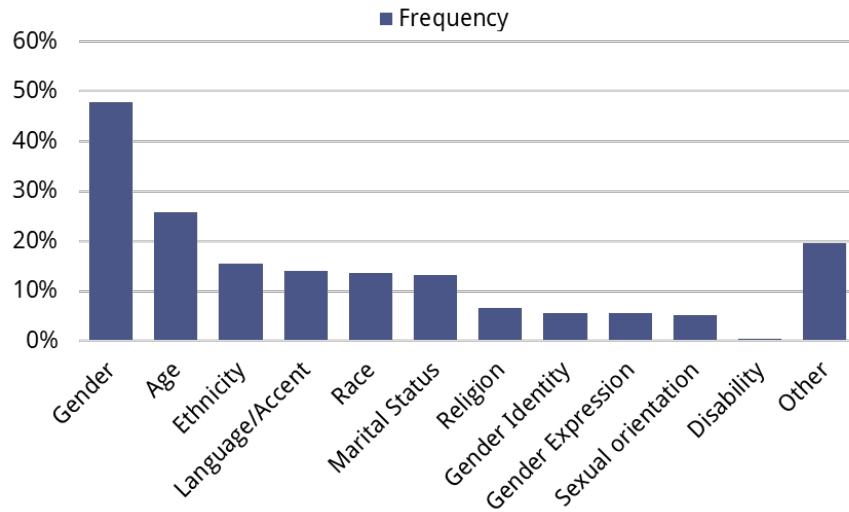


Those who reported that they have experienced workplace *discrimination* were asked, as a follow up question, which types of harassment or discrimination they had experienced. Of those who reported they have experienced workplace discrimination, **42%** reported they had experienced discrimination based on gender.



Framework Analytics: OAA Member Survey Overview

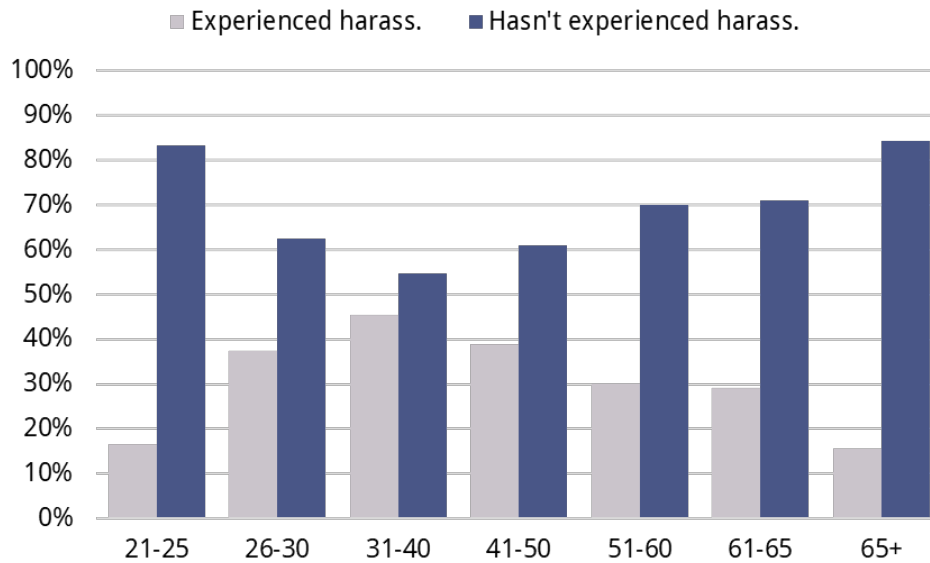
Those who reported that they have experienced workplace *harassment* were asked which types they experienced. Of those who reported they have experienced workplace harassment, **48%** reported they had experienced harassment based on gender.



** Due to privacy concerns those who do not identify as female or male have been excluded from this chart. It is essential to note that **every** individual to who did not identify as female or male reported some form of workplace harassment or discrimination.*

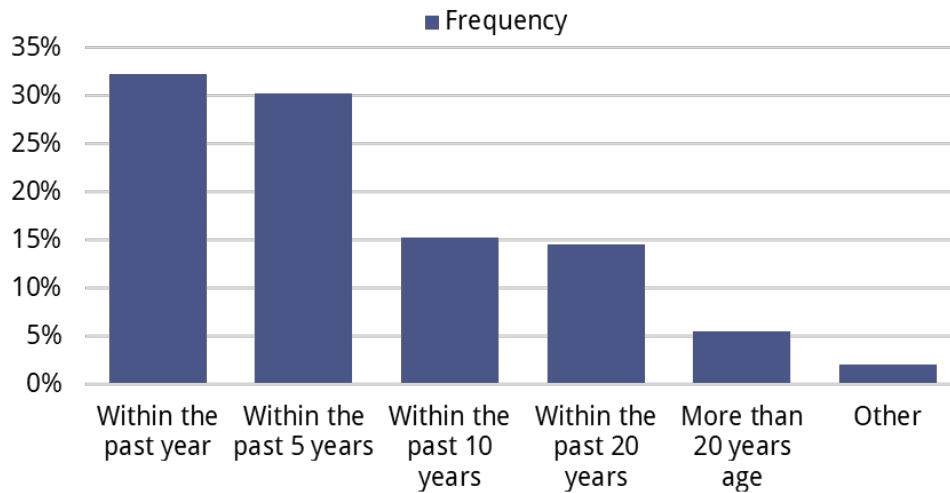
Framework Analytics: OAA Member Survey Overview

- **Age and Workplace Harassment or Discrimination.** Members of the OAA who are between the ages of 31 - 40 reported that they were the targets of workplace harassment or discrimination at the highest rate, with **45%** reporting they had experienced workplace harassment or discrimination.



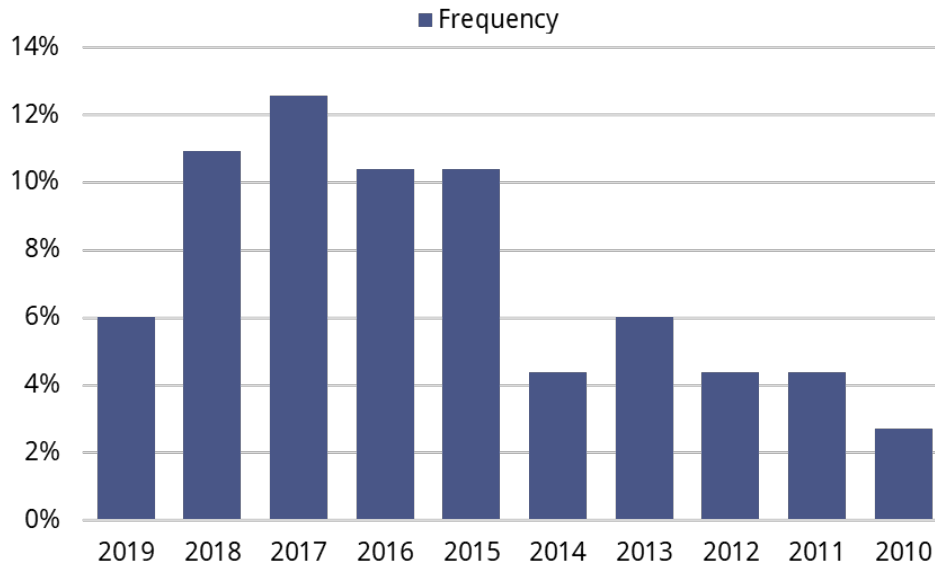
Framework Analytics: OAA Member Survey Overview

- **Recency of Workplace Harassment or Discrimination.** Of those members of the OAA who reported that they were the target of workplace harassment or discrimination, **32%** reported that they were targeted within the past year. The majority of OAA members who reported that they have been the target of workplace harassment or discrimination were targeted within the last **6 years**.

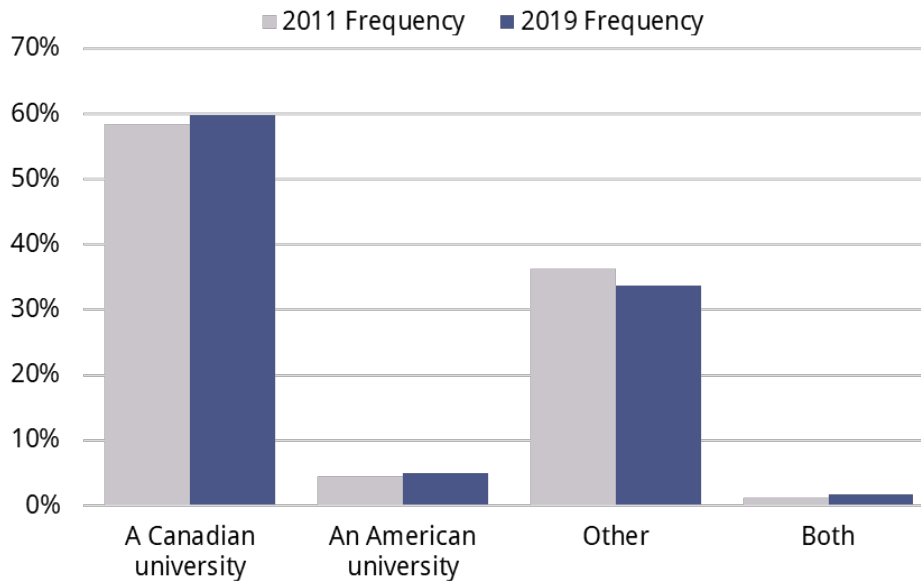


Framework Analytics: OAA Member Survey Overview

- **Graduation year of Intern Architects.** Most (50.3%) intern architects graduated in 2015 or later. The most reported year of graduation for intern architects, with 12.6%, was 2017.

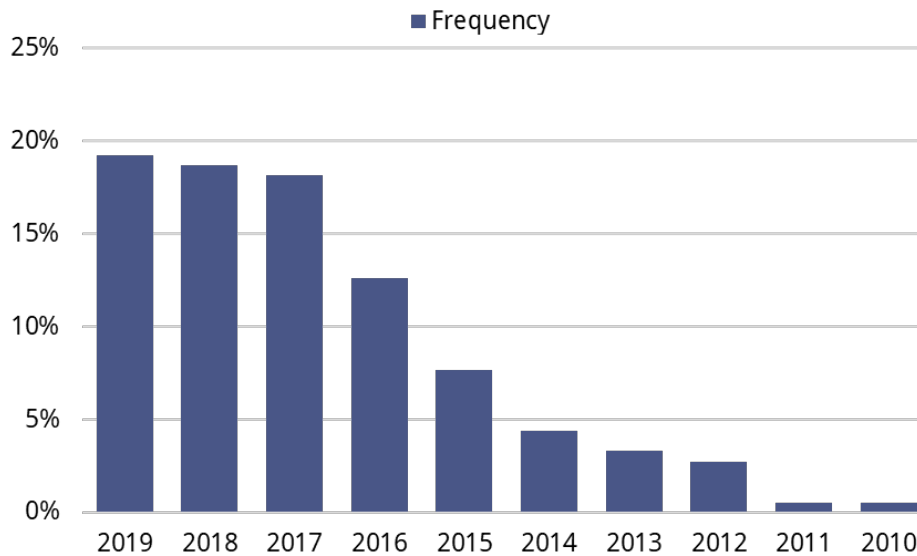


- **Location of University of Intern Architects.** The majority (60%) of Intern Architects graduated from a Canadian university. These results have not changed significantly from 2011.

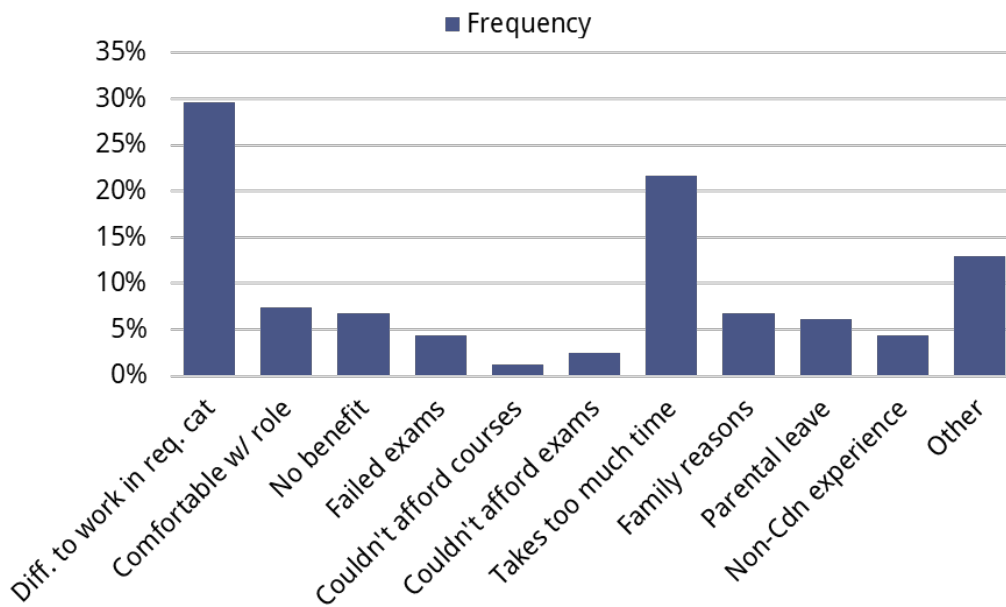


Framework Analytics: OAA Member Survey Overview

- **First year as Intern Architects.** The majority (**56%**) of Intern Architects began their internship in 2017 or later. The most reported year of graduation for intern architects, with **19.2%**, was 2019.

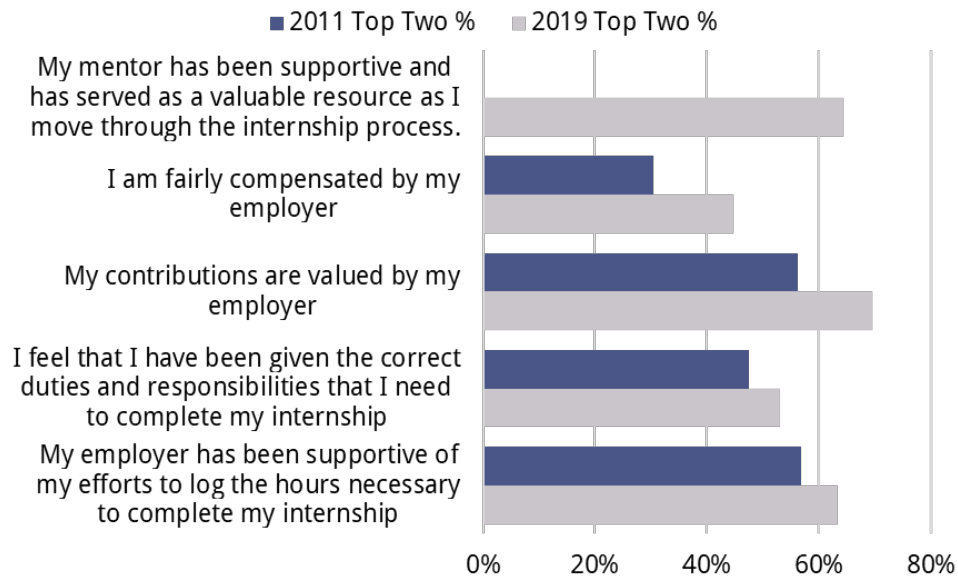


- **Causes of internships lasting longer than three years.** Intern architects who reported they have been an intern for more than three years were asked the reason their internship had gone on for so long. The most reported reason (**30%**) was difficulty in arranging work in required categories.



Framework Analytics: OAA Member Survey Overview

- **Statements about the experience of Intern Architects.** Intern architects were more likely to agree with statements describing positive experience outcomes in 2019 than in 2011. **69%** of responding intern architects reported they either agreed or strongly agreed with the statement “My contributions are valued by my employer”, up from **56%** in 2011.



Framework Analytics: OAA Member Survey Overview

IAP Experience Records of Intern Architects. Intern architects reported that they had recorded more building types in their IAP Experience record in 2019 than in 2011. **82%** of responding interns reported they had recorded commercial buildings in their IAP Experience Record, up from **73%** in 2011.

