

2011/12 Employee Exit Survey – Methodology and Tables

BC Public Service Resignations and Retirements

METHODOLOGY AND TABLES

**PREPARED FOR THE PUBLIC SERVICE AGENCY
BY BC STATS – JUNE 2013**

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1. Introduction

This report outlines the methodology used in the data collection, analysis and reporting of results for the fiscal year (FY) 2011/12 Exit Survey. The results from the survey, presented as a series of data tables, are also included, in addition to the survey invitation and questionnaire itself. This document is designed to be used as a supplement to the main report, the **Summary of Findings**.

2. Data Collection

2.1. Survey scope

The population definition for the Exit Survey is as follows:

- must be in the Corporate Human Resources Information system (CHIPS);
- must fall under the Public Service Act;
- must not be an Order in Council appointment; and
- must be considered “core government” (i.e., not a crown corporation, etc.)

As per the definition, the following organizations were excluded from the survey distribution list: Office of the Ombudsman, Provincial Capital Commission, Office of the Auditor General, BC Pension Corporation, Elections BC, OBL Continuing Care Society, Royal BC Museum, Tillicum & Veterans Care Society, Public Sector Employer Council, Forest Practices Board, and Information & Privacy Commission.

All in-scope exiting employees are added on an ongoing basis to BC Stats’ dynamic surveying database¹ and invited to complete the survey six months prior to their departure date.² For FY 2011/12, BC Stats distributed the Employee Exit Survey to all regular and auxiliary employees who voluntarily exited (retired or resigned) the BCPS between April 1, 2011 and March 31, 2012, within the scope of the population as defined above.

¹ Briefly, an employee’s departure is recorded in the Corporate Human Information Payroll System (CHIPS). Using an automated process, the PSA sends a data file of all voluntary departures to BC Stats via a shared secure server each business day. The new departures are automatically added to the BC Stats database and updated if required.

² Departure date is based on the ‘last working date’ field in PeopleSoft. If this field is blank, the automated system defaults to the last effective date as the reference and sends the invitation six months prior to this date instead. If the employee’s last working date and last effective dates are less than six months away, the employee is sent the email invitation as soon as his/her notification to exit is entered into CHIPS.

2.2. Survey distribution

Each in-scope exiting employee was assigned a unique and confidential password to access the survey. An email invitation was sent out to exiting employees containing their password, the link to the survey and an overview of the program and confidentiality statements. This was the first survey cycle wherein exiting employees were sent an online invitation six months prior to their departure date, effective December 2011.³

In past survey cycles, employees who had not yet completed a survey after their departure date had passed were mailed a full physical copy of the survey to their home address in two waves each year.⁴ For FY 2011/12, however, non-respondents were sent a mailed invitation once, in March 2012, with a subsequent reminder letter five weeks later asking them to complete the survey online.

3. Response Rates

As shown in Figures 1 and 2, response rates for FY 2011/12 were lower than in previous cycles for both the resigned and retired populations. The elimination of the paper surveys this fiscal year may be responsible for the lower response rate. In an effort to boost the response rate, returns from those respondents who had returned to the BCPS by July 2012 were included in the FY 11/12 results.

TABLE 1: RESPONSE RATES

	Population	Respondents	Response Rate
Total Exits	1,514	515	34%
Resigned	827	257	31%
Retired	687	258	38%

³ Previously, exiting employees were emailed an invitation three weeks prior to their departure date. This change was made in an effort to reach more employees before their actual last working date due to banked or archived vacation time.

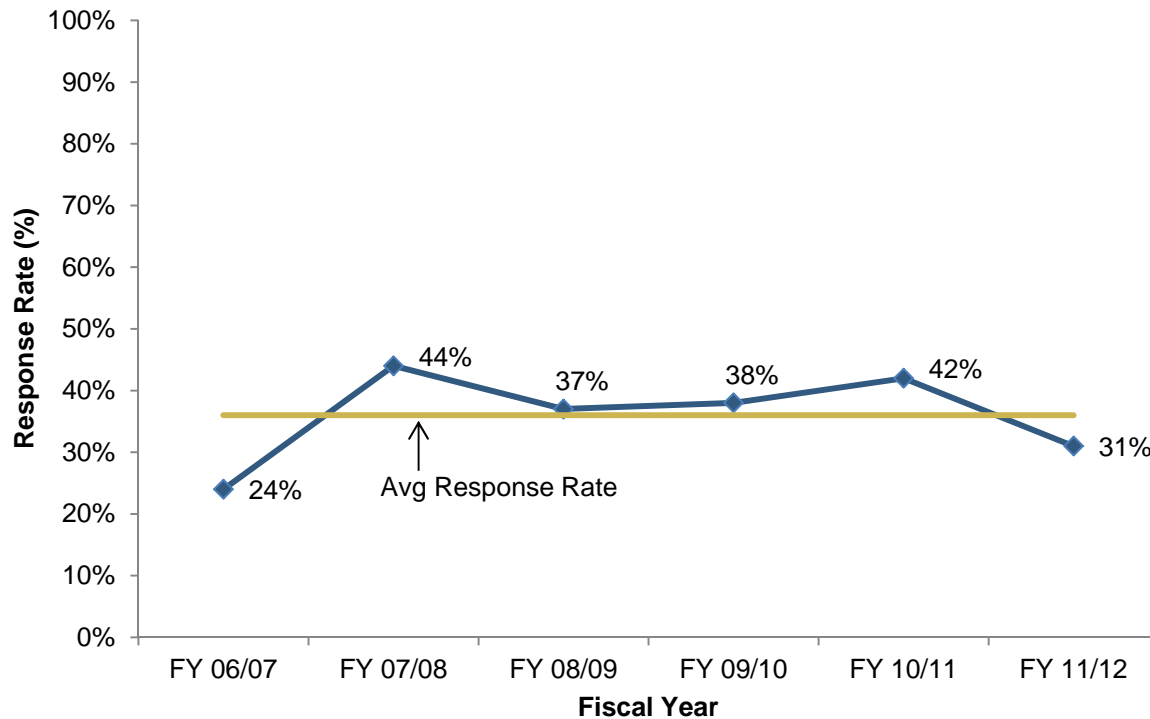
⁴ Previously, survey mail-outs were conducted in April, after the conclusion of the previous fiscal year, and in October, halfway through the fiscal year for those who had left the BCPS in the six months prior and had not yet completed an Exit Survey.

3.1. Year-over-Year Response Trends

3.1.1. Resigning employees

The rate of response in FY 11/12 is lower than any year since the survey began in FY 06/07 (Figure 1), although the overall response rate trend has been fairly consistent over the past five survey cycles.

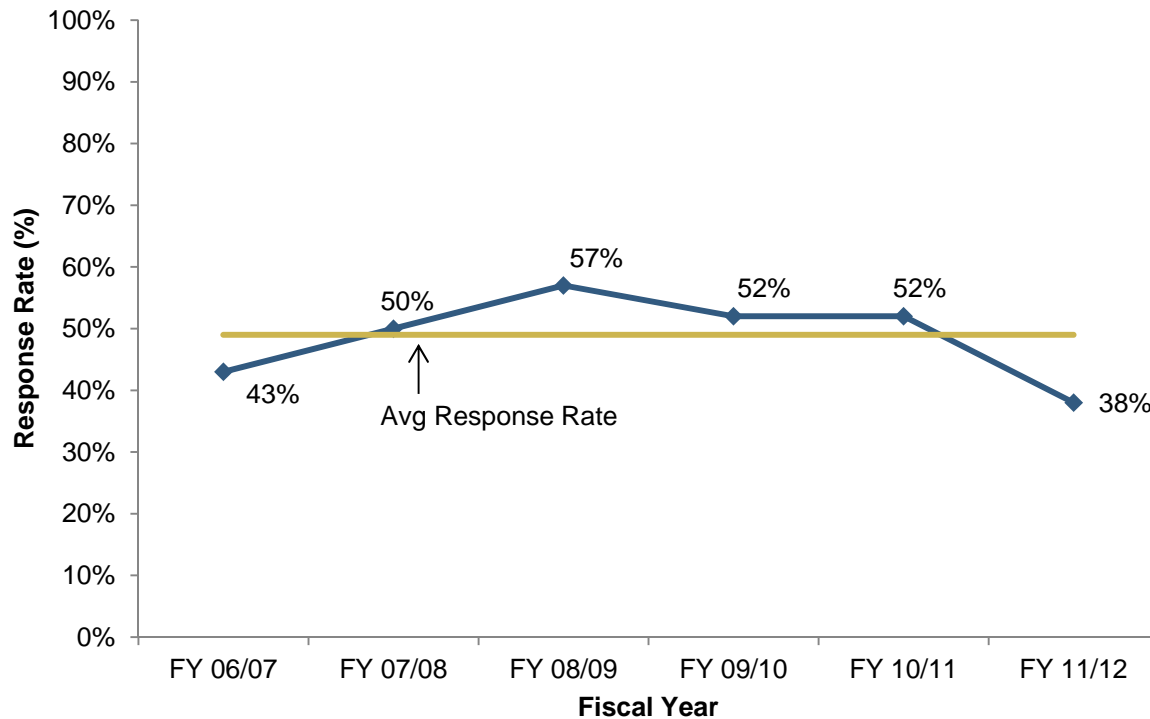
FIGURE 1: RESIGNATIONS – YEAR-OVER-YEAR RESPONSE TRENDS



3.1.2. Retiring employees

The response rate in FY 11/12 for retiring employees is lower than any year prior (Figure 2). This suggests that the modes used to distribute and remind retiring employees about the survey may need to be re-evaluated.

FIGURE 2: RETIREMENTS – YEAR-OVER-YEAR RESPONSE TRENDS



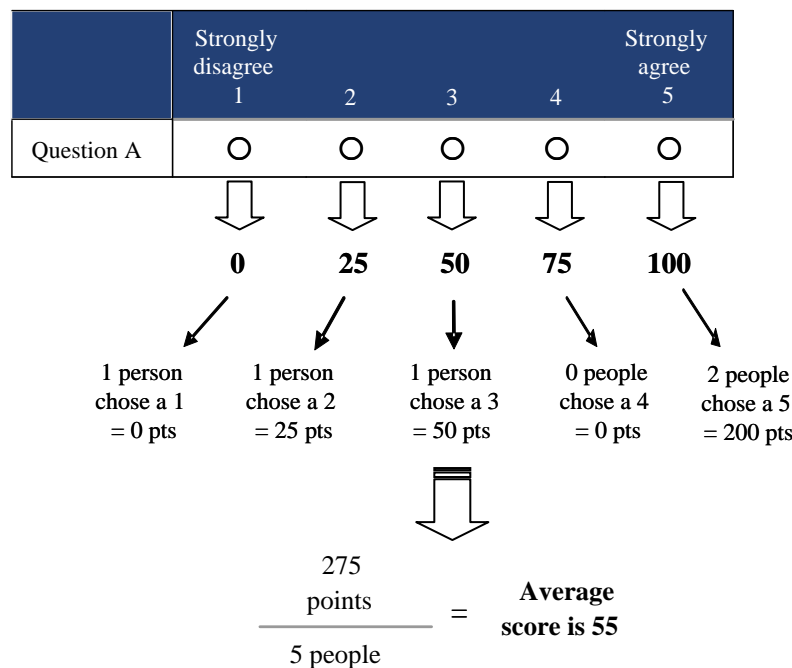
4. Analysis and reporting

4.1. Quantitative approach

Quantitative survey results are presented in two different ways in this report: percentages and average scores. In the tables, please note that:

- some percentages/scores may not sum to 100% due to rounding;
- the tables display only valid responses (i.e., the not applicable/no opinion responses were omitted from all analysis);
- the Total column (where applicable) represents the cumulative total of all quarters for FY 11/12; and
- to ensure data quality, cells in which there were less than three responses were either suppressed or combined with another category.

Average scores range from 0 to 100 and represent the full range of responses to each question. To calculate average scores, the 5-point survey scale is converted into a 100 point scale and averaged based on the number of people in the group, as depicted below:



4.2. Qualitative approach

For FY 2011/12, analysis, one open-ended comment is included in the report: *What would/could have prevented you from leaving your position?* Content analysis was conducted to illustrate themes and patterns among the comments provided. A codebook of themes and subthemes was developed in the analysis of the first full survey cycle and is modified each year depending on the emergent themes.

Comments were coded into multiple themes and subthemes as appropriate. This thematic analysis serves as a descriptive tool that can be used to provide context to the quantitative data; however, care should be taken when generalizing the qualitative results to all exiting, resigned and/or retired employees.

5. Survey Results

This section presents the results of the survey in tabular format. Quantitative results are presented longitudinally for the previous three fiscal years (08/09, 09/10 and 10/11) for comparative purposes. For the 2011/12 fiscal year, quarterly results are provided alongside the yearly total.

As it is most useful for interpretive purposes to consider the responses of resigning and retiring employees separately, both groups have their own section of results.

5.1. Resigning employees

TABLE 2: RESIGNATIONS – OVERALL CIRCUMSTANCES FOR LEAVING

Under what circumstance are you leaving your position?

	Percentage of Respondents							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Found another employment opportunity	55%	47%	56%	58%	37%	48%	48%	47%
Seeking another employment opportunity	8%	7%	7%	10%	11%	9%	8%	9%
Returning to school	12%	16%	9%	8%	17%	8%	12%	12%
Completed my career								
Health reasons								
Family circumstances	11%	14%	13%	15%	15%	17%	15%	16%
None of the above	13%	16%	15%	10%	20%	18%	17%	17%
Total count (valid responses)	487	361	347	52	75	65	65	257

TABLE 3A: RESIGNATIONS – TYPE OF EMPLOYMENT OPPORTUNITY⁵

If found another employment opportunity, please indicate what sector or industry best reflects your new employment

	Percentage of Respondents							
				FY 11/12				
	FY 08/09	FY 09/10	FY 10/11	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Private sector	26%	20%	35%	31%	14%	23%	16%	21%
Federal government	25%	31%	22%	17%	14%	13%	16%	15%
Municipal government								
Non-profit/non-governmental organization (NGO)	9%	11%	8%	14%	18%	19%	19%	18%
School district, university, or colleges	7%	8%	4%	--	--	--	--	8%
Health authorities	7%	6%	7%	--	--	16%	26%	15%
Crown corporations	9%	12%	12%	10%	14%	--	--	8%
Started business as self-employed or working owner	5%	3%	4%	--	--	--	--	4%
None of the above	11%	9%	8%	--	--	10%	19%	11%
Total respondent count	263	171	194	29	28	31	31	119

⁵ For Tables 4A and 4B, only respondents who selected “Found another employment opportunity” in Table 3 were included in these percentages and counts.

TABLE 4B: RESIGNATIONS – ATTRACTION TO NEW EMPLOYMENT

Please describe what attracted you to your new employment (select all that apply)

	Percentage of Respondents							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Compensation	58%	57%	60%	53%	64%	52%	71%	60%
Salary	57%	54%	60%	53%	64%	52%	68%	59%
Benefits	32%	36%	37%	23%	43%	26%	32%	31%
Union membership	5%	8%	3%	3%	11%	0%	3%	4%
Career and Professional Development Opportunities	66%	80%	79%	73%	64%	77%	68%	71%
Career advancement	63%	74%	75%	67%	57%	74%	58%	64%
Training	27%	39%	41%	43%	32%	32%	35%	36%
Job Security & Stability	27%	42%	30%	20%	32%	26%	19%	24%
Job Characteristics	59%	66%	60%	53%	75%	61%	61%	63%
Job fit with skills and/or interests	51%	56%	52%	43%	64%	45%	48%	50%
Ability to make a difference and/or feeling valued	46%	53%	48%	43%	50%	55%	52%	50%
Job autonomy and/or innovation	29%	34%	35%	30%	46%	26%	35%	34%
Flexible/different work arrangements	28%	23%	24%	17%	43%	19%	23%	25%
Job location	24%	26%	24%	27%	32%	13%	10%	20%
Physical environment (surroundings, security, tools, or equipment)	18%	17%	16%	17%	18%	23%	23%	20%
Organizational Qualities	44%	49%	42%	27%	57%	39%	58%	45%
Healthy atmosphere (e.g., trust, mutual respect)	31%	38%	36%	23%	50%	29%	45%	37%
Supervisory management and leadership	30%	36%	33%	13%	43%	23%	45%	31%

Organizational mandate	23%	30%	28%	20%	39%	19%	39%	29%
Work processes, procedures and/or systems	21%	31%	24%	10%	36%	23%	29%	24%
<i>Total respondent count</i>	<i>267</i>	<i>171</i>	<i>194</i>	<i>30</i>	<i>28</i>	<i>31</i>	<i>31</i>	<i>120</i>

TABLE 4: RESIGNATIONS – TOP REASONS FOR LEAVING

How much of the following reasons contributed to your decision to leave?

	Percentage of Respondents ⁶							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Career advancement	49%	47%	60%	58%	45%	52%	49%	51%
Organizational processes, procedures and/or systems	38%	38%	40%	50%	40%	51%	43%	46%
Senior leadership	34%	27%	32%	29%	41%	40%	48%	40%
Job fit with skills/interests	47%	46%	54%	37%	34%	37%	48%	39%
Job fit with expectations	41%	39%	45%	23%	38%	37%	47%	37%
Training and development	30%	33%	42%	32%	21%	42%	42%	34%
Salary	33%	30%	40%	35%	31%	31%	31%	32%
Immediate supervisor/manager	32%	30%	28%	23%	34%	36%	31%	32%
Work arrangements	30%	29%	34%	28%	34%	33%	27%	31%
Job location	25%	24%	23%	31%	28%	23%	16%	24%
Workload	22%	17%	19%	10%	15%	19%	25%	17%
Job security & stability	17%	24%	20%	12%	11%	14%	13%	13%
Co-workers	13%	11%	13%	8%	10%	15%	14%	12%
Benefits (other than pension)	12%	13%	11%	10%	7%	11%	13%	10%
Job -related medical issues	8%	7%	5%	6%	11%	13%	5%	9%
Physical environment	12%	12%	8%	0%	11%	9%	11%	8%
Clients/customers	7%	8%	6%	2%	7%	2%	10%	5%
Pension-related rules	5%	5%	5%	4%	1%	3%	8%	4%

⁶ Percentage of respondents who responded “A lot” and “A great deal”.

Contractors	2%	1%	1%	4%	2%	0%	2%	2%
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TABLE 5: RESIGNATIONS – AMOUNT OF TIME CONSIDERED; DECISION TO LEAVE

Before you gave notice, approximately how long had you been considering your decision to leave your position?

	Percentage of Respondents							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
One day	13%	13%	6%	16%	14%	18%	9%	14%
2 days to 13 days								
2 weeks to 4 weeks	12%	8%	9%	12%	7%	8%	9%	9%
1 month to 6 months	42%	49%	44%	39%	37%	40%	45%	40%
7 months to 12 months	12%	12%	17%	10%	19%	9%	14%	13%
One year or more	21%	18%	24%	24%	23%	25%	23%	24%
Total count (valid responses)	491	360	347	51	73	65	65	254

TABLE 6: RESIGNATIONS – OVERALL PAST AND FUTURE CONSIDERATIONS

	Percentage of Respondents ⁷							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				Total
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	
Q14. Is there anything that could have prevented you from leaving your position?	50%	49%	51%	52%	49%	62%	66%	57%
Q24. Based on your experience working at your (former) organization would you recommend it as a great	48%	45%	40%	54%	36%	39%	44%	43%

⁷ Percentage of respondents who responded “Definitely” and “Probably”.

place to work?								
Q25. Would you recommend the BC Public Service as a great place to work?	59%	50%	50%	54%	50%	50%	49%	51%

TABLE 7: RESIGNATIONS – WHAT WOULD/COULD HAVE PREVENTED YOU FROM LEAVING YOUR POSITION?⁸

Individual comments that touched on several issues were coded into several major themes and sub-themes. Therefore, percentages of overall themes and sub themes do not sum to 100%.¹²

The middle column presents the percentage of comments within the corresponding themes. For instance, where 25% of all comments are related to the major theme Changes with Senior Leaders, 25% of comments within this major theme had to do with better management skills.

The right-hand column displays the percentage of comments within the corresponding themes out of the total number of comments. In other words, out of the 208 comments provided by resigning respondents, 6% had to do with better management skills.

	Percentage of Respondents	
	% Within Theme	% of Total Comments
Changes with Human Resources		48%
Reduction in workload	21%	10%
Better/more flexible work arrangements	30%	14%
Better hiring & recruitment practices	7%	3%
Better staffing & retention policies/programs	16%	8%
Better/more training & development opportunities	22%	11%
Changes in Job Fit, Security & Advancement		33%

⁸ Respondents who answered “Definitely not” to Q14 skipped this question.

¹² Major themes that contain 4% or less within the overall comment totals and sub-themes that contain 4% or less within a major theme are not included in the table.

Opportunities		
More job security	21%	7%
Better/more career advancement opportunities	59%	19%
Better job fit with skills/interests	21%	7%
Changes with Direct Supervisors/Managers		29%
Better management skills	20%	6%
Fostered a more supportive and respectful environment	46%	13%
Better communicators (in general)	10%	3%
Demonstrated better leadership & accountability	8%	2%
Other (direct supervisors/managers)	13%	4%
Changes in Pay & Benefits		25%
Increased salary/more fair pay	87%	22%
Better benefits package (non-pension)	8%	2%
Changes with Senior Leaders		25%
Better management skills	25%	6%
Fostered a more supportive and respectful environment	37%	9%
Better communicators (in general)	6%	1%
Demonstrated better leadership & accountability	19%	5%
Other (senior leaders)	12%	3%
Changes with Physical Environment & Resources		12%
Better office facilities	17%	2%
Better job/office location	54%	6%
Better tools & resources	29%	3%
Changes to Systemic Organizational Challenges		11%

Improved policies, priorities or goals	26%	3%
Better processes & procedures (less bureaucracy)	30%	3%
More stability/better management of change	26%	3%
Less resistance to change	13%	1%
Changes with Work Environment		6%
More supportive and respectful environment	42%	2%
Less issues with communication	33%	2%
Other (work environment)	25%	1%
Changes with Co-workers		3%
Fostered a more supportive and respectful environment	50%	1%
Showed less performance or personality issues	50%	1%

TABLE 8: RESIGNATIONS – OVERALL LIKES

Overall, what did you like the most about the BC Public Service? (select all that apply)

	Percentage of Respondents							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
My Compensation	31%	32%	26%	13%	39%	23%	18%	25%
Salary	26%	28%	25%	8%	35%	22%	14%	21%
Benefits	22%	21%	25%	13%	27%	22%	14%	19%
Union membership	9%	7%	9%	4%	11%	6%	0%	5%
My Career and Professional Development Opportunities	34%	32%	25%	19%	33%	18%	20%	23%
Training	26%	22%	21%	12%	31%	15%	11%	18%
Variety of employment opportunities (e.g., transferring across/within organizations)	18%	18%	16%	12%	23%	15%	17%	17%
Career advancement	17%	13%	12%	4%	13%	12%	9%	10%
Job Characteristics	41%	34%	36%	42%	36%	42%	34%	38%
Job fit with skills and/or interests	32%	26%	30%	35%	33%	28%	23%	30%
Making a difference and/or feeling valued	26%	24%	23%	29%	32%	26%	20%	27%
Flexible work arrangements	21%	20%	21%	23%	19%	20%	15%	19%
Job autonomy and/or innovation	16%	18%	19%	15%	19%	15%	14%	16%
Physical environment & equipment	14%	13%	15%	15%	11%	11%	11%	12%
Travel opportunities	10%	7%	9%	4%	7%	3%	5%	5%
Organizational Qualities	18%	13%	15%	13%	13%	11%	12%	12%
Healthy atmosphere (e.g., trust, mutual respect)	15%	11%	12%	6%	8%	8%	11%	8%

Supervisory management and leadership	13%	9%	11%	4%	11%	6%	9%	8%
Work processes, procedures and/or systems	8%	5%	9%	6%	11%	5%	6%	7%
Organizational mandate	11%	9%	11%	6%	8%	5%	9%	7%
Job Security & Stability	42%	36%	39%	40%	40%	49%	52%	46%
The People I Worked With	73%	75%	76%	83%	72%	68%	74%	74%
Critical Comments - Nothing to Like	4%	2%	3%	0%	3%	2%	0%	1%
<i>Total respondent count</i>	<i>496</i>	<i>364</i>	<i>351</i>	<i>52</i>	<i>75</i>	<i>65</i>	<i>65</i>	<i>257</i>

TABLE 9: RESIGNATIONS – OVERALL SATISFACTION SCORES

During my most recent position...

	Average Score (out of 100)							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
I was satisfied with my job.	56	54	56	63	62	56	54	59
I was satisfied with my organization.	48	48	46	50	50	44	38	46
Overall, I was satisfied in my work as a BC Public Service employee.	57	57	56	58	58	57	52	56

5.2. Retiring employees

TABLE 10: RETIREMENTS – OVERALL CIRCUMSTANCES FOR LEAVING

Under what circumstance are you leaving your position?

	Percentage of Respondents							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Found another employment opportunity	6%	3%	3%	--	--	--	--	3%
Seeking another employment opportunity	3%	4%	5%	--	--	--	--	5%
Returning to school	1%	0%	0%	--	--	--	--	--
Completed my career	57%	57%	55%	63%	54%	47%	63%	58%
Health reasons	3%	6%	5%	--	--	--	--	6%
Family circumstances	2%	1%	2%	--	--	--	--	--
None of the above	29%	28%	30%	24%	24%	29%	27%	26%
Total count (valid responses)	398	306	383	51	71	38	93	253

TABLE 11A: RETIREMENTS – TYPE OF EMPLOYMENT OPPORTUNITY¹³

If found another employment opportunity, please indicate what sector or industry best reflects your new employment

	Percentage of Respondents								
	FY 08/09	FY 09/10	FY 10/11	FY 11/12					
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total	
Private sector	39%	There has not been a large enough population and/or respondent group to report detailed results since FY 09/10.							
Federal government	9%								
Municipal government	0%								
Non-profit/non-governmental organization (NGO)	13%								
School district, university or colleges	4%								
Health authorities	9%								
Crown corporations	0%								
Started business as self-employed or working owner	13%								
None of the above	13%								
<i>Total respondent count</i>	<i>23</i>	<i>10</i>	<i>11</i>	<i>--</i>	<i>--</i>	<i>--</i>	<i>--</i>	<i>7</i>	

¹³ For Tables 12A and 12B, only respondents who selected “Found another employment opportunity” in Table 11 were included in the percentages and counts.

TABLE12B: RETIREMENTS – ATTRACTION TO NEW EMPLOYMENT

Please describe what attracted you to your new employment (select all that apply)

	Percentage of Respondents							
	FY 08/09	FY 09/10 ¹⁴	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Compensation	30%	--	45%	There has not been a large enough population and/or respondent group to report detailed results since FY 09/10.				
Salary	30%	--	45%					
Benefits	17%	--	45%					
Union membership	0%	--	27%					
Career and Professional Development Opportunities	39%	--	45%					
Career advancement	35%	--	36%					
Training	9%	--	18%					
Job Security & Stability	17%	--	9%					
Job Characteristics	65%	--	73%					
Ability to make a difference and/or feeling valued	48%	--	64%					
Job fit with skills and/or interests	48%	--	55%					
Job location	17%	--	36%					
Physical environment (surroundings, security, tools or equipment)	9%	--	27%					
Job autonomy and/or innovation	35%	--	18%					
Flexible/different work arrangements	26%	--	9%					

¹⁴ There were not enough population and/or respondents to report the detailed results for FY 09/10.

Organizational Qualities	30%	--	64%					
Healthy atmosphere (e.g., trust, mutual respect)	43%	--	64%					
Supervisory management and leadership	30%	--	55%					
Organizational mandate	22%	--	36%					
Work processes, procedures and/or systems	13%	--	27%					
<i>Total respondent count</i>	23	10	11	--	--	--	--	7

TABLE 12: RETIREMENTS – TOP REASONS FOR LEAVING

How much of the following reasons contributed to your decision to leave?

	Percentage of Respondents ¹⁵							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Organizational processes, procedures and/or systems	26%	32%	30%	24%	38%	28%	21%	28%
Senior leadership	25%	32%	33%	15%	41%	22%	19%	24%
Work arrangements	16%	19%	21%	23%	30%	16%	18%	22%
Workload	17%	17%	14%	14%	21%	24%	18%	19%
Job fit with expectations	12%	16%	17%	13%	25%	16%	18%	19%
Immediate supervisor/manager	20%	20%	20%	14%	13%	19%	19%	16%
Job fit with skills/interests	14%	13%	14%	15%	18%	14%	10%	14%
Career advancement	12%	9%	13%	9%	18%	16%	12%	14%
Pension-related rules	13%	12%	11%	8%	15%	0%	11%	10%
Salary	10%	11%	12%	8%	10%	5%	12%	10%
Job-related medical issues	6%	8%	7%	10%	12%	8%	6%	9%
Training and development	8%	9%	9%	6%	11%	11%	6%	8%
Job location	8%	10%	10%	8%	9%	0%	10%	8%
Co-workers	5%	3%	5%	10%	5%	3%	8%	7%
Physical environment	7%	5%	4%	6%	6%	3%	8%	6%
Clients/customers	5%	2%	2%	2%	6%	5%	3%	4%
Job security & stability	3%	5%	10%	2%	4%	5%	2%	3%

¹⁵ Percentage of respondents who responded “A lot” and “A great deal”.

Contractors	2%	0%	1%	2%	2%	3%	3%	3%
Benefits (other than pension)	2%	1%	5%	2%	5%	0%	2%	2%

TABLE 13: RETIREMENTS – AMOUNT OF TIME CONSIDERED; DECISION TO LEAVE

Before you gave notice, approximately how long had you been considering your decision to leave your position?

	Percentage of Respondents							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
One day	24%	23%	35%	33%	23%	18%	19%	23%
2 days to 13 days								
2 weeks to 4 weeks								
1 month to 6 months	21%	16%	17%	24%	31%	16%	25%	25%
7 months to 12 months								
One year or more	54%	61%	48%	43%	46%	66%	56%	52%
Total count (valid responses)	404	304	381	51	70	38	96	255

TABLE 14: RETIREMENTS – OVERALL PAST AND FUTURE CONSIDERATIONS

	Percentage of Respondents ¹⁶							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Q14. Is there anything that could have prevented you from leaving your position?	38%	40%	43%	52%	40%	41%	33%	40%

¹⁶ Percentage of respondents who responded “Definitely” and “Probably”.

Q24. Based on your experience working at your (former) organization would you recommend it as a great place to work?	58%	55%	52%	65%	44%	49%	56%	53%
Q25. Would you recommend the BC Public Service as a great place to work?	66%	59%	59%	73%	57%	55%	60%	61%

TABLE 15: RETIREMENTS – WHAT WOULD/COULD HAVE PREVENTED YOU FROM LEAVING YOUR POSITION?¹⁷

Individual comments that touched on several issues were coded into several major themes and sub-themes. Therefore, percentages of overall themes and sub themes do not sum to 100%.¹⁸

The middle column presents the percentage of comments within the corresponding themes. For instance, where 38% of all comments are related to the major theme Changes with Senior Leaders, 14% of comments within this major theme had to do with better management skills.

The right-hand column displays the percentage of comments within the corresponding themes out of the total number of comments. In other words, out of the 184 comments provided by retiring respondents, 5% had to do with better management skills.

	Percentage of Respondents	
	% Within Theme	% of Total Comments
Changes with Senior Leaders		38%
Better management skills	14%	5%
Fostered a more supportive and respectful environment	38%	14%
Better communicators (in general)	9%	3%
Demonstrated better leadership & accountability	20%	8%
Other (senior leaders)	17%	7%
Changes with Human Resources		36%
Reduction in workload	12%	4%

¹⁷ Respondents who answered “Definitely not” to Q14 skipped this question.

¹⁸ Major themes that contain 4% or less within the overall comment totals and sub-themes that contain 4% or less within a major theme are not included in the table.

Reduction of work stress or health issues (non-workload related)	10%	4%
Better/more flexible work arrangements	30%	11%
Better alignment between classification, job expectations & job reality	7%	3%
Better hiring & recruitment practices	7%	3%
Better staffing & retention policies/programs	25%	9%
Better/more training & development opportunities	7%	3%
Changes with Direct Supervisors/Managers		27%
Better management skills	22%	6%
Fostered a more supportive and respectful environment	42%	11%
Better communicators (in general)	6%	2%
Demonstrated better leadership & accountability	10%	3%
Other (direct supervisors/managers)	20%	5%
Changes in Pay & Benefits		25%
Increased salary/more fair pay	65%	16%
Wanted pension	11%	3%
Reached retirement age (ready to retire)	9%	2%
Wanted to collect pension and continue working	11%	3%
Changes to Systemic Organizational Challenges		20%
Improved policies, priorities or goals	19%	4%
Better processes & procedures (less bureaucracy)	16%	3%
More stability/better management of change	41%	8%
More concern for public interest/clients	19%	4%
Resolution of union issues	5%	1%
Changes in Job Fit, Security & Advancement		10%

Opportunities		
Better/more career advancement opportunities	56%	5%
Better job fit with skills/interests	44%	4%
Changes with Physical Environment & Resources		7%
Better office facilities	15%	1%
Better job/office location	62%	4%
Better tools & resources	23%	2%
No Suggestions		6%
Changes with Work Environment		5%
More supportive and respectful environment	67%	3%
Less issues with communication	11%	1%
Other (work environment)	22%	1%

TABLE 16: RETIREMENTS – OVERALL LIKES

Overall, what did you like the most about the BC Public Service? (select all that apply)

	Percentage of Respondents							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
My Compensation	43%	39%	40%	31%	32%	26%	28%	29%
Benefits	33%	33%	47%	29%	30%	26%	28%	28%
Salary	44%	39%	40%	27%	30%	26%	25%	27%
Union membership	14%	14%	17%	6%	7%	13%	12%	10%
My Career and Professional Development Opportunities	42%	39%	40%	37%	44%	51%	29%	38%
Variety of employment opportunities (e.g., transferring across/within organizations)	25%	27%	33%	33%	28%	23%	20%	25%
Training	29%	27%	30%	22%	20%	38%	12%	20%
Career advancement	19%	21%	23%	20%	17%	21%	11%	16%
Job Characteristics	50%	54%	50%	55%	45%	46%	39%	45%
Job fit with skills and/or interests	46%	49%	51%	51%	41%	44%	33%	40%
Making a difference and/or feeling valued	44%	48%	50%	47%	38%	44%	28%	37%
Job autonomy and/or innovation	33%	35%	36%	35%	28%	21%	19%	25%
Flexible work arrangements	30%	31%	32%	24%	21%	26%	21%	22%
Physical environment & equipment	21%	25%	26%	18%	13%	18%	12%	14%
Travel opportunities	17%	18%	21%	12%	8%	21%	12%	12%
Organizational Qualities	17%	20%	14%	25%	14%	21%	12%	17%
Healthy atmosphere (e.g., trust, mutual respect)	16%	18%	23%	20%	11%	13%	8%	12%
Organizational mandate	12%	17%	21%	16%	11%	18%	4%	10%
Supervisory management and leadership	12%	14%	22%	14%	10%	10%	8%	10%

Work processes, procedures and/or systems	9%	13%	18%	14%	6%	5%	5%	7%
Job Security & Stability	66%	58%	52%	57%	55%	49%	55%	54%
The People I Worked With	78%	78%	81%	80%	77%	79%	79%	79%
Critical Comments - Nothing to Like	1%	2%	1%	4%	3%	0%	0%	2%
Total respondent count	406	314	391	51	71	39	97	258

TABLE 17: RETIREMENTS – OVERALL SATISFACTION SCORES

During my most recent position...

	Average Score (out of 100)							
	FY 08/09	FY 09/10	FY 10/11	FY 11/12				
				Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
I was satisfied with my job.	70	70	69	75	67	74	73	72
I was satisfied with my organization.	53	50	48	56	45	51	51	50
Overall, I was satisfied in my work as a BC Public Service employee.	70	67	68	74	65	68	68	68

6. Mail Invitation



<Date>

<Firstname> <Lastname>

<Address1> <Address2>

<City>, <Prov> <Postal>

Re: Invitation to the Employee Exit Survey

Dear «FIRSTNAME» «LASTNAME»,

The BC Public Service Agency has been informed that you have left your position with the BC Public Service or are planning on leaving in the near future. I would like to thank you sincerely for your contribution and wish you all the best in the future.

We would like to learn how to make the BC Public Service an attractive employer to people like you. To that end, we would appreciate any feedback that you can provide us by participating in the *BC Public Service Employee Exit Survey*. The survey is designed to canvass your employment experience with the BC Public Service and your reasons for leaving. The information you provide will be used to improve the BC Public Service.

The survey is being conducted by BC Stats which means that your information is protected under the authority of the *Statistics Act*. The responses you provide will be grouped and summarized with other survey respondents to maintain confidentiality of individual results.

The survey will take approximately 10 minutes to complete. Please complete the survey by **March 31, 2013**, over the web by typing the following link into your web browser:

<https://secureresponses.gov.bc.ca/exitsurvey/login.htm>

Then type in your personal and confidential survey password: <USERID>

If you prefer not to receive reminders to complete this survey, please contact the BC Stats Survey Administration Team by email at BCStats.SurveyMail4@gov.bc.ca or by phone toll-free at 1-888-447-

4427. The BC Stats Survey Administration Team is also available to discuss any questions you may have about this survey and/or any concerns you may have about confidentiality.

Thank you in advance for sharing your thoughts and helping us work towards making the BC Public Service a great place to work.

Sincerely,

Lynda Tarras
Head of BC Public Service Agency
BC Public Service Agency

BC Public Service Agency	Mailing address:	Telephone: 250 356-8371
	Box 9404 Stn Prov Govt	Facsimile: 250 356-7074
	Victoria BC V8W 9V1	Website: www.bcpublicservice.ca

7. Questionnaire

BC Public Service FY 11/12 Employee Exit Survey¹⁹

WELCOME!

BC Stats is conducting the *BC Public Service Employee Exit Survey* on behalf of the BC Public Service Agency. The survey is specifically designed to gain feedback from respondents like you, who have made the decision to leave their position from the BC Public Service. The information that you provide to us is valuable and will help us to identify ways to improve the working environment and measure our success.

The objective of this survey is to gain a better understanding of the reasons you are leaving and to learn more about your experiences as an employee in the BC Public Service. This voluntary survey should take approximately 10 minutes to complete.

If you prefer, you may complete the survey on-line. Please type this link into your web browser:

<https://secureresponses.gov.bc.ca/exitsurvey/login.htm>

Then type in your personal and confidential survey password: <USERID>

CONFIDENTIALITY: Responses to this questionnaire will be kept confidential by BC Stats. Under Section 9 of the *Statistics Act*, BC Stats cannot disclose information that could be used to identify an individual return to any person, organization or government agency. Section 9 of the *Statistics Act* applies despite the provisions of the *Freedom of Information and Protection of Privacy Act (FOIPPA)* other than Section 44(1)(b)(2) (2.1) and (3) of the *FOIPPA*.

Protecting Your Confidential Information

BC Stats has taken every step to ensure the confidentiality of your responses to this survey. The information you provide will remain completely confidential within BC Stats, as guaranteed under the *Statistics Act*. Under Section 9 of the *Statistics Act*, we cannot disclose information that could be used to identify you to any person, organization, or government agency.

¹⁹ This is the post mail version of the questionnaire. There are minor differences between the post mail and web-based questionnaire to facilitate understanding of the questionnaire on paper. Although there were no paper surveys sent in the 11/12 fiscal year, this version of the questionnaire is still used in this report to facilitate understanding of how the survey was structured.

When you submit the survey, your replies are transferred and stored on a secure server, which can only be accessed by select members of the BC Stats research team who have been sworn in under the *Statistics Act*. In the reports and tables, your replies will be combined with other employee responses and reported as group averages.

If you provide comments during the survey, BC Stats will make every effort to remove any information that could potentially be used to identify a respondent. **To help us preserve your anonymity, we strongly suggest that you avoid personalizing your comments.**

My Reasons for Leaving

This section explores aspects that may have contributed to your decision to leave the BC Public Service.

1. Under what condition are you leaving your position in the BC Public Service?

Please select one of the following.

- ☐ Resigning
- ☐ Retiring
- ☐ Other

2. Under what circumstance are you leaving your position?

Please select one of the following.

- ☐ Found another employment opportunity (go to question 3)
- ☐ Seeking another employment opportunity (go to question 9)
- ☐ Returning to school (go to question 9)
- ☐ Completed my career (go to question 9)
- ☐ Health reasons (go to question 9)
- ☐ Family circumstances (go to question 9)
- ☐ None of the above (go to question 9)

3. If selected **found another employment opportunity in the above question: **Please indicate what sector or industry best reflects your new employment:****

Please select one of the following.

- ☐ Private sector
- ☐ Federal government
- ☐ Municipal government
- ☐ Non-profit/non governmental organization (NGO)
- ☐ School district, university, or colleges
- ☐ Health authorities
- ☐ Crown corporations
- ☐ Started business as self-employed or working owner
- ☐ None of the above

My Reasons for Leaving continued...

4. Please describe what attracted you to your new employment.

Please select all that apply.

- ☐ Job security & stability
- ☐ Compensation
- ☐ Career and professional development opportunities
- ☐ Other characteristics about the job
- ☐ Other qualities of the organization
- ☐ None of the above (go to question 9)

Please elaborate on question 4 response item(s) selected above by answering the corresponding question(s) below.

<p>If Compensation attracted you to your new employer...(or else continue to question 6)</p>	<p>5. What form of compensation attracted you?</p> <p><i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="radio"/> Salary <input type="radio"/> Benefits <input type="radio"/> Union membership
<p>If Career & Professional Development attracted you to your new employer...(or else continue to question 7)</p>	<p>6. What kind of career and professional development opportunities attracted you?</p> <p><i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="radio"/> Career advancement <input type="radio"/> Training
<p>If Other characteristics about the job attracted you to your new employer...(or else continue to question 8)</p>	<p>7. What other characteristics of the job attracted you?</p> <p><i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="radio"/> Job fit with skills and/or interests <input type="radio"/> Job autonomy and/or innovation <input type="radio"/> Ability to make a difference and/or feeling valued <input type="radio"/> Flexible/different work arrangements <input type="radio"/> Job location <input type="radio"/> Physical environment (surroundings, security, tools, or equipment)

My Reasons for Leaving continued...

<p>If Other qualities of the organization attracted you to your new employer...(or else continue to question 9)</p>	<p>8. What qualities of the organization attracted you? <i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="radio"/> Healthy atmosphere (e.g., trust, mutual respect) <input type="radio"/> Supervisory management and leadership <input type="radio"/> Work processes, procedures and/or systems <input type="radio"/> Organizational mandate
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9. How much have the following job-specific reasons contributed to your decision to leave? Please choose a single response for every item listed below.

	Not at All	A little	Partly	A lot	A great Deal	No Opinio n
a. Job location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Work arrangements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Job fit with my skills/interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Job fit with expectations (what was described to me)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Training & development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Career advancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Job-related medical issue(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My Reasons for Leaving continued...

10. How much have the following people-based reasons contributed to your decision to leave? *Please choose a single response for every item listed below.*

	Not at All	A little	Partly	A lot	A great Deal	No Opinio n
a. Co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Immediate supervisor/manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Clients/customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Contractors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Senior leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. How much has the following work environment reasons contributed to your decision to leave? *Please choose a single response for every item listed below.*

	Not at All	A little	Partly	A lot	A great Deal	No Opinio n
a. Physical environment (surroundings, security, tools or equipment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Job security & stability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Pension-related rules	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Benefits (other than pension)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

g. Organizational processes, procedures and/or systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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My Reasons for Leaving continued...

For the next question, please select your top reason by reviewing your answers from questions 9 to 11. Please insert your top reason into question 12 below. Then please describe how this reason contributed to your decision to leave. If none of the reasons listed in questions 9 to 11 contributed to your decision to leave, then please insert your own reason into the question below and describe how that reason contributed to your decision to leave.

12. How has/have _____ contributed to your decision to leave?

13. Before you gave notice, approximately how long had you been considering your decision to leave your position? Please select one of the following.

- ☐ Within 1 day
- ☐ 2 to 13 days
- ☐ 2 to 4 weeks
- ☐ 1 to 6 months
- ☐ 7 to 12 months
- ☐ More than 1 year

14. Is there anything that could have prevented you from leaving your position? Please select one of the following.

- ☐ Definitely
- ☐ Probably
- ☐ Maybe/maybe not
- ☐ Probably not
- ☐ Definitely not (go to question 16)
- ☐ Not applicable (go to question 16)

15. What would/could have prevented you from leaving your position?

My Overall Experience in the BC Public Service

This section explores your overall experiences in the BC Public Service as a place to work.

16. Overall, what did you like the most about the BC Public Service?

Please select all that apply.

- ☐ My job security & stability
- ☐ The people I worked with
- ☐ My compensation
- ☐ My career and professional development opportunities
- ☐ Other characteristics about my job
- ☐ Other qualities about my government organization
- ☐ There was nothing to like (go to question 21)

Please elaborate on question 16 response item(s) selected above by answering the corresponding question(s) below.	
If Compensation is what you like most about the BC Public Service...(or else continue to question 18)	17. What did you like about your compensation? <i>Please select all that apply.</i> <ul style="list-style-type: none"> <input type="radio"/> Salary <input type="radio"/> Benefits <input type="radio"/> Union membership
If Career & Professional Development is what you like most about the BC Public Service...(or else continue to question 19)	18. What did you like about your career and professional development? <i>Please select all that apply.</i> <ul style="list-style-type: none"> <input type="radio"/> Career advancement <input type="radio"/> Training <input type="radio"/> Variety of employment experiences [e.g. transferring across/ within organizations (ministry, agency, office or commission of the province)]
If Other characteristics about my job are what you like most about the BC Public Service...(or else continue to question 20)	19. What characteristic(s) of your job did you like? <i>Please select all that apply.</i> <ul style="list-style-type: none"> <input type="radio"/> Job fit with skills and/or interests <input type="radio"/> Job autonomy and/or innovation <input type="radio"/> Making a difference and/or feeling valued <input type="radio"/> Flexible work arrangements <input type="radio"/> Physical environment (surroundings, security, tools, or

	<p>equipment)</p> <p><input type="radio"/> Travel opportunities</p>
--	---

<p>If Other qualities about my ministry/ organization is what you like most about the BC Public Service...(or else continue to question 21)</p>	<p>20. What qualities about your ministry/organization did you like? <i>Please select all that apply.</i></p> <p><input type="radio"/> Healthy atmosphere (e.g. trust, mutual respect)</p> <p><input type="radio"/> Supervisory management and leadership</p> <p><input type="radio"/> Work processes, procedures and/or systems</p> <p><input type="radio"/> Organizational mandate</p>
--	---

Please indicate your overall satisfaction with your most recent position.

Please choose a single response for every item listed below.

During my most recent position...		Strongly Disagree					Strongly Agree	Not Applicable
		1	2	3	4	5		
21.	I was satisfied with my job .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>
22.	I was satisfied with my organization (ministry, agency, office or commission of the province).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>
23.	Overall, I was satisfied in my work as a BC Public Service employee .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>

24. Based on your experience working at your (former) organization (agency, ministry, office or commission of the province) would you recommend it as a great place to work? *Please select one of the following.*

- ☐ Definitely
- ☐ Probably
- ☐ Maybe/maybe not
- ☐ Probably not
- ☐ Definitely not
- ☐ Not applicable

25. Would you recommend the BC Public Service as a great place to work?

Please select one of the following.

- ☐ Definitely

- ☐ Probably
- ☐ Maybe/maybe not
- ☐ Probably not
- ☐ Definitely not
- ☐ Not applicable

26. What suggestion would you offer to improve your (former) workplace?

About You

This section asks about some questions about your employment and educational history and feedback you may have about the survey in general.

27. Approximately how many different organizations (i.e., ministry, agency office or commission of the province) have you worked for over the course of your employment in the BC Public Service? Please select one of the following.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 or more

28. What is your highest level of education? Please select one of the following.

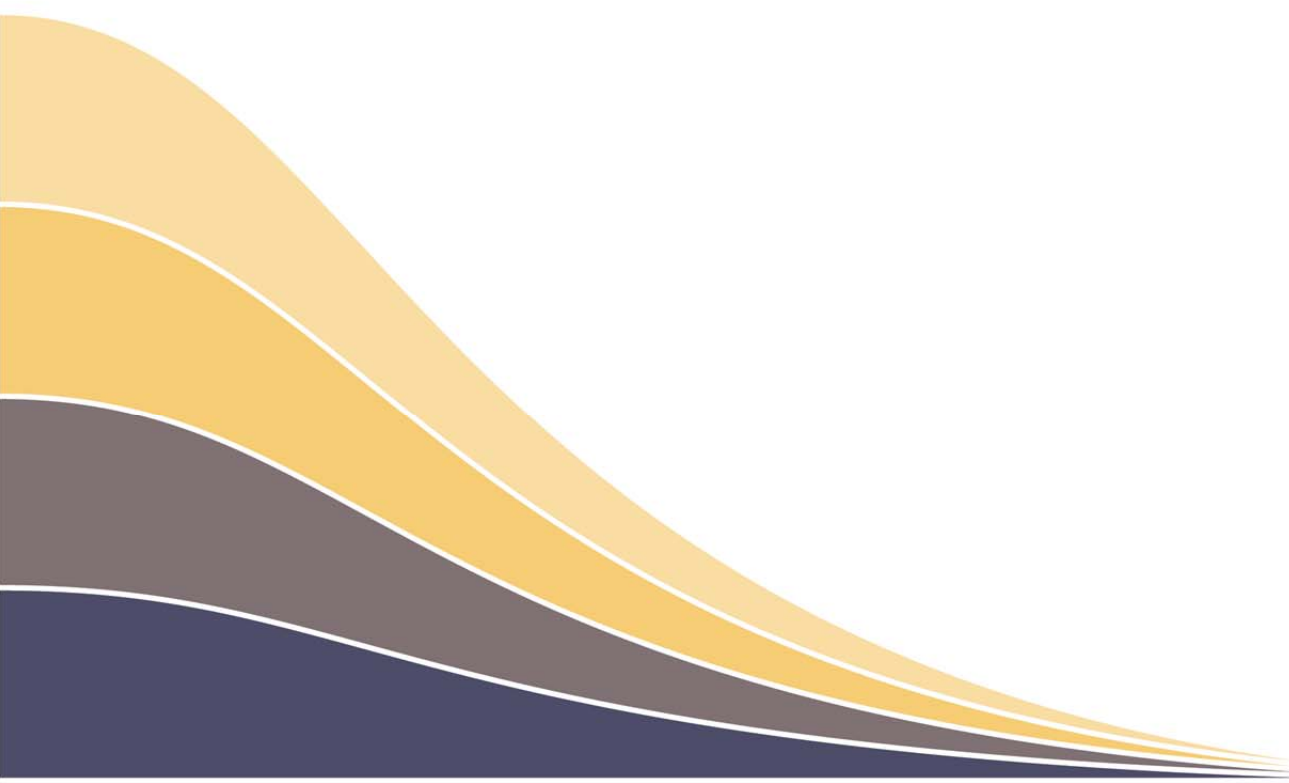
- ☐ Some secondary high school
- ☐ Completed secondary high school
- ☐ Some college or university courses
- ☐ College diploma/certificate
- ☐ Bachelor degree
- ☐ Masters degree
- ☐ Doctorate degree (PHD)
- ☐ Other professional designation (please specify): _____

29. Do you have any suggestions that could help us improve this survey? If so, please describe.

Thank you for taking the time to complete this survey.

We wish you much success in your future!

BC Stats is the provincial government's central statistics agency and has the government's largest concentration of statistical products, services and expertise. As a branch of the Ministry of Citizens' Services and Open Government, the organization is in the business of providing government with statistical information and analytical services to support informed decision-making and policy development.



2011/12 Employee Exit Survey – Summary of Findings

BC Public Service Resignations and Retirements

SUMMARY OF FINDINGS

PREPARED FOR THE PUBLIC SERVICE AGENCY
BY BC STATS – JUNE 2013

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1. Introduction

Maintaining a reputation as a valued and attractive “employer of choice” relies on continually developing an awareness of the experiences of employees who have voluntarily left their positions in the BC Public Service (BCPS). In April 2007 BC Stats, in consultation with the BC Public Service Agency (PSA), the Deputy Ministers Council, and Strategic Human Resources,¹ launched the BC Public Service Exit Survey (referred to hereafter as the Exit Survey). This ongoing feedback program was designed to provide stakeholders with a systematic evaluation of why employees resign from the BCPS, thus facilitating future strategies for employee engagement and retention.

For the fiscal year (FY) 2011/12, BC Stats distributed the online Exit Survey to 1,514 regular and auxiliary employees who voluntarily exited (retired or resigned) the BCPS between April 1, 2011 and March 31, 2012. Of the 1,514 employees, 515 completed the Exit Survey. Half of the respondents resigned (257), while the other half retired (258). The response rate for FY 2011/12 was the lowest it has been since the survey began in FY 06/07 at 34% overall (31% for resigned, and 38% for retired).

This report summarizes the key findings emerging from the survey results for FY 2011/12. An accompanying document, **BC Public Service Resignations and Retirements: Methodology and Tables**, describes the methodology used for data collection and analysis, as well as presenting the detailed results in tabular format.

2. Demographic Profile

This section outlines the demographic profile of voluntarily exiting employees, as a more detailed understanding of the demographic characteristics of departing BCPS employees, particularly the resignee group, may assist with retention strategies. In this section, reported percentages refer to the entire population of voluntarily exiting employees² unless otherwise noted.

¹ Now called Organizational Development representatives.

² Based on CHIPS data. Respondent percentages reported account only for those questions that were asked exclusively in the survey and are not available in the CHIPS data (e.g., education level of attainment).

Resignees are younger than BCPS employees overall.

According to the CHIPS database, BCPS employees are 45 years old on average. However, 73% of the resigning employees were under 45 years of age, with an average age of 38. The average age of the retiring employees was 60 years old.

They are highly educated...

When asked in the survey, 61% of resigning respondents indicated that they had a Bachelor's degree, a Graduate or Post-Grad degree. Conversely, just over half (55%) of the retiring respondents indicated that they had a Bachelor's degree, a Graduate or Post-Grad degree.

...and are female.

A slight majority of the resigning (65%) and the retiring (63%) employees were female. This mirrors the overall demographic profile of the BCPS, where 61% of employees are female.

Fewer resigning employees have regular status as compared to the BCPS and retirees...

While nearly all of the retiring employees (99%) had regular status, only three-quarters (75%) of the resignees were regular employees. This proportion is also substantially less than the BCPS overall, where 95% of employees have regular status.

...but more are included in the bargaining unit.

While most (82%) of the resigning employees were included in the bargaining unit, only three-quarters (75%) of the retiring employees were included. In the BCPS, 77% of employees are included.

Resigning employees haven't been with the BCPS very long...

The majority (65%) of resigning employees had less than five years of service; one-quarter (25%) of resigning employees had been with the BCPS for less than a year. The retiring employees, on the other hand, had an average of 24 years of service as compared to the BCPS average of 12 years.

...and were primarily from one of two classification groups.

Over half of the resigning employees came from one of two classification groups: Administration Support (31%) and Health, Education and Social Work (23%). Although these were also the most prevalent classification groups for the retiring employees (24% from Administration Support and 18% from Health, Education and Social Work), job classification was more distributed for retirees.

3. Resignee Characteristics

While resigning employees have a wide variety of reasons for departing the BCPS, some key characteristics emerging from the data are outlined in this section.

Resigning employees were less satisfied than other BC Public Service employees with their job, organization and in their work as a BC Public Service employee.

Resigning employees were asked how satisfied they were with their job, organization³ and the BCPS in their final position before resigning. Ratings were averaged and compared to the BCPS benchmarks established in the 2011 *Work Environment Survey (WES)*. Average scores for resignees were lower for job satisfaction (59 out of 100; 8 points lower than the BCPS), and for organizational satisfaction (46 out of 100; 14 points lower than the BCPS).⁴ Employees who resigned also had lower satisfaction in their work as a BCPS employee (56 out of 100; 13 points lower than the BCPS).⁵

Although over half of the resignees indicated low satisfaction with their organization, most did not work for any other BC Public Service organizations in their careers with the BCPS.

Over three-quarters (79%) of the resignee population worked within two or fewer organizations, and over half (55%) only worked within one organization during their time with the BCPS.

Resignees did not leave the BC Public Service for any one particular employment sector...

Almost half (47%) of resignees left the BCPS because they found another employment opportunity. These opportunities represented a variety of different sectors, chiefly the private sector (21%), non-profits/NGOs (18%), federal/municipal governments (15%), and health authorities (15%).

...and there were many benefits that attracted resignees to their new employment opportunity.

When asked to select up to five features that attracted them to their new place of employment, resignees reported career and professional development opportunities (71%), job characteristics (63%), and compensation (60%). It is worth noting that related to compensation, 59% indicated specifically that the salary drew them to their new position while only 31% said it was the benefits package.

In the end, resignees generally decided to leave due to a lack of career advancement opportunities...

³Organization is defined as the specific ministry, agency, office or commission of the province for which the employee worked.

⁴Both job satisfaction and organization satisfaction are constructs in the BCPS Employee Engagement model.

⁵This is measured from the question "Overall, I am satisfied in my work as a BCPS employee."

Resignees reported many factors that contributed to their resignations, including career advancement opportunities (51%). Other secondary factors included organizational processes, procedures and systems (46%) and senior leadership (40%).

...but an increase in salary or better/more career advancement opportunities could have prevented them from leaving.

When given the opportunity to provide comments on factors that could have prevented them from resigning from the BCPS, resigning respondents reported that they may have stayed if they had an increased salary (22%), better/more career advancement opportunities (19%), and better/more flexible work arrangements (14%).

4. Retiree Characteristics

This section outlines the overall response characteristics of retiring employees who completed an Exit Survey.

Not surprisingly, retirees left the BCPS because they had completed their careers.

The majority of retirees who responded had 20+ years of service (72%), and indicated they had completed their careers (58%). A quarter of retirees (26%) exited the BCPS for other circumstances that did not include health reasons, or having found other employment.⁶

Some retirees who exited may have stayed longer if they were offered an increase in pay and if senior leadership and supervisors fostered a more supportive and respectful work environment.

Respondents who retired were given the opportunity to provide comments on factors that could have prevented them from retiring from the BCPS. Overall factors included increased salary/more fair pay (16%), having senior leadership foster a more supportive and respectful work environment (14%), and having direct supervisors/managers foster a more supportive and respectful work environment (11%).

⁶ These respondents selected the option “None of the above” when asked about circumstances under which they are leaving their position. For a full list of the options provided and the breakdown for retiring respondents, please see Table 11 in the **Methodology and Tables** report.

5. Overall Trends

As one would expect, resigning and retiring employees have very different precipitating causes leading to their decision to leave the BCPS. Due to these differences, directly comparing the two groups question by question is difficult and may not be entirely useful. However, looking at broad-level similarities and differences across the groups provides further insight into the reasons why employees choose to leave the BCPS, particularly when they resign. Key trends involving both retiring and resigning respondents are highlighted in this section.

Retirees take longer to consider and eventually decide to leave the BCPS than resigning employees.

Perhaps unsurprisingly, retirees plan their departures from the BCPS for a longer amount of time than those who resign. Over half of retirees (52%) considered retiring for a year or more, while three-quarters (76%) of resignees considered their decision to resign for 12 months or less with 40% only taking one to six months to decide.

Retirees were much more satisfied with their jobs than resignees...

While retirees had a job satisfaction score of 72, resigning respondents were 13 points lower with a score of 59.

...but organizational satisfaction was similarly low for both groups.

Although resigning respondents were slightly less satisfied with their organization than retirees, both groups demonstrated similarly low organization satisfaction (46 for resignees and 50 for retirees).

Overall, retirees were more satisfied in their work as BCPS employees.

When asked if they were satisfied in their work as BC Public Service employees, the retiree respondent group had an average score of 68 while the resignees' responses yielded a score of 56.

On a positive note, both resignees and retirees really liked the people they worked with.

Coworker relationships were not a cause for departure for exiting respondents; over three-quarters (79%) of retired respondents believed that the people they worked with made the BCPS a great place to work, while almost as many (74%) resigning respondents said the same.

Many respondents indicated that they could have been prevented from leaving - even the retirees.

Over half (57%) of the resigning employees indicated that there definitely or probably could have been something to prevent them from leaving their position. Interestingly, two in five

(40%) retirees also indicated a response of definitely or probably when asked if there was anything that could have prevented them from leaving their positions.⁷

Exiting employees were more likely to recommend the BCPS overall rather than their organization as a great place to work.

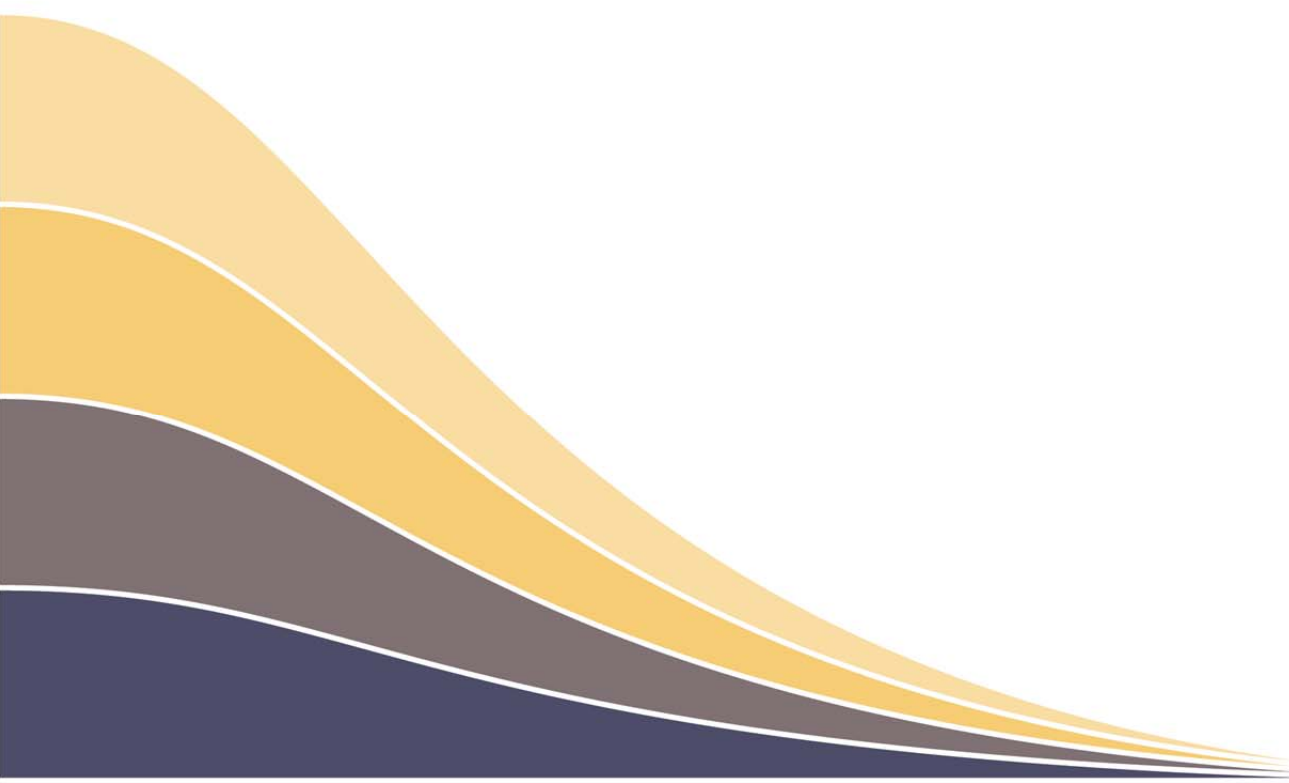
When asked if they would recommend the BCPS as a great place to work, about half (51%) of resigning respondents said that they definitely or probably would, while a greater proportion (61%) of retirees said the same. However, the response for both groups was less enthusiastic when asked if they would recommend their organization specifically as a great place to work – only 43% of resigning respondents said that they definitely or probably would, while 53% of retirees said the same.

6. Program Recommendations

s 13

⁷ A breakdown of the factors that may have prevented employees from leaving is outlined in the respective sections above.

BC Stats is the provincial government's central statistics agency and has the government's largest concentration of statistical products, services and expertise. As a branch of the Ministry of Citizens' Services and Open Government, the organization is in the business of providing government with statistical information and analytical services to support informed decision-making and policy development.

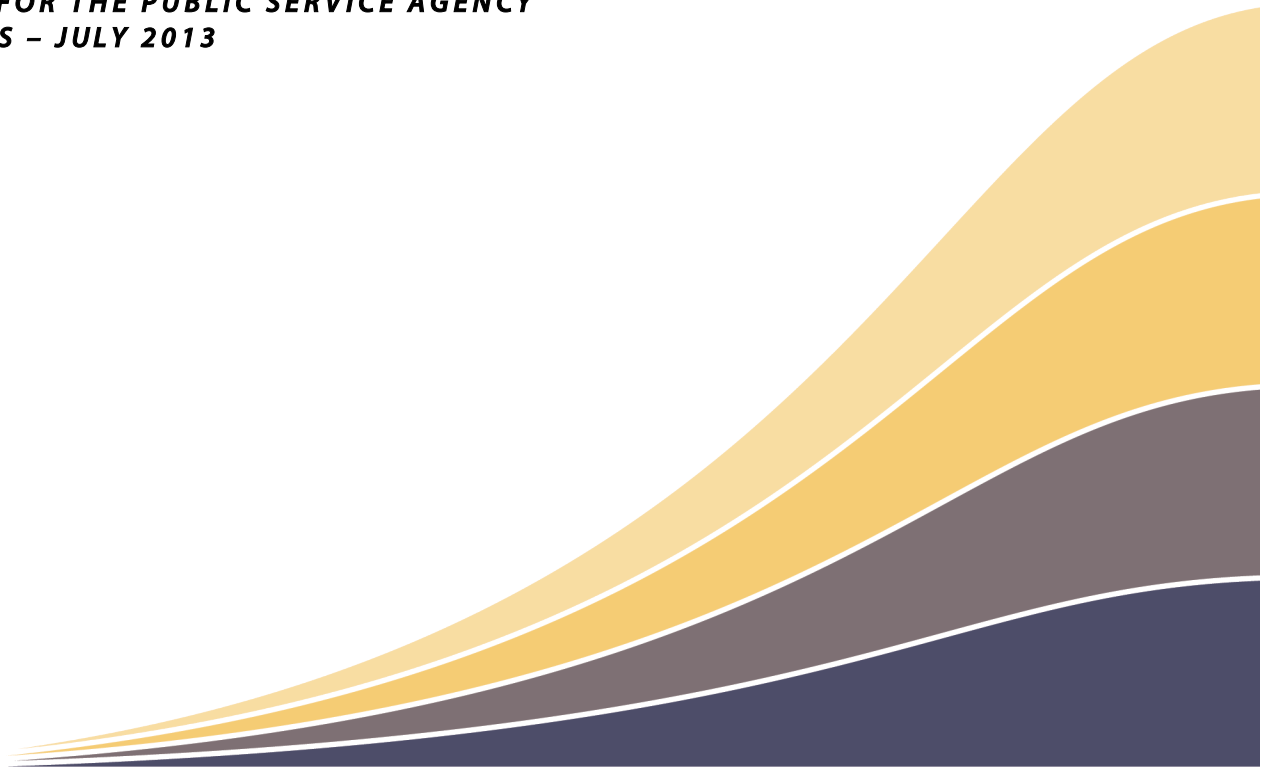


2012/13 Employee Exit Survey

BC Public Service Resignations and Retirements

METHODOLOGY AND TABLES

***PREPARED FOR THE PUBLIC SERVICE AGENCY
BY BC STATS – JULY 2013***



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1. Introduction

This report outlines the methodology used in the data collection, analysis and reporting of results for the fiscal year (FY) 2012/13 *Exit Survey*. The results from the survey, presented as a series of data tables, are also included, in addition to the survey invitation and questionnaire itself. This document is designed to be used as a supplement to the main report, the **Summary of Findings**.

2. Data Collection

2.1. Survey scope

The population definition for the Exit Survey is as follows:

- Must be in the Corporate Human Resources Information system (CHIPS);
- Must fall under the Public Service Act;
- Must not be an Order in Council appointment; and
- Must be considered “core government” (i.e., not a crown corporation, etc.)

As per the definition, the following organizations were excluded from the survey distribution list: Office of the Ombudsman, Provincial Capital Commission, Office of the Auditor General, BC Pension Corporation, Elections BC, OBL Continuing Care Society, Royal BC Museum, Tillicum & Veterans Care Society, Public Sector Employer Council, Forest Practices Board, and Information & Privacy Commission.

All in-scope exiting employees are added on an ongoing basis to BC Stats’ dynamic surveying database¹ and invited to complete the survey six months prior to their departure date.² For FY 2012/13, BC Stats distributed the Employee Exit Survey to all regular and auxiliary employees who voluntarily exited (retired or resigned) the BCPS between April 1, 2011 and March 31, 2012, within the scope of the population as defined above.

Employees who were re-added to the CHIPS database prior to the end of the fiscal year were considered out of scope and excluded from the survey population, as their re-entrance into the database indicated that they were remaining in the BCPS. An exception to this was if an employee completed the survey while he/she had an active departure date, and later decided to stay with the BCPS. In that case, it was deemed by the BC Stats

¹ Briefly, an employee’s departure is recorded in the Corporate Human Information Payroll System (CHIPS). Using an automated process, the PSA sends a data file of all voluntary departures to BC Stats via a shared secure server each business day. The new departures are automatically added to the BC Stats database and updated if required.

² Departure date is based on the ‘last working date’ field in PeopleSoft. If this field is blank, the automated system defaults to the last effective date as the reference and sends the invitation six months prior to this date instead. If the employee’s last working date and last effective dates are less than six months away, the employee is sent the email invitation as soon as his/her notification to exit is entered into CHIPS.

research team that such responses still provide valuable insight into employees' perspectives as at the time of completion they felt that they were indeed leaving the BCPS.³

For FY 2012/13, 1390 in-scope exiting employees were sent an invitation to complete the survey.

2.2. Survey distribution

Each in-scope exiting employee was assigned a unique and confidential password to access the survey. An email invitation was sent to exiting employees containing their password, the link to the survey and an overview of the program and confidentiality statements.

Two sets of mailed reminder letters were sent out, one in October 2012 to those departing in the first half of the fiscal year and one in May 2013 after the conclusion of the latter half of the fiscal year. During each wave, non-respondents were mailed an invitation letter with a subsequent reminder letter five weeks later asking them to complete the survey online (see **Appendix A**).

3. Response Rates

As shown in Figures 1 and 2, the response rates for FY 2011/12 were considerably higher than in previous cycles overall and for the retired population. While this could be in part due to the decision to exclude employees who were re-entered into the CHIPS database by the end of the fiscal year, (except for those who had completed a survey) the response rate prior to this change was already higher. An email-based reminder schedule will also be employed for FY 2013/14 to continue attempting to boost response rates.

TABLE 1: RESPONSE RATES

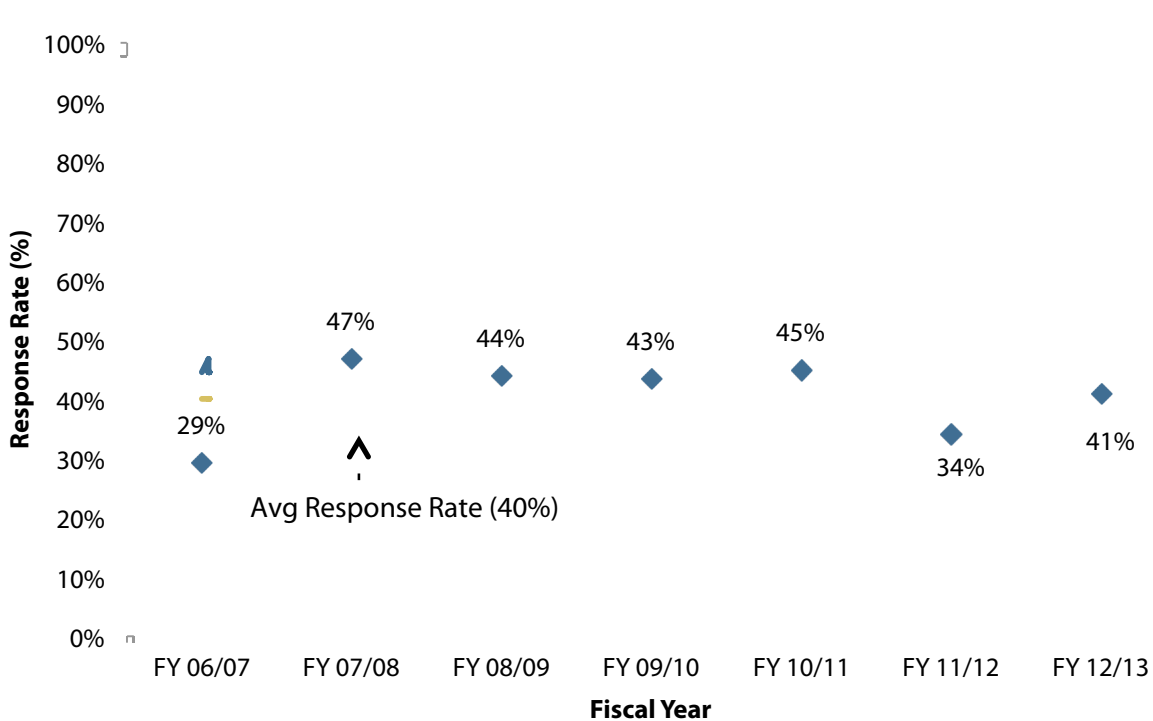
	Population	Respondents	Response Rate
Total Exits	1,390	567	41%
Resigned	760	225	30%
Retired	630	342	54%

³ This is a methodological change from the previous year, where all employees were considered in the population regardless of their CHIPS re-entry status. It was decided that using the current approach would ensure greater and richer data integrity.

3.1. Year-over-Year Response Trends

The overall response rate increased from FY 11/12 to FY 12/13 by 7%, bringing it more back in line with previous years' response rates.

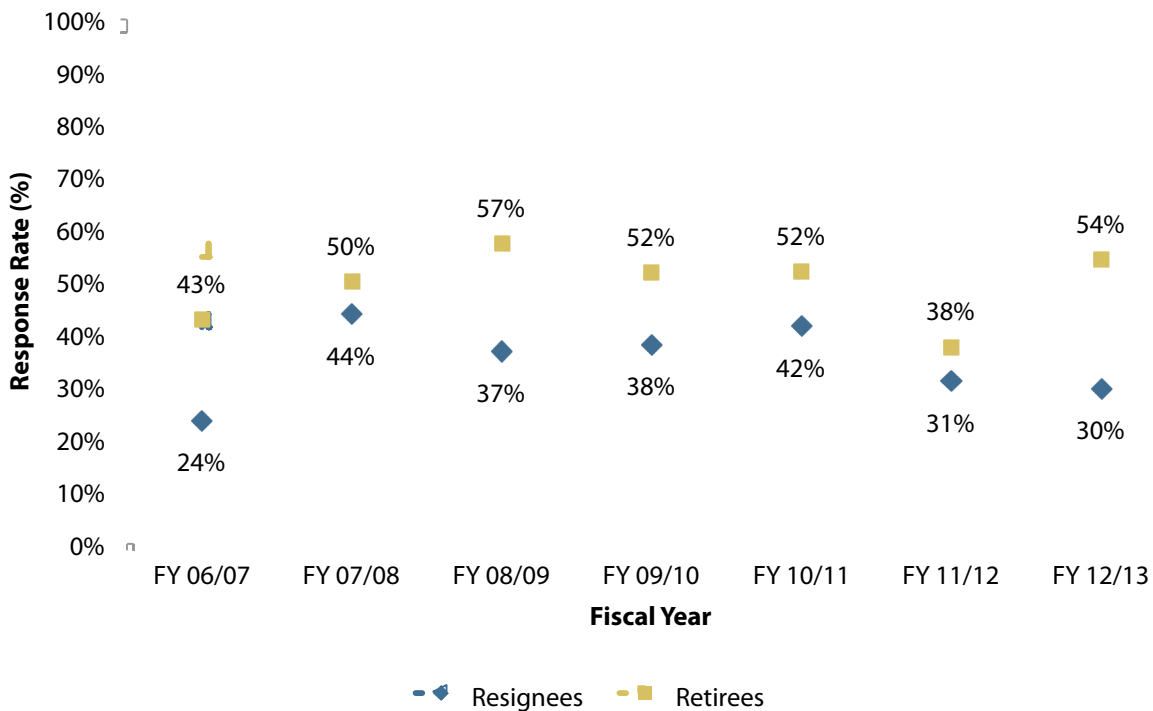
FIGURE 1: YEAR-OVER-YEAR RESPONSE TRENDS



3.1.1. Resigning and retiring employees

The overall response trends for resigning and retiring employees respectively can be found in Figure 2. FY 12/13 displayed a similar trend to FY 08/09 in that the resignee response rate decreased while the retiree response rate substantially increased. It is evident from this depiction that the increase in the retiree response rate was wholly responsible for the overall response rate increase for FY 12/13.

FIGURE 2: RESIGNATIONS AND RETIREMENTS – YEAR-OVER-YEAR RESPONSE TRENDS



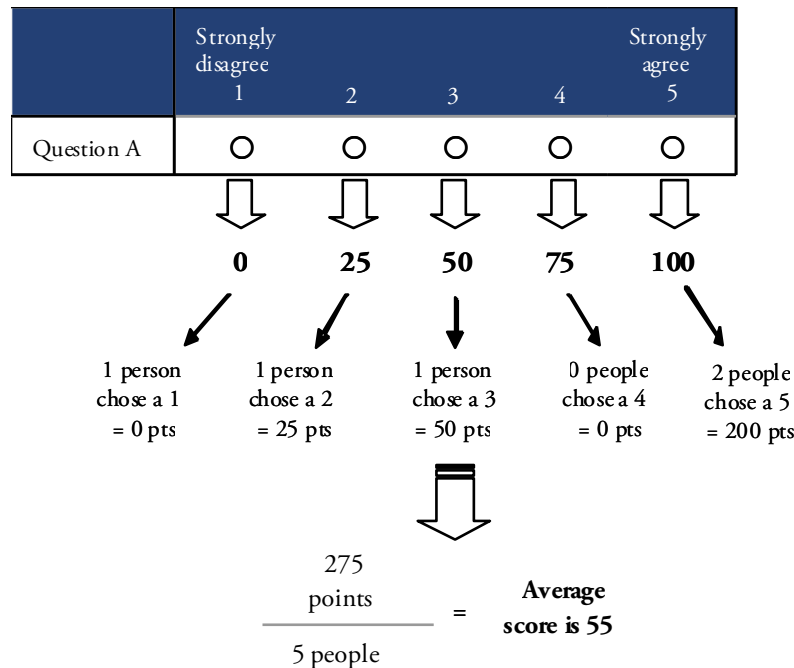
4. Analysis and reporting

4.1. Quantitative approach

Quantitative survey results are presented in two different ways in this report: percentages and average scores. In the tables, please note that:

- Some percentages/scores may not sum to 100% due to rounding;
- The tables display only valid responses (i.e., the not applicable/no opinion responses were omitted from all analysis);
- The Total column (where applicable) represents the cumulative total of all quarters for FY 11/12; and
- To ensure data quality, cells in which there were less than three responses were either suppressed or combined with another category.

Average scores range from 0 to 100 and represent the full range of responses to each question. To calculate average scores, the 5-point survey scale is converted into a 100 point scale and averaged based on the number of people in the group, as depicted below:



In the survey, there were two sets of questions where respondents were prompted to select all that applied from a main list, and then asked a series of follow-up questions based on the categories they selected.⁴ In this report, both the categories and subcategories display the overall percent of respondents that selected an item from the list, regardless of whether they were prompted to select from a subcategory or not. While this is useful in showing the overall relative importance of various factors to the respondent group as a whole, it is also beneficial to look at the sub-category percentages as a proportion of the parent category exclusively, as only this subset of the respondents were actually asked the question. As such, the **Summary of Findings** report also uses this technique of representing the subcategories as a percentage of the category itself as opposed to the overall response group.

The **Summary of Findings** report contains a modified analytic approach this fiscal year. In FY 11/12, the format of the report was substantially redesigned as the first step in making the report clearer, more concise, and more relevant to its readers. These improvements continue with the current **FY 12/13 Summary of Findings** report, which both adopts the new format, along with a greater depth of data analysis. This includes an expanded demographic section, which looks at some of the key and significant patterns emerging from the population as a whole (i.e., all of the voluntary departures for this fiscal year). The response analysis also takes a deeper look at the relationship between questions themselves, as well any significant findings in regards to the available demographics.

In this analysis, only significant relationships are reported unless otherwise noted. The word ‘significance’ is used to denote statistical significance, at either the 90% or 95% level. Statistically significant findings are those

⁴ For example, if they selected “Compensation” as something they liked about working with the BCPS, they were then prompted to select from a list of aspects of compensation.

that are 90% or 95% likely to not be due to chance or, in other words, are extremely likely to reflect actual and observable relationships in the data. This allows us to make statements such as “voluntarily departing men are significantly more likely to be leaving for the private sector than women.” Using this approach can be very useful as it provides distinct and precise findings that may be more actionable than looking at the survey responses in isolation.

In some cases, logistic regression was also used to help make sound inferences from the data, such as when looking at what factors are most influential on certain variables and, importantly, allows us to ‘control for’ age. In this population, examining as to whether certain groups are significantly likely to resign can be made more challenging due to the fact that age has considerable bearing on whether someone resigns or retires. Thus, while it may look like a certain ministry has a significantly high resignation rate, it may just be due to the fact that the ministry overall has fewer older (and thus retiring) employees on average. Using logistic regression allows us to account for this age variable and to see what relationships still remain significant, and to what degree.

Analytic approaches used and significance levels are described in footnotes in the main body of the Summary of Findings report as applicable.

4.2. Qualitative approach

For FY 2012/13, two open-ended comments were included in the analysis:

“What would/could have prevented you from leaving your position,” which was asked of those who responded neutrally or affirmatively when asked if there was anything that could have prevented them from leaving; and

“What suggestion would you offer to improve your (former) workplace,” which was asked of all respondents.

Due to the overlapping nature of the comments (in addition to the fact that only the former was to be reported on), the responses were considered together during the coding process, where content analysis was conducted to illustrate themes and patterns among the comments provided. A codebook of themes and subthemes was developed in the analysis of the first full survey cycle and is modified each year depending on the emergent themes. Comments were coded into multiple themes and subthemes as appropriate. This thematic analysis serves as a descriptive tool that can be used to provide context to the quantitative data; however, care should be taken when generalizing the qualitative results to all exiting, resigned and/or retired employees.

5. Survey Results

This section presents the results of the survey in tabular format. Quantitative results are presented longitudinally for the previous three fiscal years (09/10, 10/11 and 11/12) for comparative purposes.

As it is most useful for interpretive purposes to consider the responses of resigning and retiring employees separately, both groups have their own section of results.

5.1. Resigning employees

TABLE 2: RESIGNATIONS – OVERALL CIRCUMSTANCES FOR LEAVING

Under what circumstance are you leaving your position?

	Percentage of Respondents			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Found another employment opportunity	47%	56%	47%	51%
Family circumstances	14%	13%	16%	14%
Returning to school				
Completed my career	16%	9%	12%	13%
Health reasons				
None of the above	16%	15%	17%	13%
Seeking another employment opportunity	7%	7%	9%	9%
Total	361	347	257	225

TABLE 3A: RESIGNATIONS – TYPE OF EMPLOYMENT OPPORTUNITIES

If found another employment opportunity, please indicate what sector or industry best reflects your new employment

	Percentage of Respondents			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Private sector	20%	35%	21%	32%
Health authorities	6%	7%	15%	15%
Federal government	31%	22%	15%	13%
Municipal government				
School district, university, or colleges	8%	4%	8%	13%
Crown corporations	12%	12%	8%	9%
Non-profit/non-governmental organization (NGO)	11%	8%	18%	8%
Started business as self-employed or working owner	3%	4%	4%	2%
None of the above	9%	8%	11%	9%
Total respondent count	171	194	119	114

⁵ For Tables 4A and 4B, only respondents who selected “Found another employment opportunity” in Table 3 were included in these percentages and counts.

TABLE 3B: RESIGNATIONS – ATTRACTION TO NEW EMPLOYMENT

Please describe what attracted you to your new employment (select all that apply)

	Percentage of Respondents			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Career and Professional Development Opportunities	80%	79%	71%	71%
Career advancement	74%	75%	64%	69%
Training	39%	41%	36%	33%
Job Characteristics	66%	60%	63%	64%
Job fit with skills and/or interests	56%	52%	50%	52%
Ability to make a difference and/or feeling valued	53%	48%	50%	48%
Job autonomy and/or innovation	34%	35%	34%	38%
Job location	26%	24%	20%	31%
Flexible/different work arrangements	23%	24%	25%	26%
Physical environment (surroundings, security, tools, or equipment)	17%	16%	20%	19%
Compensation	57%	60%	60%	66%
Salary	54%	60%	59%	65%
Benefits	36%	37%	31%	39%
Union membership	8%	3%	4%	7%
Organizational Qualities	49%	42%	45%	42%
Supervisory management and leadership	36%	33%	31%	34%
Healthy atmosphere (e.g., trust, mutual respect)	38%	36%	37%	32%
Organizational mandate	30%	28%	29%	27%
Work processes, procedures and/or systems	31%	24%	24%	25%
Job Security & Stability	42%	30%	24%	29%
Total respondent count	171	194	120	114

TABLE 4: RESIGNATIONS – TOP REASONS FOR LEAVING

How much of the following reasons contributed to your decision to leave?

	Percentage of Respondents ⁶			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Job-Specific Reasons				
Career advancement	47%	60%	51%	55%
Job fit with skills/interests	46%	54%	39%	50%
Job fit with expectations	39%	45%	37%	47%
Training and development	33%	42%	34%	39%
Work arrangements	29%	34%	31%	38%
Job location	24%	23%	24%	28%
Job -related medical issues	7%	5%	9%	6%
People-Based Reasons				
Senior leadership	27%	32%	40%	36%
Immediate supervisor/manager	30%	28%	32%	33%
Co-workers	11%	13%	12%	10%
Contractors	1%	1%	2%	3%
Clients/customers	8%	6%	5%	3%
Work Environment Reasons				
Organizational processes, procedures and/or systems	38%	40%	46%	43%
Salary	30%	40%	32%	36%
Workload	17%	19%	17%	20%
Job security & stability	24%	20%	13%	15%
Benefits (other than pension)	13%	11%	10%	14%
Physical environment	12%	8%	8%	8%
Pension-related rules	5%	5%	4%	5%

⁶ Percentage of respondents who responded “A lot” and “A great deal”.

TABLE 5: RESIGNATIONS – AMOUNT OF TIME CONSIDERED; DECISION TO LEAVE

Before you gave notice, approximately how long had you been considering your decision to leave your position?

	Percentage of Respondents			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
One day	13%	6%	14%	12%
2 days to 13 days				
2 weeks to 4 weeks	8%	9%	9%	11%
1 month to 6 months	49%	44%	40%	41%
7 months to 12 months	12%	17%	13%	14%
One year or more	18%	24%	24%	22%
Total count (valid responses)	360	347	254	225

TABLE 6: RESIGNATIONS – OVERALL PAST AND FUTURE CONSIDERATIONS

	Percentage of Respondents ⁷			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Q14. Is there anything that could have prevented you from leaving your position?	49%	51%	57%	53%
Q24. Based on your experience working at your (former) organization would you recommend it as a great place to work?	45%	40%	43%	44%
Q25. Would you recommend the BC Public Service as a great place to work?	50%	50%	51%	52%

⁷ Percentage of respondents who responded “Definitely” and “Probably”.

TABLE 7: RESIGNATIONS – SUGGESTIONS FOR IMPROVEMENT AND RETENTION⁸

Individual comments that touched on several issues were coded into several major themes and sub-themes. Therefore, percentages of overall themes and sub themes do not sum to 100%. Only major themes commented upon by 5% or more of the respondents are represented below, and only sub-themes comprising 5% or more of the overall theme are included.

The middle column presents the percentage of comments within the corresponding themes. For instance, where 57% of all comments are related to the major theme Changes with Human Resources, 33% of comments within this major theme had to do with providing better or more flexible work arrangements.

The right-hand column displays the percentage of comments within the corresponding themes out of the total number of comments. In other words, 18% of resignees who provided comments suggested an improvement in the type or flexibility of work arrangements.

	Percentage of Respondents	
	% Within Theme	% of Total Comments
Changes with Human Resources		57%
Better/more flexible work arrangements	33%	18%
Increase salary or improve benefits/compensation	30%	17%
Improve non-workload staffing issues (classification, recruitment, retention)	28%	16%
Better/more training & development opportunities	13%	8%
Reduction in workload and/or more staff to handle workload	12%	7%
Changes with Senior Leaders		23%
Demonstrated better leadership & accountability	36%	9%
Better communicators (in general) and/or more involved	28%	7%
Fostered a more supportive and respectful environment	26%	6%
Better management skills	11%	3%
Changes with Work Environment		23%
More supportive and respectful environment	41%	10%
Have employees feel that contributions matter/are valued	26%	6%

⁸ See section 4.2 Qualitative Approach for a description on how these categories were determined and for what questions.

	Percentage of Respondents	
	% Within Theme	% of Total Comments
Fewer issues with communication and teamwork	22%	5%
Improve physical environment and/or resources	9%	2%
Changes to Systemic Organizational Challenges		20%
Improved policies, processes & procedures (less bureaucracy)	38%	8%
More concern for mandate, and/or public interest/clients	25%	5%
Better or clearer direction/vision/objectives	23%	5%
Lack of stability/general dysfunction	15%	3%
Changes with Supervisors/Managers		19%
Fostered a more respectful environment	39%	8%
More involvement and support	23%	5%
Better management skills	18%	4%
Better leadership and accountability	15%	3%
Changes in Job Fit, Security & Advancement Opportunities		14%
Better/more career advancement opportunities	43%	6%
More job security	29%	4%
Better job fit with skills/interests	25%	4%

TABLE 8: RESIGNATIONS – OVERALL LIKES

Overall, what did you like the most about the BC Public Service? (select all that apply)

	Percentage of Respondents			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
The People I Worked With	75%	76%	74%	73%
Job Security & Stability	36%	39%	46%	44%
Job Characteristics	34%	36%	38%	40%
Job fit with skills and/or interests	26%	30%	30%	32%
Making a difference and/or feeling valued	24%	23%	27%	29%
Flexible work arrangements	20%	21%	19%	18%
Job autonomy and/or innovation	18%	19%	16%	15%
Physical environment & equipment	13%	15%	12%	13%
Travel opportunities	7%	9%	5%	8%
My Career and Professional Development Opportunities	32%	25%	23%	29%
Training	22%	21%	18%	21%
Variety of employment opportunities (e.g., transferring across/within organizations)	18%	16%	17%	18%
Career advancement	13%	12%	10%	14%
My Compensation	32%	26%	25%	28%
Salary	28%	25%	21%	26%
Benefits	21%	25%	19%	22%
Union membership	7%	9%	5%	8%
Organizational Qualities	13%	15%	12%	17%
Organizational mandate	9%	11%	7%	10%
Healthy atmosphere (e.g., trust, mutual respect)	11%	12%	8%	9%
Work processes, procedures and/or systems	5%	9%	7%	8%
Supervisory management and leadership	9%	11%	8%	7%
Total respondent count	364	351	257	225

TABLE 9: RESIGNATIONS – OVERALL SATISFACTION SCORES

During my most recent position...

	Average Score (out of 100)			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
I was satisfied with my job.	54	56	59	57
I was satisfied with my organization.	48	46	46	47
Overall, I was satisfied in my work as a BC Public Service employee.	57	56	56	57

5.2. Retiring employees

TABLE 10: RETIREMENTS - OVERALL CIRCUMSTANCES FOR LEAVING

Under what circumstance are you leaving your position?

	Percentage of Respondents			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Completed my career	57%	55%	58%	57%
None of the above	28%	30%	26%	27%
Health reasons	6%	5%	6%	6%
Seeking another employment opportunity	4%	5%	5%	5%
Found another employment opportunity	3%	3%	3%	3%
Family circumstances	1%	2%	--	2%
Returning to school	0%	0%	--	1%
Total	306	383	253	340

Please note: there is not a large enough number (i.e., 20 or more) of retirees in FY 12/13 that are leaving for other employment opportunities and thus responded to the type of employment opportunities they left for, or the reasons why they were attracted to this new employment (nor have there been in the past four fiscal years). Thus, these tables are not included for the retirement population who are leaving for other employment opportunities (n=10).

TABLE 11: RETIREMENTS – TOP REASONS FOR LEAVING

How much of the following reasons contributed to your decision to leave?

	Percentage of Respondents ¹²			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Job-Specific Reasons				
Work arrangements	19%	21%	22%	18%
Job fit with expectations	16%	17%	19%	16%
Job fit with skills/interests	13%	14%	14%	15%
Career advancement	9%	13%	14%	14%
Training and development	9%	9%	8%	11%
Job-related medical issues	8%	7%	9%	8%
Job location	10%	10%	8%	5%
People-Based Reasons				
Senior leadership	32%	33%	24%	26%
Immediate supervisor/manager	20%	20%	16%	17%
Co-workers	3%	5%	7%	4%
Clients/customers	2%	2%	4%	4%
Contractors	0%	1%	3%	1%
Work Environment Reasons				
Organizational processes, procedures and/or systems	32%	30%	28%	29%
Workload	17%	14%	19%	16%
Salary	11%	12%	10%	11%
Pension-related rules	12%	11%	10%	9%
Physical environment	5%	4%	6%	5%
Job security & stability	5%	10%	3%	3%
Benefits (other than pension)	1%	5%	2%	2%

¹² Percentage of respondents who responded “A lot” and “A great deal”.

TABLE 12: RETIREMENTS – AMOUNT OF TIME CONSIDERED; DECISION TO LEAVE

Before you gave notice, approximately how long had you been considering your decision to leave your position?

	Percentage of Respondents			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
One day				
2 days to 13 days	23%	35%	23%	26%
2 weeks to 4 weeks				
1 month to 6 months				
7 months to 12 months	16%	17%	25%	25%
One year or more	61%	48%	52%	48%
Total	304	381	255	342

TABLE 13: RETIREMENTS – OVERALL PAST AND FUTURE CONSIDERATIONS

	Percentage of Respondents ¹³			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Q14. Is there anything that could have prevented you from leaving your position?	40%	43%	40%	36%
Q24. Based on your experience working at your (former) organization would you recommend it as a great place to work?	55%	52%	53%	55%
Q25. Would you recommend the BC Public Service as a great place to work?	59%	59%	61%	62%

¹³ Percentage of respondents who responded “Definitely” and “Probably”.

TABLE 14: RETIREMENTS – SUGGESTIONS FOR IMPROVEMENT AND RETENTION¹⁴

Individual comments that touched on several issues were coded into several major themes and sub-themes. Therefore, percentages of overall themes and sub themes do not sum to 100%. Only major themes commented upon by 5% or more of the respondents are represented below, and only sub-themes comprising 5% or more of the overall theme are included.

The middle column presents the percentage of comments within the corresponding themes. For instance, where 48% of all comments are related to the major theme Changes with Human Resources, 30% of comments within this major theme had to do with increasing salary or improving benefits/compensation.

The right-hand column displays the percentage of comments within the corresponding themes out of the total number of comments. In other words, 14% of retirees who provided comments suggested an increase in salary or improvement of benefits/compensation.

	Percentage of Respondents	
	% Within Theme	% of Retirees
Changes with Human Resources		48%
Increase salary or improve benefits/compensation	30%	14%
Reduction in workload and/or more staff to handle workload	29%	14%
Improve non-workload staffing issues (classification, recruitment, retention)	21%	10%
Better/more flexible work arrangements	20%	10%
Better/more training & development opportunities	10%	5%
Changes with Senior Leadership		28%
Demonstrated better leadership & accountability	48%	13%
Better communicators (in general) and/or more involved	30%	8%
Fostered a more supportive and respectful environment	14%	4%
Better management skills	9%	2%
Changes to Systemic Organizational Challenges		25%
Better or clearer direction/vision/objectives	29%	7%
Improved policies, processes & procedures (less bureaucracy)	26%	7%
More stability/better management of change/improve general dysfunction	26%	7%

¹⁴ See section 4.2 Qualitative Approach for a description on how these categories were determined and for what questions.

	Percentage of Respondents	
	% Within Theme	% of Retirees
More concern for mandate, and/or public interest/clients	18%	5%
Changes with Work Environment		25%
More supportive and respectful environment	25%	6%
Have employees feel that contributions matter/are valued	25%	6%
Improve physical environment and/or resources	25%	6%
Fewer issues with communication and teamwork	15%	4%
Fewer client/contractor issues	11%	3%
Changes with Supervisors/Managers		20%
Better management skills	28%	6%
Fostered a more respectful environment	23%	5%
More involvement and support	23%	5%
Better leadership and accountability	19%	4%
Changes in Job Fit, Security & Advancement Opportunities		9%
Better/more career advancement opportunities	64%	6%
Better job fit with skills/interests	36%	3%

TABLE 15: RETIREMENTS – OVERALL LIKES

Overall, what did you like the most about the BC Public Service? (select all that apply)

	Percentage of Respondents			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
The People I Worked With	78%	81%	79%	76%
Job Security & Stability	58%	52%	54%	56%
Job Characteristics	54%	50%	45%	48%
Job fit with skills and/or interests	49%	51%	40%	44%
Making a difference and/or feeling valued	48%	50%	37%	38%
Job autonomy and/or innovation	35%	36%	25%	25%
Flexible work arrangements	31%	32%	22%	25%
Physical environment & equipment	25%	26%	14%	17%
Travel opportunities	18%	21%	12%	11%
My Compensation	39%	40%	29%	33%
Benefits	33%	47%	28%	33%
Salary	39%	40%	27%	29%
Union membership	14%	17%	10%	9%
My Career and Professional Development Opportunities	39%	40%	38%	33%
Variety of employment opportunities (e.g., transferring across/within organizations)	27%	33%	25%	22%
Training	27%	30%	20%	21%
Career advancement	21%	23%	16%	18%
Organizational Qualities	20%	14%	17%	13%
Healthy atmosphere (e.g., trust, mutual respect)	18%	23%	12%	11%
Organizational mandate	17%	21%	10%	8%
Supervisory management and leadership	14%	22%	10%	8%
Work processes, procedures and/or systems	13%	18%	7%	7%
Total respondent count	314	391	258	342

TABLE 16: RETIREMENTS – OVERALL SATISFACTION SCORES

During my most recent position...

	Average Score (out of 100)			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
I was satisfied with my job.	70	69	72	72
I was satisfied with my organization.	50	48	50	53
Overall, I was satisfied in my work as a BC Public Service employee.	67	68	68	69

6. Appendix A: Mail Invitation



<Date>

<Firstname> <Lastname>

<Address1> <Address2>

<City>, <Prov> <Postal>

Re: Invitation to the Employee Exit Survey

Dear «FIRSTNAME» «LASTNAME»,

The BC Public Service Agency has been informed that you have left your position with the BC Public Service or are planning on leaving in the near future. I would like to thank you sincerely for your contribution and wish you all the best in the future.

We would like to learn how to make the BC Public Service an attractive employer to people like you. To that end, we would appreciate any feedback that you can provide us by participating in the *BC Public Service Employee Exit Survey*. The survey is designed to canvass your employment experience with the BC Public Service and your reasons for leaving. The information you provide will be used to improve the BC Public Service.

The survey is being conducted by BC Stats which means that your information is protected under the authority of the *Statistics Act*. The responses you provide will be grouped and summarized with other survey respondents to maintain confidentiality of individual results.

The survey will take approximately 10 minutes to complete. Please complete the survey by **March 31, 2013**, over the web by typing the following link into your web browser:

<https://secureresponses.gov.bc.ca/exitsurvey/login.htm>

Then type in your personal and confidential survey password: <USERID>

If you prefer not to receive reminders to complete this survey, please contact the BC Stats Survey Administration Team by e-mail at BCStats.SurveyMail4@gov.bc.ca or by phone toll-free at 1-888-447-4427.

The BC Stats Survey Administration Team is also available to discuss any questions you may have about this survey and/or any concerns you may have about confidentiality.

Thank you in advance for sharing your thoughts and helping us work towards making the BC Public Service a great place to work.

Sincerely,

Lynda Tarras
Head of BC Public Service Agency
BC Public Service Agency

BC Public Service Agency	Mailing address:	Telephone: 250 356-5415
	Box 9404 Stn Prov Govt	Facsimile: 250 356-7074
	Victoria BC V8W 9V1	Website: www.bcpublicserviceagency.gov.bc.ca

7. Questionnaire

BC Public Service FY 12/13 Employee Exit Survey¹⁵

WELCOME!

BC Stats is conducting the *BC Public Service Employee Exit Survey* on behalf of the BC Public Service Agency. The survey is specifically designed to gain feedback from respondents like you, who have made the decision to leave their position in the BC Public Service. The information that you provide to us is valuable and will help us to identify ways to improve the working environment and measure our success.

The objective of this survey is to gain better understanding of the reasons you are leaving and to learn more about your experiences as an employee in the BC Public Service. This voluntary survey should take approximately 10 minutes to complete.

If you prefer, you may complete the survey on-line. Please type this link into your web browser:

<https://secureresponses.gov.bc.ca/exitsurvey/login.htm>

Then type in your personal and confidential survey password: <USERID>

CONFIDENTIALITY: Responses to this questionnaire will be kept confidential by BC Stats. Under Section 9 of the *Statistics Act*, BC Stats cannot disclose information that could be used to identify an individual return to any person, organization or government agency. Section 9 of the *Statistics Act* applies despite the provisions of the *Freedom of Information and Protection of Privacy Act (FOIPPA)* other than Section 44(1)(b)(2) (2.1) and (3) of the *FOIPPA Act*.

Protecting Your Confidential Information

BC Stats has taken every step to ensure the confidentiality of your responses to this survey. The information you provide will remain completely confidential within BC Stats, as guaranteed under the *Statistics Act*. Under Section 9 of the *Statistics Act*, we cannot disclose information that could be used to identify you to any person, organization, or government agency.

¹⁵ This is the post mail version of the questionnaire. There are minor differences between the post mail and web-based questionnaire to facilitate understanding of the questionnaire on paper. Although there were no paper surveys sent in the 11/12 fiscal year, this version of the questionnaire is still used in this report to facilitate understanding of how the survey was structured.

When you submit the survey, your replies are transferred and stored on a secure server, which can only be accessed by select members of the BC Stats research team who have been sworn in under the *Statistics Act*. In the reports and tables, your replies will be combined with other employee responses and reported as group averages.

If you provide comments during the survey, BC Stats will make every effort to remove any information that could potentially be used to identify a respondent. **To help us preserve your anonymity, we strongly suggest that you avoid personalizing your comments.**

My Reasons for Leaving

This section explores aspects that may have contributed to your decision to leave the BC Public Service.

1. Under what condition are you leaving your position in the BC Public Service?

Please select one of the following.

- ☐ Resigning
- ☐ Retiring
- ☐ Other

2. Under what circumstance are you leaving your position?

Please select one of the following.

- ☐ Found another employment opportunity (go to question 3)
- ☐ Seeking another employment opportunity (go to question 9)
- ☐ Returning to school (go to question 9)
- ☐ Completed my career (go to question 9)
- ☐ Health reasons (go to question 9)
- ☐ Family circumstances (go to question 9)
- ☐ None of the above (go to question 9)

3. If selected **found another employment opportunity in the above question: **Please indicate what sector or industry best reflects your new employment:****

Please select one of the following.

- ☐ Private Sector
- ☐ Federal Government
- ☐ Municipal Government
- ☐ Non-profit/non-governmental organization (NGO)
- ☐ School district, university, or colleges
- ☐ Health Authorities
- ☐ Crown Corporations
- ☐ Started business as self-employed or working owner
- ☐ None of the above

My Reasons for Leaving continued...

4. Please describe what attracted you to your new employment.

Please select all that apply.

- ☐ Job security & stability
- ☐ Compensation (go to question 5)
- ☐ Career and professional development opportunities (go to question 6)
- ☐ Other characteristics about the job (go to question 7)
- ☐ Other qualities of the organization (go to question 8)
- ☐ None of the above (go to question 9)

Please elaborate on question 4 response item(s) selected above by answering the corresponding question(s) below.	
<p>If Compensation attracted you to your new employer...(or else continue to question 6)</p>	<p>5. What form of compensation attracted you?</p> <p><i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Salary <input type="checkbox"/> Benefits <input type="checkbox"/> Union membership
<p>If Career & Professional Development attracted you to your new employer...(or else continue to question 7)</p>	<p>6. What kind of career and professional development opportunities attracted you?</p> <p><i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Career advancement <input type="checkbox"/> Training
<p>If Other characteristics about the job attracted you to your new employer...(or else continue to question 8)</p>	<p>7. What other characteristics of the job attracted you?</p> <p><i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Job fit with skills and/or interests <input type="checkbox"/> Job autonomy and/or innovation <input type="checkbox"/> Ability to make a difference and/or feeling valued <input type="checkbox"/> Flexible/different work arrangements <input type="checkbox"/> Job location <input type="checkbox"/> Physical environment (surroundings, security, tools, or equipment)

My Reasons for Leaving continued...

<p>If Other qualities of the organization attracted you to your new employer...(or else continue to question 9)</p>	<p>8. What qualities of the organization attracted you? <i>Please select all that apply.</i></p> <p><input type="checkbox"/> Healthy atmosphere (e.g., trust, mutual respect)</p> <p><input type="checkbox"/> Supervisory management and leadership</p> <p><input type="checkbox"/> Work processes, procedures and/or systems</p> <p><input type="checkbox"/> Organizational mandate</p>
--	--

9. How much have the following job-specific reasons contributed to your decision to leave? Please choose a single response for every item listed below.

	Not at All	A little	Partly	A lot	A great Deal	No Opinion
Job location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work arrangements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job fit with my skills/interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job fit with expectations (what was described to me)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training & development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career advancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job-related medical issue(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My Reasons for Leaving continued...

10. How much have the following people-based reasons contributed to your decision to leave? *Please choose a single response for every item listed below.*

	Not at All	A little	Partly	A lot	A great Deal	No Opinion
Co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Immediate supervisor/manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clients/customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contractors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. How much have the following work environment reasons contributed to your decision to leave? *Please choose a single response for every item listed below.*

	Not at All	A little	Partly	A lot	A great Deal	No Opinion
Physical environment (surroundings, security, tools or equipment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security & stability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pension-related rules	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits (other than pension)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational processes, procedures and/or systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Before you gave notice, approximately how long had you been considering your decision to leave your position? *Please select one of the following.*

- ☐ Within 1 day
- ☐ 2 to 13 days
- ☐ 2 to 4 weeks
- ☐ 1 to 6 months
- ☐ 7 to 12 months
- ☐ More than 1 year

13. Is there anything that could have prevented you from leaving your position? *Please select one of the following.*

- ☐ Definitely
- ☐ Probably
- ☐ Maybe/maybe not
- ☐ Probably not
- ☐ Definitely not (go to question 16)

14. What would/could have prevented you from leaving your position?

*Note: Comments are a valuable part of the survey. BC Stats will make every effort to remove any information that could potentially be used to identify a respondent. **To help preserve your anonymity, we strongly recommend that you avoid personalizing your comments.***

My Overall Experience in the BC Public Service

This section explores your overall experiences in the BC Public Service as a place to work.

15. Overall, what did you like the most about the BC Public Service? *Please select all that apply.*

- ☐ My job security & stability
- ☐ The people I worked with
- ☐ My compensation (go to question 16)

- ☐ My career and professional development opportunities (go to question 17)
- ☐ Other characteristics about my job (go to question 18)
- ☐ Other qualities about my government organization (go to question 19)
- ☐ There was nothing to like (go to question 20)

Please elaborate on question 15 response item(s) selected above by answering the corresponding question(s) below.

<p>If Compensation is what you like most about the BC Public Service...(or else continue to question 18)</p>	<p>16. What did you like about your compensation? <i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Salary <input type="checkbox"/> Benefits <input type="checkbox"/> Union membership
<p>If Career & Professional Development is what you like most about the BC Public Service...(or else continue to question 19)</p>	<p>17. What did you like about your career and professional development? <i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Career advancement <input type="checkbox"/> Training <input type="checkbox"/> Variety of employment experiences [e.g. transferring across/ within organizations (ministry, agency, office or commission of the province)]
<p>If Other characteristics about my job are what you like most about the BC Public Service...(or else continue to question 20)</p>	<p>18. What characteristic(s) of your job did you like? <i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Job fit with skills and/or interests <input type="checkbox"/> Job autonomy and/or innovation <input type="checkbox"/> Making a difference and/or feeling valued <input type="checkbox"/> Flexible work arrangements <input type="checkbox"/> Physical environment (surroundings, security, tools, or equipment) <input type="checkbox"/> Travel opportunities
<p>If Other qualities about my ministry/ organization is what you like most about the BC Public Service...(or else continue to question 21)</p>	<p>19. What qualities about your ministry/organization did you like? <i>Please select all that apply.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Healthy atmosphere (e.g. trust, mutual respect) <input type="checkbox"/> Supervisory management and leadership <input type="checkbox"/> Work processes, procedures and/or systems <input type="checkbox"/> Organizational mandate

Please indicate your overall satisfaction with your most recent position.

Please choose a single response for every item listed below.

During my most recent position...		Strongly Disagree					Strongly Agree	Not Applicable
		1	2	3	4	5		
20.	I was satisfied with my job .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>
21.	I was satisfied with my organization (ministry, agency, office or commission of the province).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>
22.	Overall, I was satisfied in my work as a BC Public Service employee .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>

23. Based on your experience working at your (former) organization (agency, ministry, office or commission of the province) would you recommend it as a great place to work? *Please select one of the following.*

- ☐ Definitely
- ☐ Probably
- ☐ Maybe/maybe not
- ☐ Probably not
- ☐ Definitely not

24. Would you recommend the BC Public Service as a great place to work?

Please select one of the following.

- ☐ Definitely
- ☐ Probably
- ☐ Maybe/maybe not
- ☐ Probably not
- ☐ Definitely not

25. What suggestion would you offer to improve your (former) workplace?

About You...

This section asks about some questions about your employment and educational history and feedback you may have about the survey in general.

26. Approximately how many different organizations (i.e., ministry, agency office or commission of the province) have you worked for over the course of your employment in the BC Public Service? Please select one of the following.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 or more

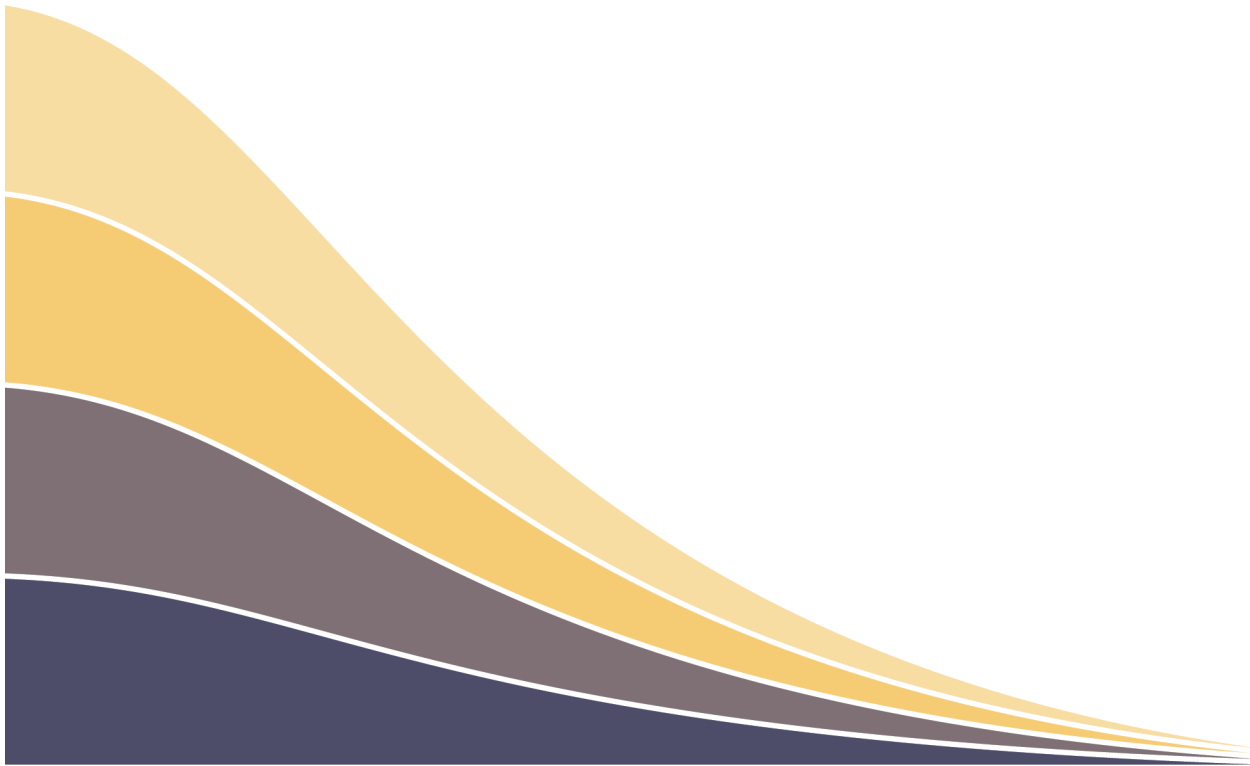
27. What is your highest level of education? Please select one of the following.

- ☐ Some secondary high school
- ☐ Completed secondary high school
- ☐ Some college or university courses
- ☐ College diploma/certificate
- ☐ Bachelor degree
- ☐ Masters degree
- ☐ Doctorate degree (PHD)
- ☐ Other professional designation (please specify): _____

Thank you for taking the time to complete this survey.

We wish you much success in your future!

BC Stats is the provincial government's central statistics agency and has the government's largest concentration of statistical products, services and expertise. As a branch of the Ministry of Technology, Innovation & Citizens' Services, the organization is in the business of providing government with statistical information and analytical services to support informed decision-making and policy development.

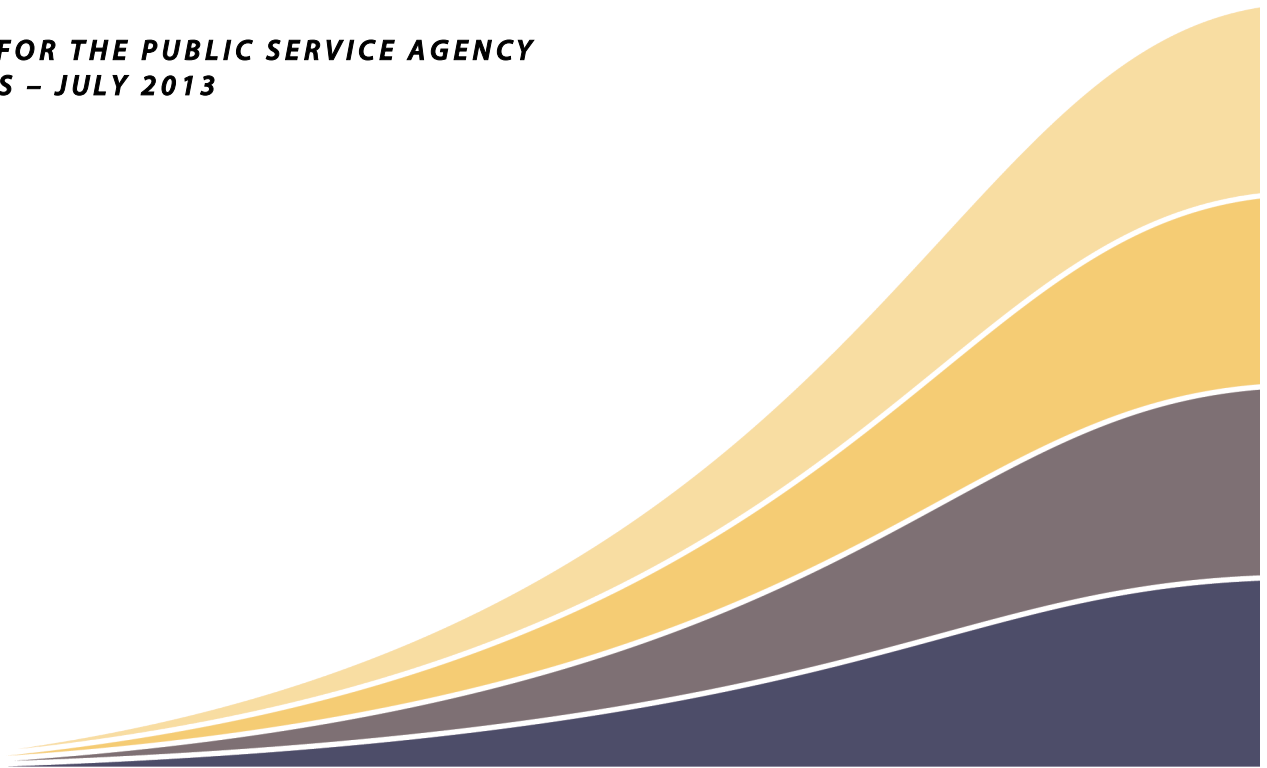


2012/13 Employee Exit Survey

BC Public Service Resignations and Retirements

SUMMARY OF FINDINGS

***PREPARED FOR THE PUBLIC SERVICE AGENCY
BY BC STATS – JULY 2013***



Author: Sonja Cunningham, Analyst, Public Sector Research and Evaluation, BC Stats

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1. Executive summary

Maintaining a reputation as a valued and attractive “employer of choice” depends on developing an awareness of the experiences of employees who have voluntarily left their positions in the BC Public Service (BCPS). The *BC Public Service Exit Survey* is an ongoing feedback program designed to provide stakeholders with a systematic evaluation of why employees resign from the BCPS, thus facilitating future strategies for employee engagement and retention.

This report summarizes the key findings emerging from the survey results for FY 2012/13. An accompanying document, **BC Public Service Resignations and Retirements: Methodology and Tables**, describes the methodology used for data collection and analysis and presents the detailed results of the survey in tabular format.

Demographics

Of the 1390 in-scope departing employees in FY 2012/13, 55% resigned and 45% retired, with a 41% response rate to the *Exit Survey*. Demographic profiling revealed that women are both more likely than men to be exiting the BCPS and to do so via resignation. Retirees generally only leave the BCPS after more than a decade of service, while the majority of resigning employees left before five years had passed.

While the distribution of departing employees from the various ministries is mostly in line with the overall distribution of the workforce, exiting employees from the Ministry of Child & Family Development and the Ministry of Health are significantly more likely than other ministries to resign. In terms of job classification, Administrative Support employees represent both the largest proportion of exiting employees and are significantly more likely than other job classifications to resign. Exiting employees in the Health, Education and Social Work field are also significantly more likely to resign.

It is noteworthy that the BCPS is losing young, highly educated individuals. Twice as many resigning employees had advanced degrees (i.e., above a bachelor’s degree) as compared to retirees, and those leaving specifically for a new position are even more likely to have completed higher levels of education.

Why: Reasons departing employees are leaving the BCPS

Specific job-related characteristics played a predominant role in employees’ decisions to leave the BCPS, most notably in the areas of career advancement and job fit. Salary was also frequently indicated as a reason for departure, in addition to organization and leadership-related concerns. Those leaving for the private sector were more likely to leave due to work arrangements, while those remaining in the public sector predominantly left due to job fit with skills and/or interests.

Where and When: Plans of departing BCPS employees

As one would expect, the majority of resigning employees were leaving to pursue other employment while the majority of retirees were leaving as they had completed their careers. Just over one-third of resigning employees departing for another employment opportunity were staying in the public sector (i.e., health authorities, municipal governments, crown corporations and the federal government), while the private sector was the draw for nearly as many. Men were significantly more likely to depart for the private sector as compared to women, who were more likely to stay in the public sector. The predominant factors that attracted employees to their new positions were:

- Career and professional development opportunities (primarily career advancement);
- Compensation (specifically salary); and
- Other characteristics about the job (such as job fit, ability to make a difference and/or feel valued, and job autonomy and/or innovation).

Employees departing for the private sector were significantly more likely than those remaining in the public sector to be attracted by other qualities of the organization such as healthy atmosphere, supervisory management and leadership, and work processes, procedures and/or systems. They were also significantly more likely to be attracted to job autonomy and/or innovation and flexible/different work arrangements.

What: Feedback from departing employees

Most departing employees were satisfied with their jobs and their work overall as BCPS employees, although resignees much less so than retirees. Organizational satisfaction, however, was much lower for both groups. In addition, departing employees were much more likely to recommend the BCPS overall as a great place to work than they were likely to recommend their specific ministries or organizations.

In terms of the most-liked aspects about working with the BCPS, departing employees favoured job and work environment-specific characteristics such as:

- The people they worked with;
- Their job security and stability;
- Their job fit with their skills and/or interests; and
- Making a difference and/or feeling valued.

Organizational qualities such as healthy atmosphere, organizational mandate, work processes and supervisory management and leadership were among the least favoured aspects of working in the BCPS.

Most resigning employees indicated that they could have been prevented from leaving, particularly those leaving for another job in the public sector. This group was significantly more likely to be leaving due to work arrangements, job fit with expectations, supervisory and senior leadership, training and development, and organizational processes. Open-ended suggestions and feedback generally expressed human resource concerns regarding salary, flexibility in working arrangements, and classification/hiring practices.

Conclusions and recommendations

Job-related characteristics continue to be one of the principal reasons employees choose to leave the BCPS, yet at the same time qualities related to their jobs are one of the things departing employees liked most about their work with the BCPS. This illustrates that what may appear as the biggest liability of the BCPS may actually be its biggest asset, particularly as job-specific qualities ranging from training to career advancement are arguably more actionable than the broader organizational issues that remain an ongoing concern.

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2. Introduction

Maintaining a reputation as a valued and attractive “employer of choice” depends on developing an awareness of the experiences of employees who have voluntarily left their positions in the BC Public Service (BCPS). In April 2007, BC Stats, in consultation with the BC Public Service Agency (PSA), the Deputy Ministers Council, and Strategic Human Resources,¹ launched the *BC Public Service Exit Survey* (referred to hereafter as the *Exit Survey*). This ongoing feedback program was designed to provide stakeholders with a systematic evaluation of why employees resign from the BCPS, thus facilitating future strategies for employee engagement and retention.

This report summarizes the key findings emerging from the survey results for FY 2012/13. An accompanying document, **BC Public Service Resignations and Retirements: Methodology and Tables**, describes the methodology used for data collection and analysis and presents the detailed results of the survey in tabular format.

3. Response rate

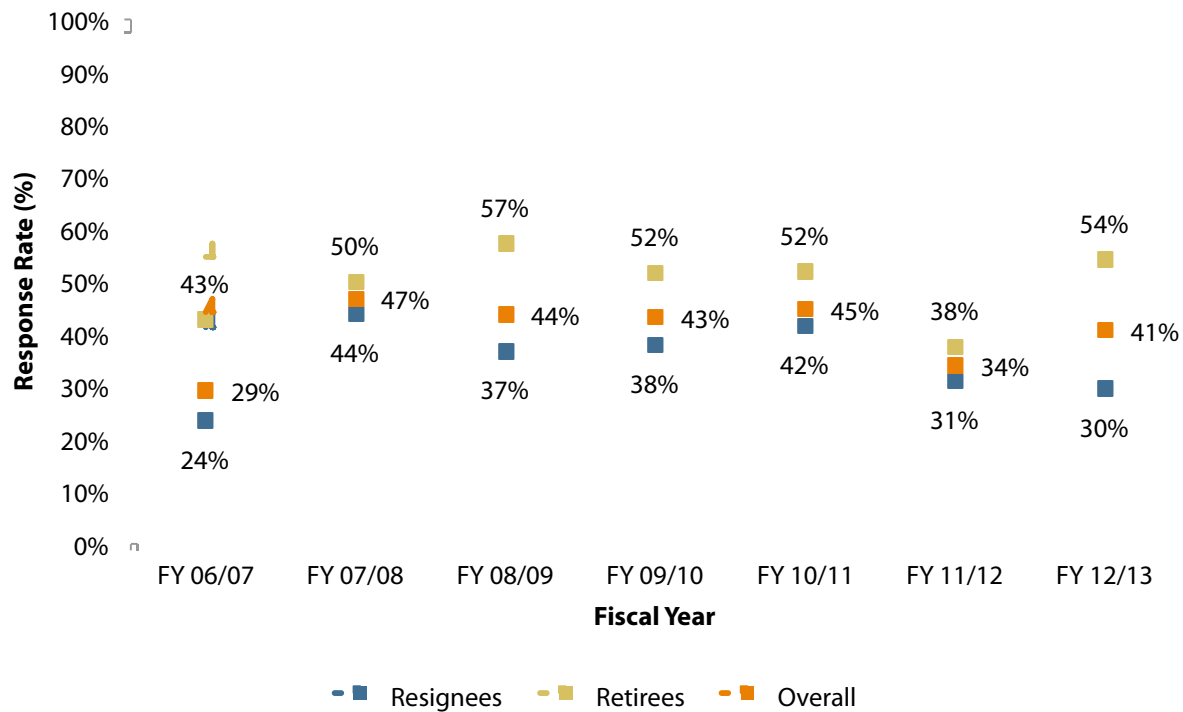
For the fiscal year (FY) 2012/13, BC Stats distributed the online Exit Survey to 1,390 in-scope² regular and auxiliary employees who voluntarily exited (retired or resigned) the BCPS between April 1, 2012 and March 31, 2013. For voluntarily departing employees, the response rate rose from 34% to 41% due to the sharp increase in the retiree response rate from 38% in FY 2011/12 to 54% in FY 2012/13.³ As observed in other years, far fewer resigning employees (30% response rate) completed the survey than retiring employees (54% response rate).

¹ Now called Organizational Development representatives.

² See **Methodology and Tables** report for what scope entails.

³ This could be in part due to a slight methodological adjustment to considering whether a person who re-entered the public service during the fiscal year was considered in scope. See the Methodology and Tables report for more details.

FIGURE 1: YEAR-OVER-YEAR RESPONSE RATES



4. Who: A demographic breakdown

Although survey responses are the central concern of this report, it is also relevant to examine the demographic characteristics of the voluntarily departing population as a whole⁴ in order to gain a better understanding of exactly who is choosing to leave the BCPS. This section highlights some of the key demographic characteristics of the FY 2012/13 exiting population.

More employees were resigning than retiring.

Over half (55%) of the voluntarily departing employees resigned in FY 2012/13, while 45% retired. This is the same distribution as the previous fiscal year.

Women are both more likely than men to be exiting the BCPS and to do so via resignation.

⁴ That is to say all 1390 in-scope departing employees as opposed to the 567 who responded to the survey.

The majority of voluntarily departing employees in FY 2012/13 were female (65%), which is higher than the proportion of women overall in the BCPS (59%). Women were also significantly more likely to be resigning (58%) than their male counterparts (49%).⁵

Employees generally retire after spending at least half of their careers with the BCPS while most resignees left before five years had passed.

The average age of exiting employees (48) was slightly higher than that of the BCPS as a whole (45), which corresponds with the fact that almost half of the group were retiring. The average age of the retirees was 60 years, compared to the average age of 38 for resigning employees.

While clearly age related, the vast majority (92%) of retirees had 11+ service years, with an average of 24 service years. This indicates that employees are significantly more likely to retire after spending at least half of their careers with the BCPS. Conversely, over two-thirds (68%) of resignees had fewer than five service years and almost one-quarter (23%) left before the end of their first year.

Auxiliary employees are far more likely to resign than regular employees.

While about 10% of the overall BCPS workforce has auxiliary status,⁶ 12% of voluntarily departing employees were auxiliaries, nearly all (98%) of whom were resigning. Regular employees were almost equally likely to be resigning (49%) or retiring (51%).

The North and Mainland/Southwest regions have younger exiting employees on average, who are significantly more likely to resign than retire.

While just under half (48%) of departing employees working in the Vancouver Island/Coast region⁷ (principally in the Capital Regional District) resigned, a greater proportion of departing BCPS employees in the North (70%) and the Mainland/Southwest (60%) resigned, although employees in this region tended to be somewhat younger than average. Overall, exiting employees from the Vancouver Island/Coast region were significantly more likely than the other regions to retire, even when controlling for age.⁸

Exiting employees from the Ministry of Child & Family Development and the Ministry of Health are significantly more likely to resign.

⁵ Significant at 95% confidence level.

⁶ This percentage (10%) is based on the BCPS breakdown as of June 18, 2013.

⁷ Region is determined by a variable in CHIPS that groups employees' base city location into four categories: Interior, Mainland/Southwest, North and Vancouver Island/Coast

⁸ Based on a logistic regression at a 95% confidence level of the regions, controlled for by the age variable. This was the only significant finding on this subject.

As shown in Table 1, the Ministry of Child and Family Development has the greatest representation within the exit population, although the distribution of the ministries within the exit population is similar to that of the BCPS overall.

TABLE 1: DEPARTURES BY MINISTRY

Ministry	# of Exiting Employees	% of Exiting employees	% Resigned	% Retired
Children and Family Development	284	20%	64%	36%
Justice AG	201	15%	52%	48%
Justice SG	161	12%	63%	37%
Social Development and Social Innovation	144	10%	37%	63%
Transportation and Infrastructure	100	7%	44%	56%
Health	93	7%	66%	34%
Technology, Innovation and Citizens' Services	91	7%	44%	56%
Finance	63	5%	57%	43%
Environment	48	4%	54%	46%
Public Service Agency	37	3%	41%	60%
Jobs, Tourism and Skills Training	36	3%	75%	25%
Energy, Mines and Natural Gas Development	31	2%	55%	45%
Agriculture	20	1%	65%	35%
Product Services	20	1%	45%	55%
Community, Sport and Cultural Development	17	1%	65%	35%
Education	17	1%	41%	59%
Advanced Education	16	1%	31%	69%
Aboriginal Relations and Reconciliation	9	1%	67%	33%
Office of the Premier	2	0%	50%	50%
TOTAL/AVERAGE⁹	1390	100%	55%	45%

At first glance, it may seem that the Ministry of Jobs, Tourism, Skills & Labour has the highest resignation rate, while the Ministry of Social Development has among the lowest.¹⁰ Strictly speaking this is true, although given this particular population age is very closely correlated with

⁹ The average percentages for Resignations and Retirements are based on the overall dataset and are not an average of the individual ministries' proportions shown in the chart. May not sum to 100% due to rounding.

¹⁰ Only groups with 20 or more members were considered in the statistical analysis.

whether someone resigns or retires. Simply put, older people are more likely to retire, while almost all exiting younger employees resign. As such, when exploring which ministries' employees are more or less likely to resign, we must control for age, or remove the influence of this variable.¹¹

When controlled for age, exiting employees from the Ministry of Child and Family Development and the Ministry of Health had a significantly higher likelihood of resigning. In other words, regardless of their age, employees from this ministry are more likely to resign than other ministries. Conversely, exiting employees in the Public Service Agency and the Ministry of Transportation and Infrastructure were significantly more likely to retire than resign, even when age is taken into account.¹²

About half of the respondents had only worked for one ministry or organization.

Nearly half (46%) of the respondents had only worked for one ministry or organization within the BCPS. Retiring respondents were far more likely to have worked for three or more ministries (42%) than resigning respondents (21%).

The largest proportion of exiting employees is classified as Administrative Support, a group which is overrepresented amongst the departures.

As found in previous years, the largest proportion (29%) of exiting employees are classified as Administrative Support. This representation is significantly higher than that of the BCPS overall, where 19% of employees are classified as Administrative Support. Conversely, while Science and Technical Officers make up 12% of BCPS employees, only 5% of the exiting employees in FY 2012/13 were Science and Technical Officers. The remaining job classification groups, for the most part, fell in line with the distribution of the BCPS overall.

TABLE 2: DEPARTURES BY JOB CLASSIFICATION

Job Classification	Exiting employees	BCPS	Difference	% Resigning
Administrative Support	29%	19%	10%	56%
Health, Education & Social Work	20%	16%	4%	60%
Senior Admin & Research	12%	12%	--	47%
Enforcement & Corrections	10%	9%	1%	74%
Business Leadership	8%	8%	--	44%

¹¹ Achieved by conducting a logistic regression at the 95% confidence level of the ministries as related to resignation status, controlled for by age.

¹² These were the only ministries with statistical significance related to resignation after controlling for age.

Job Classification	Exiting employees	BCPS	Difference	% Resigning
Science & Technical Officers	5%	12%	-7%	53%
Applied Leadership	4%	5%	-1%	37%
Information Technology	4%	4%	--	45%
Finance & Economics	2%	3%	-1%	48%
Strategic Leadership & Executives	2%	3%	-1%	40%

Administrative Support and Health, Education and Social Work employees are most likely to resign.

The final column in Table 2 represents the proportion in each classification group that resigned from the BCPS (as opposed to retired). As previously mentioned, the average proportion of resignations across the whole group is about 55%. It is then notable that nearly three-quarters (74%) of exiting Enforcement and Corrections employees resigned, in addition to a greater-than-average 60% of Health, Education and Social Work employees. However, as exiting employees under the Enforcement and Corrections were quite a bit younger (with an average age of 40), when age was controlled for they were not significantly more likely to resign.¹³ In contrast, even when controlled for by age, exiting employees in the Health, Education and Social Work classification were still significantly more likely to resign. Similarly, Administrative Support exiting employees are also significantly more likely to resign, even when controlled for by age.

On the other side, only 45% of those classified within Information Technology resigned. Some of the other job classifications have naturally higher retirement rates as they tend to be positions occurring closer to the end of a career (e.g., Strategic Leadership and Executives, Business Leadership).

Young, resigning employees were least likely to respond to the survey.

Retiring employees were significantly more likely to have completed the survey (54%) than resigning employees (30%). Similarly, employees 45 and older had twice the response rate (51%) as those under 45 (26%). Regular employees (43%) were more likely than exiting auxiliary employees (25%) to respond to the survey.

¹³ This does not imply that the high resignation rates are not of interest, but rather indicates that exiting employees in this classification are quite a bit younger on average and therefore less likely to be retiring.

Resigning employees leaving the BCPS for a new position are significantly more likely to have completed higher levels of education.

Almost half of the responding¹⁴ employees (48%) had a bachelor's degree or higher. While one-third (33%) of resigning respondents had a master's degree or higher, only 17% of retiring respondents held advanced degrees or certifications.

In addition, those that were leaving for other employment opportunities have significantly higher educational levels than those that are leaving for other reasons; while only 17% of those leaving for other reasons (including career completion) had a degree or designation higher than a bachelor degree, nearly half (44%) of those leaving for other jobs had a master's degree or higher.

5. Why: Reasons departing employees are leaving the BCPS

Respondents were asked to indicate the degree to which a number of reasons contributed to their decision to leave the BCPS. Response patterns and trends, including comparison to other demographic and response-based data, are profiled in this section.

While individual factors such as job fit and career advancement were the predominant reasons why employees decided to leave the BCPS, leadership and organizational factors also played a notable role.

Survey respondents were asked a series of questions as to why they were choosing to leave the BCPS under the following broad categories: job-specific reasons, people-based reasons and work-environment related reasons. Respondents were asked to indicate the degree to which a number of sub-characteristics contributed to their decision to leave their positions, as displayed in Table 3. The resignee opinions are featured first in this table, as over half of the retiring employees were departing the BCPS simply because their careers had come to an end. While it is useful to compare and contrast the groups, the contributing reasons for resignations are most useful and ultimately actionable.

¹⁴ Level of education was asked only on the survey and is not available in the CHIPS data; thus, this data refers only to survey respondents instead of the whole population.

TABLE 3: DEPARTURES BY JOB CLASSIFICATION¹⁵

Contributing Reasons	% Indicating “A lot” or “A Great Deal” ¹⁶		
	Resignees	Retirees	All respondents
Job specific reasons			
Career advancement	55%	14%	31%
Job fit with my skills/interests	50%	15%	29%
Job fit with expectations (what was described to me)	47%	16%	29%
Training & development	39%	11%	22%
Work arrangements	38%	18%	26%
Job location	28%	5%	14%
Job-related medical issue(s)	5%	8%	7%
People-based reasons			
Senior leadership	36%	26%	30%
Immediate supervisor/manager	33%	17%	24%
Co-workers	10%	4%	7%
Clients/customers	3%	4%	3%
Contractors	3%	1%	2%
Work environment reasons			
Organizational processes, procedures and/or systems	43%	29%	34%
Salary	36%	11%	21%
Workload	20%	16%	18%
Job security & stability	14%	3%	8%
Physical environment (surroundings, security, tools or equipment)	8%	5%	7%
Benefits (other than pension)	14%	2%	7%
Pension-related rules	5%	9%	7%

¹⁵ Does not include missing, invalid or ‘no opinion’ responses.

¹⁶ While the respondents were asked to rank the options on a five-point scale from “not at all” to “a great deal,” it is most useful to consider those who indicated the top two options – “a lot” or “a great deal.” For the full scale of responses, please refer to the **Methodology and Tables** report.

As can be seen in Table 3, job-related reasons played the most predominant role in employees' decision to leave the BCPS, most notably in the areas of career advancement and job fit, which were factors in over half of the resigning employees' decision to leave. The results in both the people-based and work environment sections illustrate some concerns at the organization and leadership level, with around one-third of resignees indicating that their supervisor and/or senior leadership had a strong influence on their decision to leave. Nearly half of resigning employees indicated that organizational processes and procedures were reasons for their departure. Salary was also a somewhat influential reason for departure with just over one-third of resigning employees indicating that it was a factor in their decision to leave.

Those leaving for the private sector were more likely to leave due to work arrangements, while those remaining in the public sector predominantly left due to job fit with skills and/or interests.

Amongst those leaving for other career opportunities, two points of significant difference¹⁷ were observed regarding their reasons for departure. While those departing for the private sector were significantly more likely to report that work arrangement reasons contributed to their decision to leave,¹⁸ those staying in public sector were significantly more likely to report that job fit with skills and/or interests contributed to their decision to leave.¹⁹

6. Where and When: Plans of departing BCPS employees

As many departing employees are leaving the BCPS because they have found other sources of employment, it is important to examine what kind of positions attract them away from the BCPS and for what reasons. These factors may provide further insight on how to prevent employees from seeking and/or accepting job opportunities outside of the BCPS.

The majority of resigning employees were leaving to pursue other employment while the majority of retirees were leaving as they had completed their careers.

At the outset of the survey, respondents were asked about the circumstances under which they were leaving their positions. The options, shown in Table 4, reveal that the majority (57%) of retiring employees had completed their careers while 60% of resigning employees left because

¹⁷ Significant at 90% confidence level.

¹⁸ 52% of those leaving for the private sector vs. 29% of those staying in the public sector indicating "a lot" or a "great deal"

¹⁹ 76% of those staying in the public sector vs. 61% of those leaving for the private sector indicating "a lot" or a "great deal"

they had found, or were looking for, another employment opportunity. It is interesting to note that a relatively slim majority of retiring employees indicated that they were completing their careers, with over one-quarter (27%) reporting that they were leaving for circumstances other than the ones listed and 8% having secured or searching for other employment opportunities. Finally, a relatively high proportion of resignees left due to family circumstances, accounting for 14% of the responding resignees (as compared to only 2% of retirees).

TABLE 4: CIRCUMSTANCES SURROUNDING DEPARTURE²⁰

Circumstance	All	Resigning	Retiring
Completed my career	36%	3%	57%
Found another employment opportunity	22%	51%	3%
None of the above	21%	13%	27%
Family circumstances	7%	14%	2%
Seeking another employment opportunity	6%	9%	5%
Health reasons	5%	3%	6%
Returning to school	3%	7%	1%
Total	100%	100%	100%

Resignees, specifically those who had found another employment opportunity in the private sector, were most likely to give less than a month's notice.

Nearly half (48%) of the retiring employees had considered their decision for longer than one year prior to giving notice, while 22% of resigning employees said the same. The greatest proportion (41%) of resigning employees had been considering departing 1-6 months prior to giving notice. A noteworthy 23% of resigning employees, however, took less than a month to decide to leave their positions.

In addition, respondents who had found another opportunity (22%) were twice as likely as those who were leaving for other reasons (11%) to give notice less than a month before leaving. Those leaving for private sector positions were twice as likely (28%) to leave less than a month after giving notice than those staying in the public sector (14%).

²⁰ Does not include missing or invalid responses Population n=565, Resigning n=225, Retiring n=340.

Other public sector opportunities, principally health authorities and municipalities, were the strongest draw for resigning employees, although men were more likely to leave for the private sector.

Nearly one-third of resigning respondents departing for another employment opportunity were leaving to go to the private sector (32%), with a slightly higher proportion leaving for another government-related opportunity (37%), specifically:

- Health authorities (15%);
- Municipal government (11%);
- Crown corporations (9%); and
- Federal government (2%).

In addition, men were significantly more likely to be leaving for the private sector, while women were more likely to stay within the public sector.²¹

Salary and career advancement were the primary reasons departing employees were attracted to their new positions.

Three principal factors attracted departing employees to their new positions:

- Career and professional development opportunities (69%)
- Compensation (65%)
- Other characteristics about the job (63%).²²

Table 5 outlines all surveyed main categories (in grey) and their specific factors (in white), indicating the most common features that attract BCPS employees to other positions. From the sub-characteristics of the three dominant factors outlined above, it is clear that the biggest draws for departing employees to other employment are career advancement, salary and - to a somewhat lesser degree - job fit with skills and/or interests.

²¹ Significant at 90% confidence level. Leaving for private sector: 41% of men vs. 27% of women. Remaining in public sector: 37% of women vs. 28% of men.

²² Asked only of those who indicated that they had found employment elsewhere. n=124

TABLE 5: ATTRACTING FACTORS TO NEW EMPLOYMENT²³

Attracting Factor	% Selected
Career and professional development opportunities	69%
Career advancement	66%
Training	32%
Compensation	65%
Salary	64%
Benefits	37%
Union membership	7%
Other characteristics about the job	63%
Job fit with skills/and or interests	51%
Ability to make a difference and/or feeling valued	48%
Job autonomy and/or innovation	38%
Job location	31%
Flexible/different work arrangements	27%
Physical environment (surroundings, security, tools, or equipment)	20%
Other qualities of the organization	44%
Supervisory management and leadership	34%
Healthy atmosphere (e.g. trust, mutual respect)	32%
Organizational mandate	27%
Work processes, procedures and/or systems	25%
Job security and stability	27%

Employees leaving for the private sector were significantly more likely to be attracted to organizational qualities in their new place of employment.

Those who were leaving to go to the private sector indicated several reasons for departing that were significantly higher than those departing for other opportunities in the public sector. Employees departing for the private sector were significantly²⁴ more likely to be attracted by other qualities of the organization such as healthy atmosphere, supervisory management and

²³ n=124 for each of the categories (i.e., those who indicated that they had found another employment opportunity). Percentages do not sum to 100% as multiple selection was offered.

²⁴ Significant at 90% confidence level.

leadership, and work processes, procedures and/or systems. They were also significantly more likely to be attracted to job autonomy and/or innovation and flexible/different work arrangements.²⁵

7. What: Feedback from departing BCPS employees

Exiting employees were asked a series of questions about their overall opinions of the BCPS, including their overall satisfaction levels, willingness to recommend their organization or BCPS as a great place to work, and what aspects they liked about the BCPS. These responses allow for further reflection and possible leveraging of reported strengths, as well as rounding out an understanding of the reasons why employees are choosing to leave.

Most departing employees were satisfied with their jobs, particularly those who were retiring...

Although they did ultimately leave their position, half (50%) of the resigning employees agreed or strongly agreed that they were satisfied with their jobs. Just over two-thirds (70%) of retiring employees said the same. Less than one-third (30%) of resignees indicated that they disagreed or strongly disagreed that they were satisfied with their jobs, and a small minority (13%) of retirees said the same.

...and about the same were satisfied in their work as a BC Public Service employee.

Nearly half (46%) of resigning employees agreed or strongly agreed that they were satisfied in their work as BCPS employees, while almost two-thirds (63%) of retirees also agreed or strongly agreed. Significantly fewer respondents who were leaving to go to new jobs were satisfied in their work as a BCPS employee (42%), compared to those who were leaving for other reasons (60%).

²⁵ Healthy atmosphere (41% of those departing for the private sector vs. 19% of those remaining in the public sector); Supervisory management and leadership (46% vs. 24%); Work processes, procedures, systems (35% vs. 14%); Job autonomy/innovation (46% vs. 28%); Flexible/different work arrangements (46% vs. 21%)

However, far fewer exiting employees were satisfied with their organizations.

Only one-third (34%) of resigning employees agreed or strongly agreed that they were satisfied with their organization, while retirees (42%) were somewhat more likely to agree or strongly agree with the statement.

About half of the departing employees would recommend their organization as a great place to work....

Less than half of resigning employees (44%) said that they would definitely or probably recommend their organization as a great place to work, while just over half (55%) of retiring employees said the same.

...but they are more likely to recommend the BCPS overall as a great place to work.

Just over half (52%) of resigning employees indicated they would definitely or probably recommend the BCPS as a great place to work, compared to nearly two-thirds (62%) of retiring employees who said the same.

Employees favoured job-related characteristics the most about working with the BCPS, and organizational qualities the least.

As evident in the previous lines of analysis, departing employees liked specific characteristics about their individual jobs and work environment best, such as the people they work with, their job security and stability, and other job characteristics such as job fit and making a difference. A full breakdown of the options provided for respondents is presented in Table 6.

TABLE 6: WHAT DEPARTING EMPLOYEES LIKED MOST ABOUT THEIR JOBS WITH THE BCPS²⁶

What I Liked Most...	Overall % Selected	% within category	Resignees %Selected	Retirees %Selected
The people I worked with	75%	75%	73%	76%
My job security and stability	51%	51%	44%*	56%
Job characteristics (n=254)	45%	45%	40%	48%
Job fit with skills and/or interests	39%	87%	32%*	44%
Making a difference and/or feeling valued	34%	77%	29%*	38%
Flexible work arrangements	22%	50%	18%*	25%
Job autonomy and/or innovation	21%	47%	15%*	25%
Physical environment & equipment	16%	35%	13%	17%
Travel opportunities	10%	22%	8%	11%
Career and professional development opportunities (n=179)	32%	32%	29%	33%
Training	21%	67%	21%	21%
Variety of employment opportunities (e.g., transferring across/within organizations)	21%	65%	18%	22%
Career advancement	17%	53%	14%	18%
Compensation (n=175)	31%	31%	28%	33%
Salary	28%	89%	26%	29%
Benefits	28%	92%	22%*	33%
Union membership	8%	27%	8%	9%
Organizational Qualities (n=82)	15%	15%	17%	13%
Healthy atmosphere (e.g., trust, mutual respect)	10%	68%	9%	11%
Organizational mandate	9%	60%	10%	8%
Work processes, procedures and/or systems	8%	52%	8%	7%
Supervisory management and leadership	7%	50%	7%	8%
Nothing to like	3%	3%	3%	2%

²⁶ n=567 for the main categories in grey. The n for each subcategory is indicated next to the category title. Statistically significant (at 95% level) differences between resignee and retiree results are denoted by an asterisk.

Resignees, particularly those leaving for other jobs, were less likely to select aspects about their work that they liked, particularly job-specific characteristics.

Resignees were less likely overall to select each of the listed favourable aspects of working in the BCPS. This aligns with their overall lower job and organization satisfaction as compared to retirees. In addition, resignees were significantly²⁷ less likely to indicate they liked a number of characteristics related to their job, such as:

- Job fit with skills and/or interests
- Making a difference and/or feeling valued
- Flexible work arrangements
- Job autonomy and/or innovation

Retirees were also significantly²⁸ more likely than resigning employees to indicate that they liked their benefits best about their jobs.

There were a few other notable significant differences observed across the various demographic and response-based groups analyzed. For example, men were significantly less likely to say that they liked their compensation, specifically salary, than women.²⁹ In addition, those who were departing because they had found another employment opportunity (versus those leaving for other reasons) were significantly³⁰ less likely to say that they liked their:

- Job security and stability;
- Salary;
- Benefits;
- Union membership;
- Career advancement; and
- Job fit with skills and/or interests.³¹

Most resigning employees indicated that they could have been prevented from leaving, particularly those leaving for another job in the public sector.

Over half of resigning employees (53%) indicated that there was definitely or probably something that could have prevented them from leaving their position; only one-quarter (26%) indicated that there probably or definitely was not anything that could have prevent their departure. Interestingly, over one-third of retirees (36%) said that there probably or definitely

²⁷ Significant at 95% confidence level.

²⁸ Significant at 95% confidence level.

²⁹ 23% of men vs. 30% of women.

³⁰ Significant at 95% confidence level.

³¹ Job security and stability (36% of those leaving for another employment opportunity vs. 56% of those leaving for other reasons); Salary (16% vs. 31%); Benefits (15% vs. 32%); Union membership (3% vs. 10%); Career advancement (11% vs. 19%); Job fit with skills and/or interests (31% vs. 42%)

could have been something to prevent them from leaving, and almost half (43%) indicated that there was not.

Those who had found another employment opportunity were more likely (53%) to indicate there could have been something to prevent them from leaving than those leaving for other reasons (40%). Those leaving for the private sector were significantly less likely to indicate that there could have been something to prevent them from leaving (37%), as compared to over half (59%) of those remaining in the public sector who said their departure could have been prevented.

Those who indicated that there could have been something to prevent them from leaving were significantly³² more likely to indicate the following reasons for their departure:

- Work arrangements
- Job fit with my expectations (what was described to me)
- Senior leadership
- Training and development
- Immediate supervisor/manager
- Organizational processes, procedures and systems

Open-ended comments generally expressed human resource concerns regarding salary, flexibility in working arrangements, and classification/hiring practices.

Respondents were asked two open-ended questions, the first concerning the factors that could have convinced them to stay with the BCPS and the second asking for suggestions to their organization for improvement. Since responses tended to overlap, respondents' answers to both questions were combined and coded into categories and sub-categories. Table 7 represents the proportion of responses that were coded into the six major categories.³³

TABLE 7: OPEN-ENDED SUGGESTIONS FOR IMPROVEMENT³⁴

Improvement Category	All	Resigning	Retiring
Human Resources	52%	57%*	48%
Senior Leadership	26%	23%	28%
Work Environment	24%	23%	25%
Organization	23%	20%	25%
Supervisor/Manager	20%	19%	20%
Job Fit/Career Advancement	11%	14%*	9%

³² Significant at 95% confidence level.
³³ Please see the **Methodology and Tables** report for a full breakdown of response frequencies by category and sub-category.
³⁴ All n=493; Resigning n=201; Retiring n=292. Statistical significance at a 95% level denoted by an asterisk.

Human resource concerns were mentioned in half of respondents' comments, most predominantly in suggestions made by resignees. The most common human resource concern for resignees was to do with flexibility in work arrangements:

“I think my former organization was an acceptable place for people looking to work in a traditional office setting (8:30 to 4:30 at a set office location). However, more and more people want to have more flexibility and control over their schedules - if the government can learn how to accommodate and manage these new ways of working, it can be a great place to work for everyone.” ~Resigning employee

The second most predominant human resource concern for resignees was regarding salary, and retirees were also likely to specifically mention that a pay increase would possibly have convinced them to stay, or that salary ranges should increase overall.

“A pay increase. As an excluded manager I did not receive a pay increase when the union employees did. The morale in government due to the hiring freeze is very low. These two things make it a very appealing time to retire.” ~Retiring employee

“Based on my previous professional experience and educational background, I would have hoped to begin at a higher level on the salary scale and would have felt more valued in my position.” ~Resigning employee

The third prominent concern of resignees regarding human resources was surrounding classification and hiring practices, including fairness and appropriateness of classification.

“If I had a permanent position within the government I would have much more likely stayed. But an auxiliary position offers little stability and I look forward to having benefits once again at my new position.” ~Resigning employee

Retirees were more likely to comment on workload and work-related stress, particularly in regards to not having enough staff to handle the work expected of their department or section.

“My team had been short-staffed for a very long period of time and it compromised my ability to ensure quality service.” ~Retiring employee

“[I suggest implementing] authentic principles and practices with respect to workload expectations and time boundaries for excluded employees to support a healthy and resilient workplace, [and] a safety net (e.g. if you work consistently beyond a certain threshold, time off in lieu).” ~Retiring employee

The chief concern for both groups (although more so for retirees) regarding senior leadership was the need for better leadership and accountability. Comments often concerned the need for senior

leaders to listen to and act on the input of ministry staff, as well as providing clearer direction and communicating organization direction and objectives.

“[I would suggest] a more results based department; more tangible deliverables, less bureaucracy [and] leaders that care about making a difference, are knowledgeable and passionate about their organization's mandate, are okay taking some risks, and demonstrate leadership to their staff to inspire them to follow.” ~Resigning employee

The main issue surrounding work environment for both groups was ensuring that the workplace is more supportive and respectful, followed by having employees feel that their contributions matter and are valued.

“There is a lot of distrust between front-line workers, senior management and all levels in between, at least in the ministry I was in. I have observed a fair amount of bullying, harassment and favouritism which went unchallenged. Therefore, the supervisory level must have better training and more stringent expectations with respect to observance of human rights, contractual rights (eg under the collective agreement) and interpersonal behaviour in general.” ~Resigning employee

“Being engaged in my job. In order for me to feel engaged, I would need to have felt that my supervisor and senior leadership believed in the value of my role and the potential of the position.” ~Resigning employee

While both groups offered comments suggesting that their organizations overall need to have better or clearer direction and vision, resignees were significantly more likely to comment that their organization should improve adherence to their mandate or public interest; nearly half of the resignees' organization-related comments were in this vein.

“Continue pushing the boundaries of innovation. We need to be more aggressive and more attractive to employees considering work in the private sector. Find the balance between aggressive innovation and public acceptance.” ~Resigning employee

“Focus on responsible financial management of public funds, stop hiring as many managers that focus on getting larger budgets and reward those that do make budget cuts without cutting the staff that provide direct service to clients.” ~Retiring employee

In regards to their immediate supervisors/managers, resignees were most likely to indicate that they should be doing a better job of fostering a respectful and fair work environment.

“Managers need to create open and transparent communication directly with staff in order to build a level of trust...Managers need to lead with their positive actions rather than creating a culture of fear/intimidation and driving a wedge between unionized and non-unionized members.” ~Resigning employee

As would be expected, resigning employees were significantly more likely to state that job fit and career advancement could be improved.

“More opportunities for advancement - current hiring freeze makes this difficult, as does organizational structure of Ministry.”-Resigning employee

8. Conclusions and Recommendations

As noted in the **Methodology and Tables** report, a more in-depth analytic approach was used for this fiscal year in order to explore the myriad relationships within the data. This exploration yielded some interesting results, such as the finding that men are both more likely to leave for the private sector and to be more influenced by salary and career advancement reasons than women. In addition, the BCPS is losing young, highly educated workers to other sectors. Patterns within ministry and classification-specific departures also began to emerge, such as being able to ascertain which ministries have the highest resignation rates regardless of age, and which classifications were most and least likely resign.

It was interesting to note that although employees most often leave for job-specific characteristics such as job fit, career advancement, and training, other job-related characteristics such as the people they work with, making a difference, job fit and security/stability were those that departing employees valued most in their time with the BCPS. This illustrates that what may appear as the biggest liability of the BCPS may actually be its biggest asset, as job-specific qualities ranging from training to career advancement are arguably more actionable than the broader organizational issues that remain an ongoing concern. The open-ended suggestions for improvement and retention yielded some clear recommendations, such as: improving flexibility and work arrangements, addressing issues surrounding classification and hiring practices, and reducing work-related stress due to workload and understaffing.

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