BRITISH COLUMBIA
BC Public Service

Where ideas work

exploring employee engagement

in your organization

june 2011

BC Public Service Agency

Work Environment Survey 2011

BCStats
PSA-2011-00124

Employee Engagement and Organizational Performance

Engagement Scores at a Glance

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The BC Public Service has been committed to understanding and improving employee engagement for the past six years. This commitment has been realized through the BC Public Service Work Environment Survey (WES) program. The WES is now internationally recognized as a leading employee engagement program by other jurisdictions and public sector agencies.

A key element of the program was the development of the BC Public Service Employee Engagement Model. The model depicts how the various elements of the work environment directly and indirectly impact employee engagement. In simple terms, the model tells us what is most important to employees.

A clear understanding of what impacts employee engagement positions the BC Public Service to develop stronger and more effective organizational improvement strategies. This is because the quality of services provided to citizens and businesses depends on how engaged employees are in what they do. Research has shown that organizations with highly engaged employees are more productive and provide better services to citizens and businesses.

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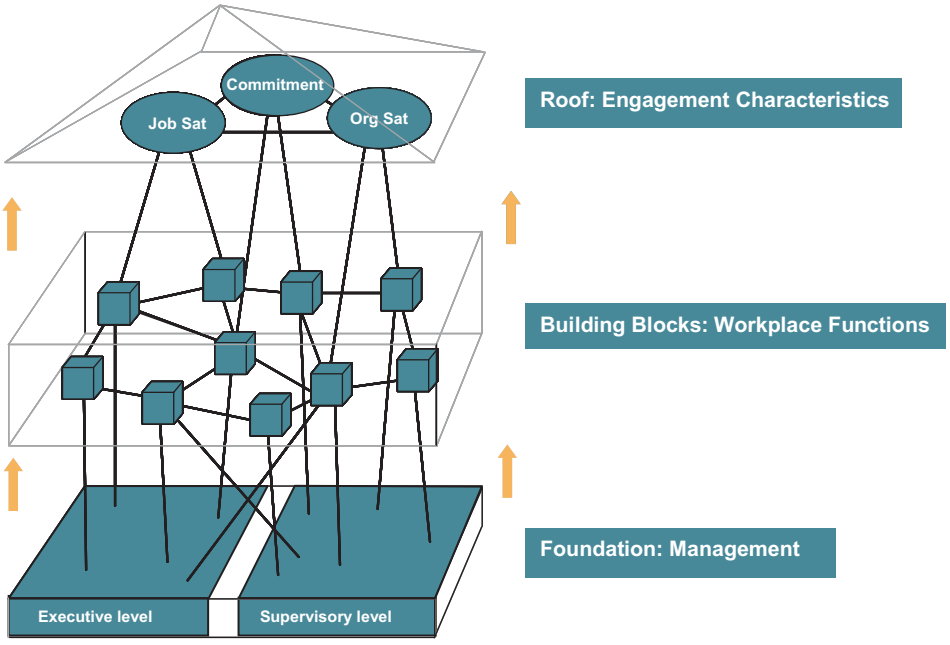
Employee Engagement Model

BC Stats developed the Employee Engagement Model using a statistical technique called structural equation modelling. The purpose of the model is to understand what aspects of the workplace influence the engagement characteristics.

The modelling process identifies the drivers of engagement, which are clusters of questions that express workplace topics. Drivers have the potential to effectively increase or decrease overall engagement. Their connections or relationships with each other move in specific directions, where a driver can be affected by other drivers (incoming connections) and in turn, directly affect others (outgoing connections).

The pattern of connections between the model drivers and the engagement characteristics shape the overall structure of the engagement model. Consisting of three basic parts, the model structure has been best represented as a house (Figure 1).

FIGURE 1. OVERVIEW OF THE MODEL



Improvements to the Employee Engagement Model

BC Stats evaluates the survey instrument annually to ensure that only questions of high research value, and those that adequately capture the work environment are included. This process can involve the addition, deletion or modification of questions. While changes are necessary, BC Stats is careful to balance steady improvements with stability for effective year-over-year comparison of the survey results.

Questionnaire changes, as well as a multitude of environmental circumstances and shifts, can lead to variations in employee responses. These changes can result in modifications of the Employee Engagement Model. All of these factors, and others, are considered during the annual questionnaire review process to ensure that the model accurately represents the BC Public Service.

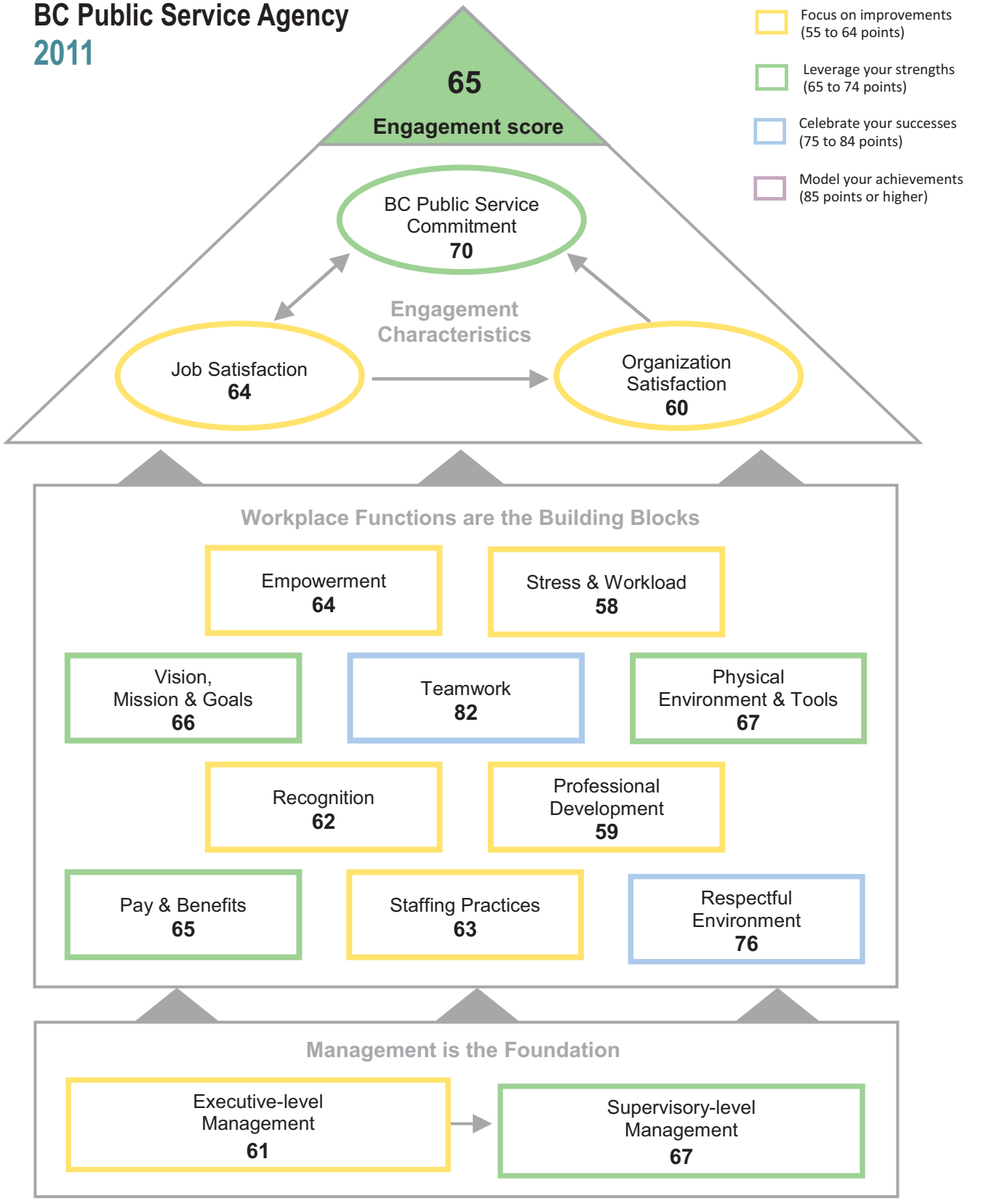
Over the years, the structure and integrity of the engagement model has remained stable. For 2010, one adjustment to the model was made to better represent the data collected. Data analysis promoted the addition of a new model question to the Supervisory-level Management (SLM) driver. Specifically,

> *"The person I report to provides clear expectations regarding my work."*

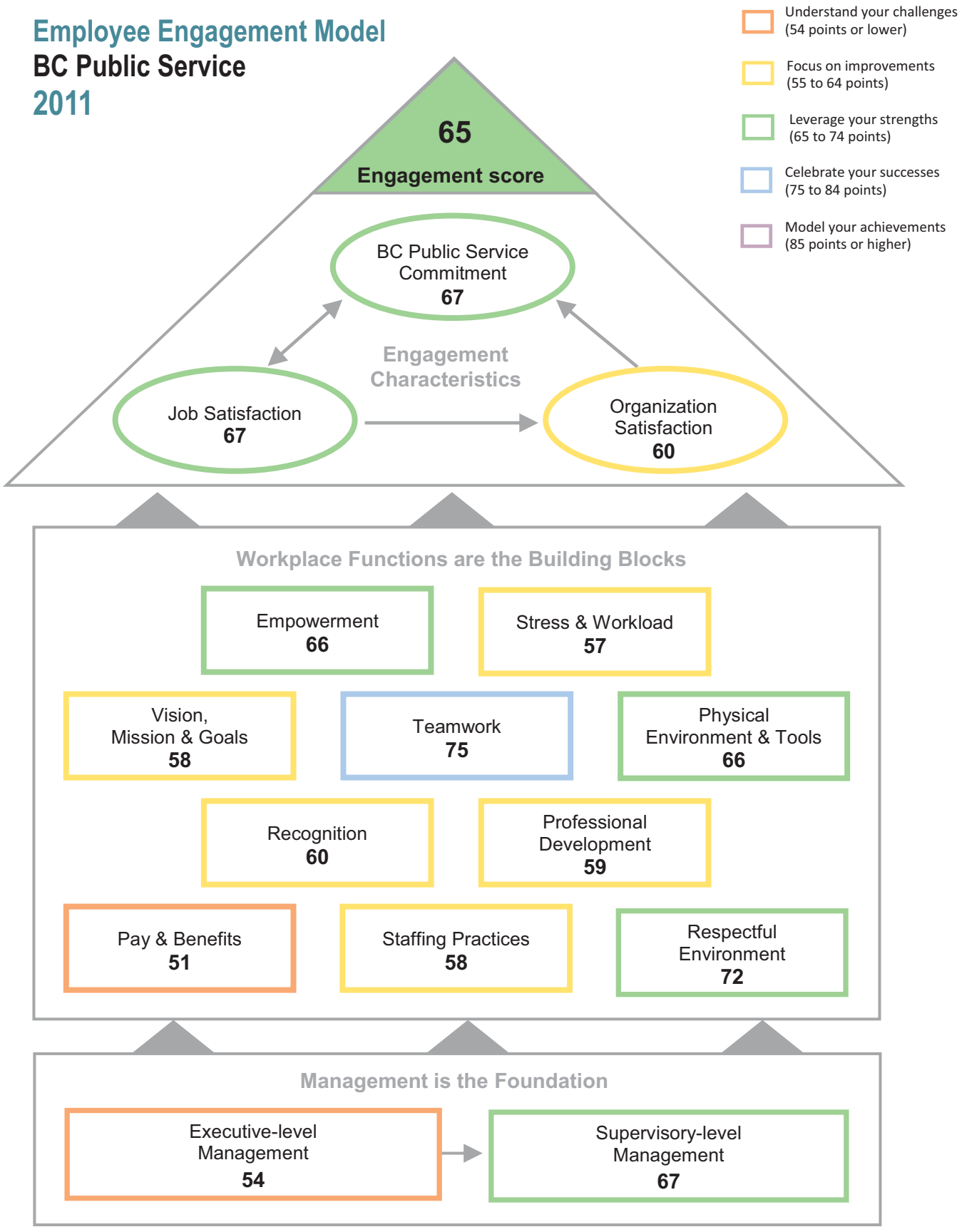
Although the previous composition of the SLM driver (consisting of two model questions) was an effective measure of how perceptions of supervisors impact overall engagement, the analysis indicated that the addition of this question presented a more comprehensive representation of the topic. While the new and expanded SLM driver maintains the ability to measure the communication between a supervisor and team, the addition of the question now includes a focus on the employees' work responsibilities.

> *Note: When underlying model questions change, it is advised that caution be used when comparing results to previous years.*

Employee Engagement Model
BC Public Service Agency
2011



Employee Engagement Model
BC Public Service
2011



Summary of Results

TABLE 1. DRIVER AND MODEL QUESTION RESULTS

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
ENGAGEMENT (Roof)	**ENGAGEMENT CHARACTERISTICS**				
	BC Public Service Commitment	**70**			
	Overall, I am satisfied in my work as a BC Public Service employee.	73	9%	17%	73%
	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	67	16%	22%	63%
	Job Satisfaction	**64**			
	I am satisfied with my job.	64	19%	22 %	59 %
	Organization Satisfaction	**60**			
	I am satisfied with my organization.	60	21 %	29 %	50 %
WORKPLACE FUNCTIONS (Building Blocks)	Empowerment	**64**			
	I have opportunities to provide input into decisions that affect my work.	67	18 %	20 %	63 %
	I have the freedom to make the decisions necessary to do my job well.	64	21 %	21 %	59 %
	I have the opportunities I need to implement new ideas.	59	24 %	27 %	49 %
	Stress & Workload	**58**			
	My workload is manageable.	58	24 %	28 %	48 %
	My work-related stress is manageable.	59	22 %	28 %	49 %
	Vision, Mission & Goals	**66**			
	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	68	13 %	22 %	65 %
	The vision, mission and goals of my organization are communicated well.	65	16 %	25 %	59 %
	Teamwork	**82**			
	When needed, members of my team help me get the job done.	85	4 %	8 %	89 %
	Members of my team communicate effectively with each other.	76	7 %	14 %	78 %
	I have positive working relationships with my co-workers.	86	1 %	7 %	92 %

WORKPLACE FUNCTIONS Continued...	Physical Environment & Tools	**67**			
	My physical work environment is satisfactory.	69	14 %	17 %	68 %
	I have the tools I need to do my job well.	65	17 %	20 %	63 %
	Recognition	**62**			
	I receive meaningful recognition for work well done.	62	22 %	23 %	55 %
	In my work unit, recognition is based on performance.	62	21 %	26 %	52 %
	Professional Development	**59**			
	My organization supports my work related learning and development.	63	18 %	25 %	58 %
	The quality of training and development I have received is satisfactory.	57	24 %	26 %	50 %
	I have adequate opportunities to develop my skills.	57	27 %	26 %	47 %
	Pay & Benefits	**65**			
	I am fairly paid for the work I do.	55	28 %	26 %	47 %
	My benefits meet my (and my family's) needs well.	74	7 %	17 %	75 %
	Staffing Practices	**63**			
	In my work unit, the *selection* of a person for a position is based on merit.	63	19 %	26 %	55 %
	In my work unit, the *process* of selecting a person for a position is fair.	64	18 %	24 %	57 %
	Respectful Environment	**76**			
	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	68	18 %	20 %	63 %
	My work unit values diversity.	75	10 %	16 %	74 %
	My work unit is free from discrimination and harassment.	84	5 %	11 %	84 %
MANAGEMENT (Foundation)	Executive-level Management	**61**			
	Executives in my organization communicate decisions in a timely manner.	64	16 %	25 %	60 %
	Executives in my organization provide clear direction for the future.	59	21 %	27 %	52 %
	Supervisory-level Management	**67**			
	The person I report to provides clear expectations regarding my work.	68	18 %	18 %	64 %
	The person I report to consults me on decisions that affect me.	66	19 %	17 %	64 %
	The person I report to keeps me informed of things I need to know.	68	17 %	18 %	65 %

Employee Engagement Model Pathways

The model drivers are linked together to form distinct and directional pathways. Each pathway starts from leadership in the foundation and passes through varying combinations of building blocks to reach one of the three engagement characteristics in the roof. These pathways show how drivers work together to boost (or weaken) overall engagement.

> Pathway analysis helps us determine which workplace topics influence the others, and to what degree.

While there are several driver connections in each unique pathway, some connections are stronger than others. By calculating the combined strength of the connections within each pathway, it is possible to rank all the model pathways from strongest to weakest. The stronger pathways provide an excellent means of diagnosing the key linkages that affect engagement, or in other words, identifying what is most important to employees. Therefore, when determining priorities for improvement, pathway analysis points us to which aspects of the work environment, if improved, would have the most influence on employee engagement.

For the BC Public Service, the top ten pathways determined to have the strongest direct impact on employee engagement were found to be:

- Vision Path
- Take Home Path
- Empowering Path
- Championing Commitment Path
- Respect Path
- Development Path
- Strengths Building Path
- Resourceful Workspace Path
- Fairness Path
- Workload Path

For more information on the pathways, please refer to the report *The Top 10 Engagement Pathways for the BC Public Service (October 2009),* prepared by BC Stats.

The highest ranked pathway is the Vision Path (Figure 2). This pathway begins with the Executive-level Management (ELM) driver and its focus is on the provision of clear future direction and timely communication of decisions. Through this pathway, ELM directly drives the Vision, Mission and Goals (VMG) driver. The relationship between these two drivers represents the strongest connection in the entire engagement model. In turn, VMG has a strong relationship with Organization Satisfaction and, to a slightly lesser extent, to BC Public Service Commitment, both of which are engagement characteristics.

FIGURE 2. THE VISION PATH

From this we know that executives must articulate a clear, compelling and consistent view of the present and future. This message must cascade through the organization so that employees can identify with and align their work with the goals of their organization. If employees do not see the strong leadership needed to ensure the organization's success with the goals, their satisfaction with their organization will likely be negatively affected. On a broader level, employees' commitment to and satisfaction with their work as public servants is often negatively impacted by issues affecting the drivers on the Vision Path.

The Vision Path is a good place to focus efforts among work units that have relatively low scores in Organization Satisfaction and/or BC Public Service Commitment. Work units with low scores in these areas may face challenges in drawing the link between how their day-to-day work fits in with the organization's vision, mission and goals. In large organizations, supervisors play a vital role in communicating information from executives to staff in a timely fashion. To do so, supervisors themselves need to be well informed and believe that their executives are well equipped for the future.

It is important to note that the modelling and path analysis illustrates the characteristics of the BC Public Service overall. In addition to the high level results, it is also important to be familiar with the differences at the local level, where there is variation in employee experiences. Focusing efforts to understand what is important to employees at the local level is the most effective approach in creating more positive work environments.

Progress in Your Organization

Table 2 presents the engagement model results for your organization and for the BC Public Service over the last two years.

Note: With the adjustment of the SLM driver this year, caution is advised when comparing the SLM scores across years.

TABLE 2. EVALUATING PROGRESS

	YOUR ORGANIZATION		BCPS	ORGANIZATION COMPARED TO	
	2010	**2011**	2011	PREVIOUS YEAR	BCPS
ENGAGEMENT SCORE	**60**	**65**	65	5	0
CHARACTERISTICS					
BC Public Service Commitment	66	**70**	67	4	3
Job Satisfaction	60	**64**	67	4	-3
Organization Satisfaction	56	**60**	60	4	0
BUILDING BLOCKS					
Empowerment	58	**64**	66	6	-2
Stress & Workload	54	**58**	57	4	1
Vision, Mission & Goals	60	**66**	58	6	8
Teamwork	79	**82**	75	3	7
Physical Environment & Tools	65	**67**	66	2	1
Recognition	58	**62**	60	4	2
Professional Development	52	**59**	59	7	0
Pay & Benefits	62	**65**	51	3	14
Staffing Practices	55	**63**	58	8	5
Respectful Environment	73	**76**	72	3	4
FOUNDATION					
Executive-level Management	56	**61**	54	5	7
Supervisory-level Management	69	**67**	67	-2	0

Year-to-Year Employee Migration Patterns

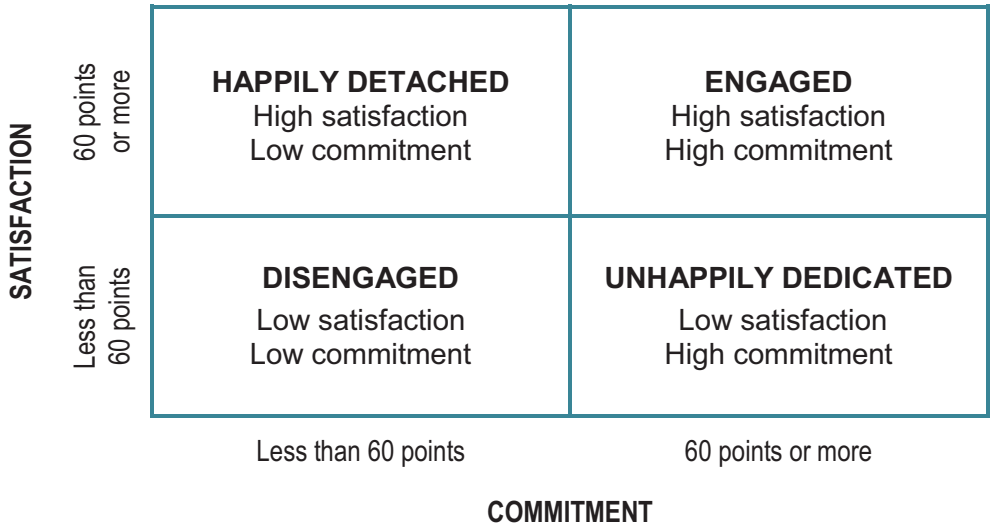
Employee engagement is a complex concept that goes deeper than a single average score or percentage. Employee engagement is a fluid, multidimensional state which motivates performance as employees move through their careers.

In the BC Public Service, the concept of employee engagement is calculated by averaging the scores on four questions from the WES that measure three engagement characteristics (job satisfaction, organization satisfaction and commitment to the BC Public Service). Rather than focussing solely on organizational level engagement, it is also important to study changes at the individual employee level. It is valuable to understand how employees move between the different states of engagement and what factors may cause these movements. BC Stats has conducted research to better understand employee migration patterns.

Four States of Engagement

An employee's state of engagement is determined by how they answered the engagement questions. Each state is determined by plotting commitment scores with overall satisfaction scores (combined job and organization satisfaction). The four different engagement states employees may experience are shown in Figure 3. By grouping employees as shown in the matrix, it is possible to compare the engagement states and track how employees move between the different quadrants over time.

FIGURE 3. THE FOUR STATES OF ENGAGEMENT



Many employees regularly move in and out of the different engagement states as circumstances in the workplace change. Analysis of the 2008 and 2009 data showed that one-third of employees have experienced a change in engagement state within the year.

The model drivers are shown to influence the movement of employees between the four states of engagement. Particularly, the Vision, Mission and Goals driver was observed to be central in moving employees from the disengaged to the engaged state. In other words, if engaged employees do not see how the organization is taking steps to ensure the long-term success of its vision, mission and goals, they are at risk of becoming disengaged. Improving perceptions around vision, mission and goals, however, can prompt employees to move out of the disengaged state.

With a clear understanding of the factors that bring about employee movement between the states of engagement, customized workforce strategies aimed to help migrate employees into more positive states can be developed. It is also the responsibility of all employees to recognize and take ownership of their own engagement state and do what they can to help themselves and their colleagues get to a more desirable place.

Supervisory-level Management

The workplace is a dynamic environment that constantly experiences change. The BC Public Service observed a large amount of corporate change in the years 2009 and 2010, and as expected, the majority of the model driver scores saw a decrease. Surprisingly, both the Supervisory-level Management and Teamwork drivers *did not* experience a change in score. Analysis of the model pathways also showed that the connection between the SLM and Teamwork drivers has become stronger. This mutual stability and connection between these two drivers highlights the influence that supervisors have in developing and maintaining effective, cohesive and engaged teams, important through times of change.

Executive-level Management (ELM) is the only direct driver of SLM and has experienced year-over-year volatility. Given the relationship between these two drivers, it was anticipated that the SLM driver would also experience a similar level of instability; the WES results have shown that this was not the case.

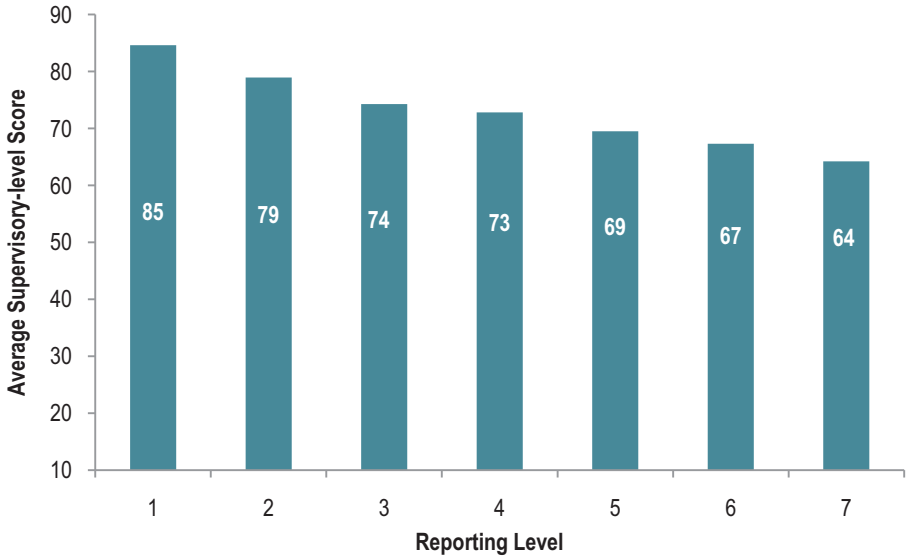
> The SLM driver has been uniquely stable during times of change.

The unique stability of the SLM driver during times of change suggests the driver may not be subject to the same pressures that challenged other aspects of the work environment, and that there are one or more factors or paths that have yet to be uncovered that are helping to stabilize the driver.

New analysis also uncovered an association between the SLM and Teamwork drivers. It was found that those supervisors who received higher SLM scores from their direct reports also had more positive perceptions of teamwork (i.e., supervisors who agreed their teams were well-functioning and strongly supportive, in turn, earned higher individual SLM driver scores). This observation was found to hold true for the majority of supervisors, despite the number of direct reports they had.

Furthermore, it was concluded that those supervisors with fewer reporting levels between themselves and the Head of the Public Service also received higher SLM scores from their direct reports (Figure 4).

FIGURE 4: REPORTING LEVELS AND SLM SCORES



The reporting level is defined as the number of reporting levels between a supervisor and the Head of the BC Public Service. For instance, Deputy Ministers (reporting level 1) report directly to the Head of the BC Public Service, whereas Assistant Deputy Ministers (reporting level 2) report to Deputy Ministers.

These initial findings offer several insights into how supervisors throughout the BC Public Service have either succeeded in or been challenged with supporting the engagement of their direct reports.

Appendices

Appendices

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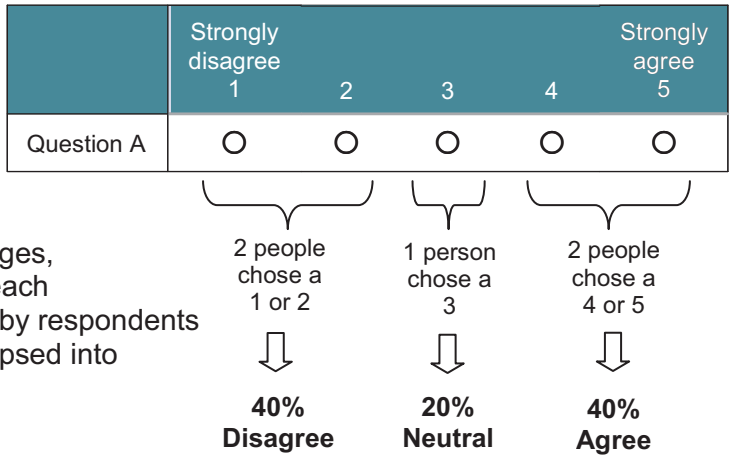
Appendix A: Detailed Survey Results

Survey results are presented in two different but complementary ways. Results are shown as percentages (Table 3) and as average scores (Table 4). In the tables, please note that:

- some percentages may not sum to 100% due to rounding
- the *Linkage to Model* column identifies engagement model questions
- the *Change* column in Table 3 shows (↑) or (↓) where the percent agree has changed by at least 5 ppts from the previous year.

Percentages

show the proportion of employees who disagreed, agreed or gave a neutral response to the survey question. To calculate percentages, the number of times each answer was selected by respondents was totalled and collapsed into three categories.



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.

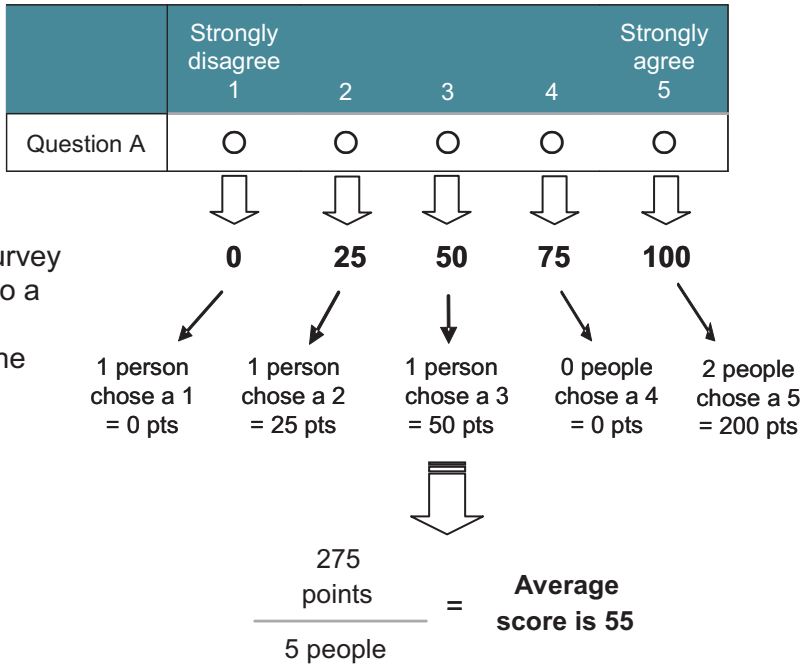


TABLE 3: RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS PERCENTAGES

LINKAGE TO MODEL	SURVEY QUESTIONS	% of respondents				Change 10-11
		Year	Disagree	Neutral	Agree	
MY DAY-TO-DAY WORK						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	**10**	21%	22%	57%	
		11	18 %	20 %	63 %	↑
Respectful Environment	My work unit values diversity.	**10**	10 %	19 %	71 %	
		11	10 %	16 %	74 %	
Respectful Environment	My work unit is free from discrimination and harassment.	**10**	4 %	11 %	86 %	
		11	5 %	11 %	84 %	
Empowerment	I have opportunities to provide input into decisions that affect my work.	**10**	24 %	21 %	55 %	
		11	18 %	20 %	63 %	↑
Empowerment	I have the freedom to make the decisions necessary to do my job well.	**10**	25 %	22 %	53 %	
		11	21 %	21 %	59 %	↑
	Innovation is valued in my work.	**10**	22 %	23 %	55 %	
		11	18 %	21 %	61 %	↑
	I am encouraged to be innovative in my work.	**10**	24 %	23 %	53 %	
		11	21 %	21 %	58 %	↑
Empowerment	I have the opportunities I need to implement new ideas.	**10**	31 %	25 %	45 %	
		11	24 %	27 %	49 %	
	I am inspired to give my very best.	**10**	25 %	25 %	49 %	
		11	22 %	21 %	57 %	↑
	My work unit is well supported during times of change.	**10**	43 %	23 %	34 %	
		11	35 %	28 %	38 %	
	Employees are held accountable in my work unit. *(new)*	**10**	--	--	--	
		11	14 %	22 %	64 %	
	I feel my job is secure.	**10**	38 %	31 %	31 %	
		11	20 %	29 %	51 %	↑
Staffing Practices	In my work unit, the *selection* of a person for a position is based on merit.	**10**	28 %	24 %	48 %	
		11	19 %	26 %	55 %	↑
Staffing Practices	In my work unit, the *process* of selecting a person for a position is fair.	**10**	28 %	24 %	48 %	
		11	18 %	24 %	57 %	↑
Recognition	I receive meaningful recognition for work well done.	**10**	24 %	28 %	48 %	
		11	22 %	23 %	55 %	↑
Recognition	In my work unit, recognition is based on performance.	**10**	23 %	27 %	51 %	
		11	21%	26 %	52 %	

LINKAGE TO MODEL	SURVEY QUESTIONS	% of respondents				Change 10-11
		Year	Disagree	Neutral	Agree	
Pay & Benefits	I am fairly paid for the work I do.	10	34 %	29 %	37 %	
		11	28 %	26 %	47 %	↑
Pay & Benefits	My benefits meet my (and my family's) needs well.	10	7 %	19 %	74 %	
		11	7 %	17 %	75 %	
	My pay is competitive with similar jobs in the region. *(new)*	10	--	--	--	
		11	33 %	23 %	44 %	
	My work is meaningful.	10	13 %	20 %	67 %	
		11	9 %	21 %	70 %	
	My job is a good fit with my skills and interests.	10	18 %	16 %	66 %	
		11	11 %	20 %	69 %	
	I am proud of the work I do.	10	7 %	14 %	78 %	
		11	4 %	13 %	83 %	↑
	My workplace procedures allow me to use my time as effectively as possible.	10	29 %	28 %	42 %	
		11	26 %	26 %	48 %	↑
	I regularly participate in activities that are not necessarily expected of me, to help my organization succeed. *(new)*	10	--	--	--	
		11	7 %	23 %	70 %	
	The work I do gives citizens good value for their tax dollars.	10	9 %	16 %	76 %	
		11	5 %	15 %	81 %	↑
	Work is distributed fairly in my work unit.	10	25 %	30 %	45 %	
		11	20 %	27 %	53 %	↑
Stress & Workload	My workload is manageable.	10	28 %	31 %	41 %	
		11	24 %	28 %	48 %	↑
Stress & Workload	My work-related stress is manageable.	10	28 %	30 %	43 %	
		11	22 %	28 %	49 %	↑
	My job provides me with the right amount of challenge.	10	27 %	27 %	46 %	
		11	18 %	27 %	55 %	↑
	I have support at work to provide a high level of service.	10	22 %	28 %	49 %	
		11	20 %	26 %	54 %	↑
	I have support at work to balance my work and personal life.	10	19 %	24 %	57 %	
		11	18 %	20 %	63 %	↑
MY PHYSICAL ENVIRONMENT AND TOOLS						
Physical Environment & Tools	My physical work environment is satisfactory.	10	19 %	20 %	61 %	
		11	14 %	17 %	68 %	↑

LINKAGE TO MODEL	SURVEY QUESTIONS	% of respondents				Change 10-11
		Year	Disagree	Neutral	Agree	
	The physical security of my workplace is satisfactory.	10	5 %	14 %	81 %	
		11	5 %	11 %	84 %	
Physical Environment & Tools	I have the tools I need to do my job well.	10	18 %	23 %	59 %	
		11	17 %	20 %	63 %	
	I have the information I need to do my job well.	10	22 %	31 %	47 %	
		11	17 %	27 %	55 %	↑
	The computer based tools (e.g., hardware, software) I have access to help me excel in my job. *(new)*	10	--	--	--	
		11	18 %	23 %	59 %	
	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me excel in my job. *(new)*	10	--	--	--	
		11	12 %	31 %	57 %	
MY DEVELOPMENT AND PERFORMANCE						
Professional Development	My organization supports my work related learning and development.	10	27 %	31 %	42 %	
		11	18 %	25 %	58 %	↑
Professional Development	The quality of training and development I have received is satisfactory.	10	33 %	31 %	36 %	
		11	24 %	26 %	50 %	↑
Professional Development	I have adequate opportunities to develop my skills.	10	36 %	31 %	33 %	
		11	27 %	26 %	47 %	↑
	I have opportunities for career growth within the BC Public Service.	10	37 %	36 %	27 %	
		11	25 %	29 %	46 %	↑
	I receive the *amount* of feedback and support I need from the person I report to. *(new)*	10	--	--	--	
		11	22 %	17 %	61 %	
	I receive the *quality* of feedback and support I need from the person I report to. *(new)*	10	--	--	--	
		11	23 %	19 %	58 %	
	My EPDP helps me achieve my key work goals. *(new)*	10	--	--	--	
		11	51 %	25 %	25 %	
	My EPDP helps me achieve my career goals. *(new)*	10	--	--	--	
		11	54 %	25 %	21 %	
MY CO-WORKERS						
Teamwork	When needed, members of my team help me get the job done.	10	2 %	10 %	87 %	
		11	4 %	8 %	89 %	
	My ideas are respected by others in my work unit.	10	4 %	17 %	79 %	
		11	4 %	11 %	85 %	↑

LINKAGE TO MODEL	SURVEY QUESTIONS	% of respondents				Change 10-11
		Year	Disagree	Neutral	Agree	
Teamwork	Members of my team communicate effectively with each other.	**10**	10 %	23 %	66 %	
		11	7 %	14 %	78 %	↑
Teamwork	I have positive working relationships with my co-workers.	**10**	3 %	10 %	87 %	
		11	1 %	7 %	92 %	↑
THE PERSON I REPORT TO						
Supervisory Level Management	The person I report to provides clear expectations regarding my work.	**10**	13 %	22 %	65 %	
		11	18 %	18 %	64 %	
Supervisory Level Management	The person I report to consults me on decisions that affect me.	**10**	17 %	19 %	64 %	
		11	19 %	17 %	64 %	
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	**10**	16 %	20 %	65 %	
		11	17 %	18 %	65 %	
	The person I report to is an effective manager.	**10**	11 %	20 %	69 %	
		11	18 %	17 %	65 %	
	The person I report to maintains high standards of honesty and integrity.	**10**	3 %	13 %	84 %	
		11	9 %	15 %	76 %	↓
	I am satisfied with the quality of supervision I receive.	**10**	9 %	22 %	70 %	
		11	17 %	16 %	66 %	
MY EXECUTIVE						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	**10**	23 %	24 %	53 %	
		11	16 %	25 %	60 %	↑
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	**10**	24 %	25 %	51 %	
		11	15 %	25 %	60 %	↑
Executive Level Management	Executives in my organization provide clear direction for the future.	**10**	33 %	25 %	42 %	
		11	21 %	27 %	52 %	↑
	Essential information flows efficiently from senior leadership to staff.	**10**	31 %	30 %	39 %	
		11	25 %	29 %	46 %	↑
	I have confidence in the senior leadership of my organization.	**10**	26 %	28 %	46 %	
		11	21 %	25 %	54 %	↑

LINKAGE TO MODEL	SURVEY QUESTIONS	% of respondents				Change 10-11
		Year	Disagree	Neutral	Agree	
MY ORGANIZATION						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	**10**	19 %	25 %	56 %	
		11	13 %	22 %	65 %	↑
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	**10**	26 %	26 %	47 %	
		11	16 %	25 %	59 %	↑
	I know how my work contributes to the achievement of my organization's goals.	**10**	22 %	23 %	55 %	
		11	14 %	25 %	61 %	↑
MY EMPLOYMENT AS A PUBLIC SERVANT						
Job Satisfaction	I am satisfied with my job.	**10**	23 %	25 %	52 %	
		11	19 %	22 %	59 %	↑
	I am satisfied with my work unit.	**10**	13 %	23 %	64 %	
		11	13 %	19 %	68 %	
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	**10**	27 %	21 %	52 %	
		11	27 %	17 %	56 %	
Organization Satisfaction	I am satisfied with my organization.	**10**	28 %	25 %	47 %	
		11	21 %	29 %	50 %	
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	**10**	32 %	21 %	47 %	
		11	30 %	22 %	47 %	
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	**10**	14 %	22 %	64 %	
		11	9 %	17 %	73 %	↑
	I am proud to tell people I work for the BC Public Service.	**10**	16 %	21 %	63 %	
		11	10 %	21 %	69 %	↑
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	**10**	19 %	24 %	57 %	
		11	16 %	22 %	63 %	↑
	I would recommend the BC Public Service as a great place to work.	**10**	20 %	27 %	53 %	
		11	14 %	27 %	59 %	↑
WORKPLACE IMPROVEMENTS						
	Last year's Work Environment Survey results led to improvements in my current workplace. *(new)*	**10**	--	--	--	
		11	34 %	36 %	30 %	

\TABLE 4: RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS AVERAGE SCORES

LINKAGE TO MODEL	SURVEY QUESTIONS	Year	BCPSA	BCPS	Compare to BCPS
MY DAY-TO-DAY WORK					
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	**10**	64	66	-2
		11	68	67	1
Respectful Environment	My work unit values diversity.	**10**	72	72	0
		11	75	73	2
Respectful Environment	My work unit is free from discrimination and harassment.	**10**	84	76	8
		11	84	76	8
Empowerment	I have opportunities to provide input into decisions that affect my work.	**10**	61	68	-7
		11	67	69	-2
Empowerment	I have the freedom to make the decisions necessary to do my job well.	**10**	59	67	-8
		11	64	67	-3
	Innovation is valued in my work.	**10**	62	66	-4
		11	66	67	-1
	I am encouraged to be innovative in my work.	**10**	60	65	-5
		11	64	66	-2
Empowerment	I have the opportunities I need to implement new ideas.	**10**	54	60	-6
		11	59	61	-2
	I am inspired to give my very best.	**10**	59	63	-4
		11	64	64	0
	My work unit is well supported during times of change.	**10**	46	51	-5
		11	49	52	-3
	Employees are held accountable in my work unit. *(new)*	**10**	--	--	--
		11	66	61	5
	I feel my job is secure.	**10**	47	53	-6
		11	60	62	-2
Staffing Practices	In my work unit, the *selection* of a person for a position is based on merit.	**10**	55	56	-1
		11	63	57	6
Staffing Practices	In my work unit, the *process* of selecting a person for a position is fair.	**10**	55	57	-2
		11	64	58	6

LINKAGE TO MODEL	SURVEY QUESTIONS	Year	BCPSA	BCPS	Compare to BCPS
Recognition	I receive meaningful recognition for work well done.	**10**	58	60	-2
		11	62	60	2
Recognition	In my work unit, recognition is based on performance.	**10**	58	59	-1
		11	62	59	3
Pay & Benefits	I am fairly paid for the work I do.	**10**	51	51	0
		11	55	48	7
Pay & Benefits	My benefits meet my (and my family's) needs well.	**10**	73	57	16
		11	74	55	19
	My pay is competitive with similar jobs in the region. *(new)*	**10**	--	--	--
		11	53	45	8
	My work is meaningful.	**10**	70	74	-4
		11	72	76	-4
	My job is a good fit with my skills and interests.	**10**	67	74	-7
		11	71	75	-4
	I am proud of the work I do.	**10**	78	81	-3
		11	82	82	0
	My workplace procedures allow me to use my time as effectively as possible.	**10**	53	62	-9
		11	58	62	-4
	I regularly participate in activities that are not necessarily expected of me, to help my organization succeed. *(new)*	**10**	--	--	--
		11	73	72	1
	The work I do gives citizens good value for their tax dollars.	**10**	75	78	-3
		11	78	80	-2
	Work is distributed fairly in my work unit.	**10**	56	59	-3
		11	60	58	2
Stress & Workload	My workload is manageable.	**10**	53	57	-4
		11	58	57	1
Stress & Workload	My work-related stress is manageable.	**10**	54	57	-3
		11	59	57	2
	My job provides me with the right amount of challenge.	**10**	55	63	-8
		11	61	63	-2
	I have support at work to provide a high level of service.	**10**	58	62	-4
		11	61	62	-1
	I have support at work to balance my work and personal life.	**10**	64	65	-1
		11	67	65	2

LINKAGE TO MODEL	SURVEY QUESTIONS	Year	BCPSA	BCPS	Compare to BCPS
MY PHYSICAL ENVIRONMENT AND TOOLS					
Physical Environment & Tools	My physical work environment is satisfactory.	**10**	64	67	-3
		11	69	67	2
	The physical security of my workplace is satisfactory.	**10**	78	72	6
		11	79	73	6
Physical Environment & Tools	I have the tools I need to do my job well.	**10**	65	66	-1
		11	65	65	0
	I have the information I need to do my job well.	**10**	58	65	-7
		11	62	64	-2
	The computer based tools (e.g., hardware, software) I have access to help me excel in my job. *(new)*	**10**	--	--	--
		11	64	63	1
	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me excel in my job. *(new)*	**10**	--	--	--
		11	64	64	0
MY DEVELOPMENT AND PERFORMANCE					
Professional Development	My organization supports my work related learning and development.	**10**	55	57	-2
		11	63	62	1
Professional Development	The quality of training and development I have received is satisfactory.	**10**	51	56	-5
		11	57	58	-1
Professional Development	I have adequate opportunities to develop my skills.	**10**	49	52	-3
		11	57	56	1
	I have opportunities for career growth within the BC Public Service.	**10**	46	47	-1
		11	57	52	5
	I receive the amount of feedback and support I need from the person I report to. *(new)*	**10**	--	--	--
		11	65	65	0
	I receive the quality of feedback and support I need from the person I report to. *(new)*	**10**	--	--	--
		11	63	64	-1
	My EPDP helps me achieve my key work goals. *(new)*	**10**	--	--	--
		11	40	33	7
	My EPDP helps me achieve my career goals. *(new)*	**10**	--	--	--
		11	37	31	6

LINKAGE TO MODEL	SURVEY QUESTIONS	Year	BCPSA	BCPS	Compare to BCPS
MY CO-WORKERS					
Teamwork	When needed, members of my team help me get the job done.	**10**	83	78	5
		11	85	78	7
	My ideas are respected by others in my work unit.	**10**	77	75	2
		11	81	75	6
Teamwork	Members of my team communicate effectively with each other.	**10**	71	67	4
		11	76	67	9
Teamwork	I have positive working relationships with my co-workers.	**10**	83	80	3
		11	86	81	5
THE PERSON I REPORT TO					
Supervisory Level Management	The person I report to provides clear expectations regarding my work.	**10**	69	69	0
		11	68	67	1
Supervisory Level Management	The person I report to consults me on decisions that affect me.	**10**	68	68	0
		11	66	67	-1
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	**10**	70	68	2
		11	68	67	1
	The person I report to is an effective manager.	**10**	72	68	4
		11	68	67	1
	The person I report to maintains high standards of honesty and integrity.	**10**	82	76	6
		11	77	75	2
	I am satisfied with the quality of supervision I receive.	**10**	73	70	3
		11	69	69	0
MY EXECUTIVE					
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	**10**	59	55	4
		11	64	57	7
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	**10**	59	55	4
		11	64	55	9
Executive Level Management	Executives in my organization provide clear direction for the future.	**10**	52	50	2
		11	59	51	8
	Essential information flows efficiently from senior leadership to staff.	**10**	52	50	2
		11	57	51	6

LINKAGE TO MODEL	SURVEY QUESTIONS	Year	BCPSA	BCPS	Compare to BCPS
	I have confidence in the senior leadership of my organization.	**10**	57	54	3
		11	61	55	6
MY ORGANIZATION					
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	**10**	62	56	6
		11	68	59	9
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	**10**	57	56	1
		11	65	56	9
	I know how my work contributes to the achievement of my organization's goals.	**10**	60	61	-1
		11	65	62	3
MY EMPLOYMENT AS A PUBLIC SERVANT					
Job Satisfaction	I am satisfied with my job.	**10**	60	67	-7
		11	64	67	-3
	I am satisfied with my work unit.	**10**	68	69	-1
		11	71	69	2
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	**10**	59	66	-7
		11	61	64	-3
Organization Satisfaction	I am satisfied with my organization.	**10**	56	60	-4
		11	60	60	0
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	**10**	54	63	-9
		11	56	61	-5
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	**10**	68	68	0
		11	73	69	4
	I am proud to tell people I work for the BC Public Service.	**10**	67	65	2
		11	72	67	5
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	**10**	64	66	-2
		11	67	66	1
	I would recommend the BC Public Service as a great place to work.	**10**	62	59	3
		11	67	62	5
	WORKPLACE IMPROVEMENTS				
	Last year's Work Environment Survey results led to improvements in my current workplace. *(new)*	**10**	--	--	--
		11	47	42	5

Appendix B: About the Work Environment Survey Data Collection

Administering the Survey

BC Stats distributed the 2011 BC Public Service Work Environment Survey to all regular and auxiliary employees who were not on long-term leave and who were directly employed by a ministry. The survey was administered April 13 – May 6, 2011. A small proportion of employees who do not have regular access to the internet at their workplace were mailed a paper survey.

Confidentiality

During survey administration, employees received personalized invitations and reminders. All survey responses were encrypted during submission and stored on a secure server accessed only by select members of the BC Stats team. All BC Stats employee are sworn under the *Statistics Act* and all information collected in the survey is protected by the *Statistics Act*. No names or contact information are stored with responses and only aggregate results are provided in the reports. Individual responses or information that could identify an individual will not be disclosed.

Response Rates

In your organization this year, 90% of employees completed the survey, a -2 percentage point (ppt) change from 2010 (Table 5).

TABLE 5. RESPONSE RATES

	Year	Completed surveys	Total employees	Response rate	Change (ppt)
Your Organization	2010	367	398	92 %	
	2011	370	413	**90%**	-2
BC Public Service	2010	21306	25299	84 %	
	2011	20331	24776	**82%**	-2

BC Stats wishes to thank all participants and those who contributed to achieving such a high response rate! High survey response rates ensure high quality, reliable data.

Organizations have experienced many different changes in the last year, including ministry name changes and shuffling of work units. Therefore, please use caution when comparing the response rates over the years.

Questionnaire Definitions

The Work Environment Survey questionnaire used specific terms and words to describe parts of the work environment:

- Your *work unit* refers to the section or program area within the organization you work in.
- *Diversity* refers to different people, backgrounds and ideas.
- *Discrimination* occurs if a distinction is made that imposes burdens, obligations or disadvantages that are not imposed on others based on the grounds listed below:
  - race
  - colour
  - ancestry
  - place of origin
  - political belief
  - religion
  - marital status
  - family status
  - age
  - sex
  - sexual orientation
  - physical or mental disability
  - unrelated criminal conviction
- *Harassment* includes any unwelcome conduct or comment which has a negative impact on you or your work environment.
- *Workplace procedures* refer to a series of steps and decisions that explains or describes how to complete a task or accomplish a result.
- Your *organization* refers to your ministry, agency, office, or commission of the Province.
- The *EPDP* (Employee Performance and Development Plan) refers to your plan, the tool, and the conversations you have with your supervisor about your plan.
- "*The person I report to*" refers to your immediate supervisor or manager. If you report to more than one supervisor or manager, please answer the question thinking about the person who oversees most of your work.
- Your *executive* refers to the senior leadership in headquarters including the Deputy Minister, Assistant Deputy Ministers, Executive Directors, and other members of the Executive Committee.

Driver Descriptions

The engagement model drivers are defined as follows:

Empowerment
Employees believe they have opportunities and freedom to provide input, make decisions to do their job well and implement new ideas.

Stress & Workload
Employees perceive that their work-related stress and workloads are manageable.

Vision, Mission & Goals
Employees believe that their organization's vision, mission, and goals are well communicated and that their organization is taking steps to ensure its long-term success.

Teamwork
Employees experience positive working relationships, have support from their team, and feel their team communicates effectively.

Physical Environment & Tools
Employees believe their physical surroundings are satisfactory and they have the technology and/or equipment to do their job well.

Recognition
Employees experience meaningful and performance-based recognition.

Professional Development
Employees believe their organization supports their learning and development, provides good quality training, and offers adequate opportunities to develop their skills.

Pay & Benefits
Employees believe they are fairly paid for their work and that their benefits meet their needs.

Staffing Practices
Employees believe staffing processes in their work unit are fair and based on merit.

Respectful Environment
Employees experience a healthy and diverse atmosphere free from discrimination and harassment.

Executive-level Management
Employees believe that senior leaders communicate decisions in a timely manner and that they provide clear direction for the future.

Supervisory-level Management
Employees believe that the person they report to keeps them informed, consults them on decisions that affect them, and provides clear work expectations.

Appendix C: Additional Reading and References

BC Stats continually analyzes the rich WES data and builds on understanding specific topic areas to support continual improvements to the program. Selected examples of what BC Stats has completed in the last couple of years include:

BC Public Service Year-to-Year State of Engagement (September 2009)

The Top 10 Engagement Pathways for the BC Public Service (October 2009)

Exploring Perceptions of Work Unit Staffing Practices (January 2010)

Maximizing Professional Development (January 2010)

Public Sector Engagement and Service Satisfaction: What Do They Both Have In Common? (February 2010)

Modelling the 2009 Work Environment Survey Results (April 2010)

Exploring Year-to-Year Migration Patterns (May 2010)

Investigating the Nature of Diverse Work Environments: Do Differences Exist Between Specific Demographic Groups? (October 2010)

An In-depth Look into the Management Context (November 2010)

Employee experiences with Professional Development and Performance Management (November 2010)

Professional Development and Performance Management: Organization Highlights (January 2011)

Mining Answers from the Best: A Profile of the Most Engaged Work Units in the BC Public Service (April 2011)

Testing the Organizational Landscape: How do Organizational Characteristics Influence the Engagement Model (April 2011)

Understanding the Frontline Experience (April 2011)

Making the Most of the Model: An Employee Engagement User Guide for the BC Public Service (August 2011)

To access these reports and others, please refer to: https://securesurveys.gov.bc.ca/wesresults/

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If you have any questions
about the information in this report,
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