



Where ideas work

# exploring employee engagement

in your organization

August 2009

Citizens' Services

Work Environment Survey 2009





## Introduction to Employee Engagement

Engagement Scores at a Glance	
Your work unit	76
Your organization	72
BC Public Service	68
Compared to your organization	+4
Compared to BC Public Service	+8

Employee engagement is a concept that refers to an employee's satisfaction with their job, organization and level of organizational commitment. In the BC Public Service, employee engagement is critical to everything we do. The quality of the service we provide to citizens and businesses depends on how engaged and passionate our employees are about what they do.

To unleash their potential, people need a work environment that is supportive and empowering, where respect is the foundation and teamwork the norm, where communication is clear and honest, where diversity of perspective is welcomed, and where people are meaningfully recognized for the outcomes of their work. This is the kind of environment that the BC Public Service strives to create in each work unit, and in each ministry.

The business case for employee engagement is strong. Research shows that organizations with highly engaged employees are more productive, retain more employees, and provide better service than other organizations do.

## Organization of this Report

This report presents the results of the Work Environment Survey in several formats, starting with the big picture and working towards a detailed understanding of the results:

- **Evaluating Performance:** A summary of your work unit and organizational results can be found on page 4. These results are also illustrated on pages 6 and 7, respectively.
- **Summary of Your 2009 Results:** See Table 2 on page 11 to dig deeper into your results, by looking at the survey questions that underlie the engagement model.
- **Focusing on the Detail:** Turn to Appendix A for detailed results of all survey questions over the years. Results are shown as percentages (page A-2) and as average scores (page A-9).
- **Additional Information:** Appendices B through G provide definitions, information on data collection, history, and additional resources.

## How to Interpret Your Results

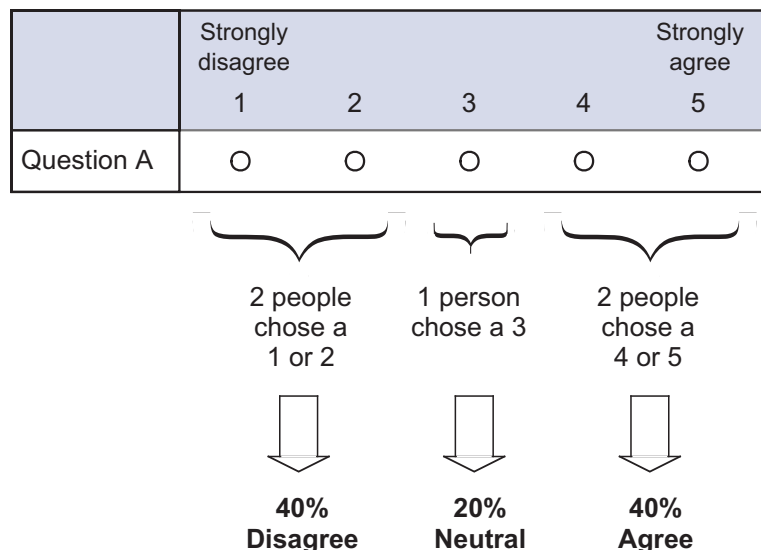
In this report, the survey results are presented in two different but complementary ways: as percentages and as average scores.

- **Percentages** show the proportion of employees who disagreed, agreed, or gave a neutral response to each survey question. The percentages will help you understand the *range* of different opinions about a question.
- **Average scores** are a single number (*not a percentage*) that express all the responses to a survey question. We use average scores in the Employee Engagement Model because they are ideal for making comparisons within and between organizations.

In order to help you interpret the results properly, we've provided the following simple description of how we calculated these figures, using a hypothetical survey sample of five respondents.

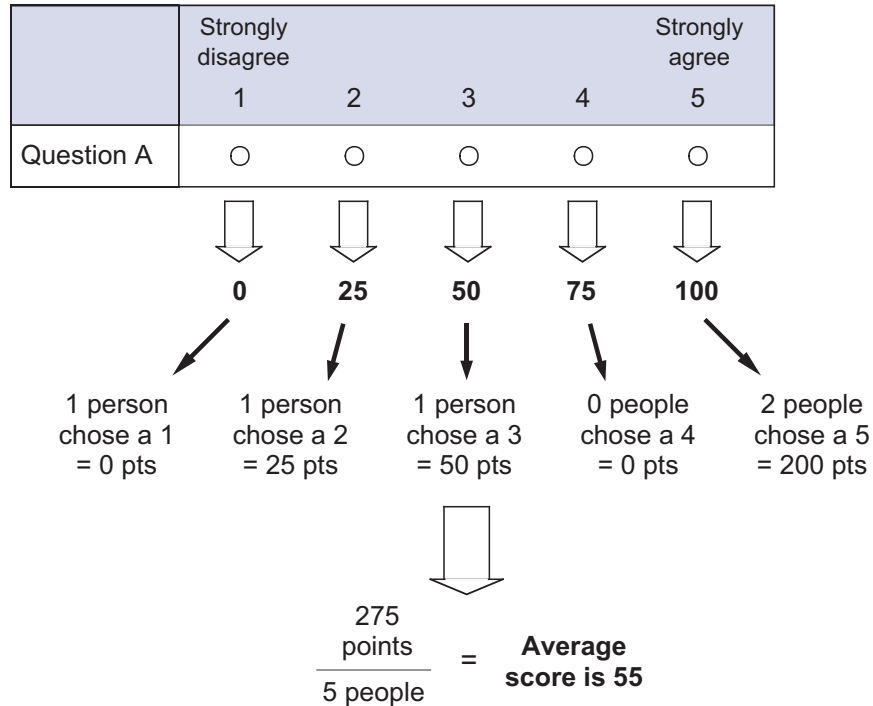
### Calculating Percentages

For each question, we totalled the number of times each response has been selected by respondents. The five-point scale is then collapsed into three categories in order to simplify and streamline the amount of information that is shown in the detailed tables. We then grouped the responses into one of the three categories, and divided by the total number of respondents, to arrive at the percentages.



## Calculating Average Scores

To calculate average scores, we followed another two-step process. First, we converted the 5-point scale to 0, 25, 50, 75 and 100 points. Then, we added up all the points and divided by the number of people in the group. This gives us the average score for each question.



As you dig deeper into the results presented throughout this report, you will use percentages and average scores to understand the story being told by the Work Environment Survey results.

Please keep in mind that although the scores and results are important, they only provide part of the picture. It is also important to understand how the results and all the parts of the Employee Engagement Model fit together conceptually and in practice. Read each section carefully so you know how to use the information most effectively.

## Evaluating Performance in your Work Unit

Table 1 presents the engagement model scores for your work unit, your organization and that of the BC Public Service.

Using this table, you can make the following comparisons:

- **to organization:** Compare your work unit results with the results of your organization. Your *organization* refers to your ministry, agency, office, or commission of the Province.
- **to overall:** Compare your work unit results with the results of the BC Public Service overall.

TABLE 1. EVALUATING PERFORMANCE

	Your Work Unit	Your Organization	BC Public Service	COMPARE TO	
				Organization	Overall
<b>ENGAGEMENT SCORE</b>	<b>76</b>	<b>72</b>	<b>68</b>	<b>+4</b>	<b>+8</b>
<b>ROOF</b>					
BC Public Service Commitment	77	75	70	+2	+7
Job Satisfaction	75	72	69	+3	+6
Organization Satisfaction	74	70	64	+4	+10
<b>BUILDING BLOCKS</b>					
Empowerment	74	72	67	+2	+7
Stress & Workload	66	64	59	+2	+7
Vision, Mission & Goals	75	72	63	+3	+12
Teamwork	79	77	75	+2	+4
Physical Environment & Tools	74	73	67	+1	+7
Recognition	69	66	61	+3	+8
Professional Development	71	69	62	+2	+9
Pay & Benefits	65	61	55	+4	+10
Staffing Practices	68	67	60	+1	+8
Respectful Environment	79	77	73	+2	+6
<b>FOUNDATION</b>					
Executive-level Management	71	67	59	+4	+12
Supervisory-level Management	74	71	68	+3	+6

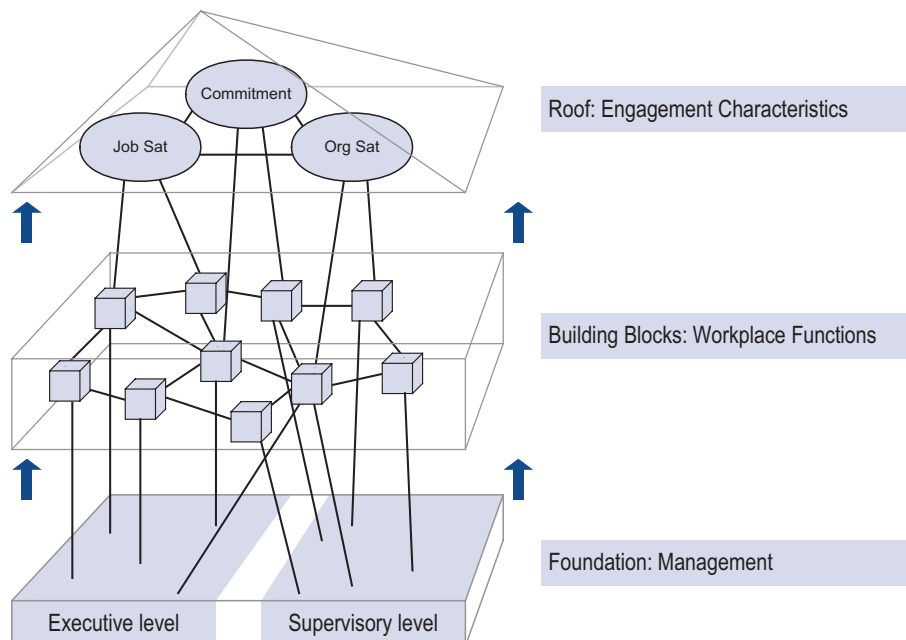
## Employee Engagement Model Framework

BC Stats built the Employee Engagement Model using a statistical technique called structural equation modelling. The model has three parts:

- **Foundation:** The foundation of the model consists of both executive and supervisory-level management. The foundation supports all the building blocks and as such, has a large impact on overall employee engagement.
- **Building blocks:** The building blocks represent the various parts of the work environment that have the greatest impact on employee engagement. Each building block is developed from a cluster of survey questions that define a workplace concept.
- **Roof:** The roof of the house, supported by the foundation and building blocks, represents *employee engagement*. At its core, three characteristics define engagement: job satisfaction, organization satisfaction, and commitment to the BC Public Service.

To visually represent the model, the *house diagram* was designed to show what is most important in the workplace and how all the pieces fit together. As Figure 1 illustrates, the model is complex and should be thought of as multi-dimensional.

FIGURE 1. OVERVIEW OF THE MODEL

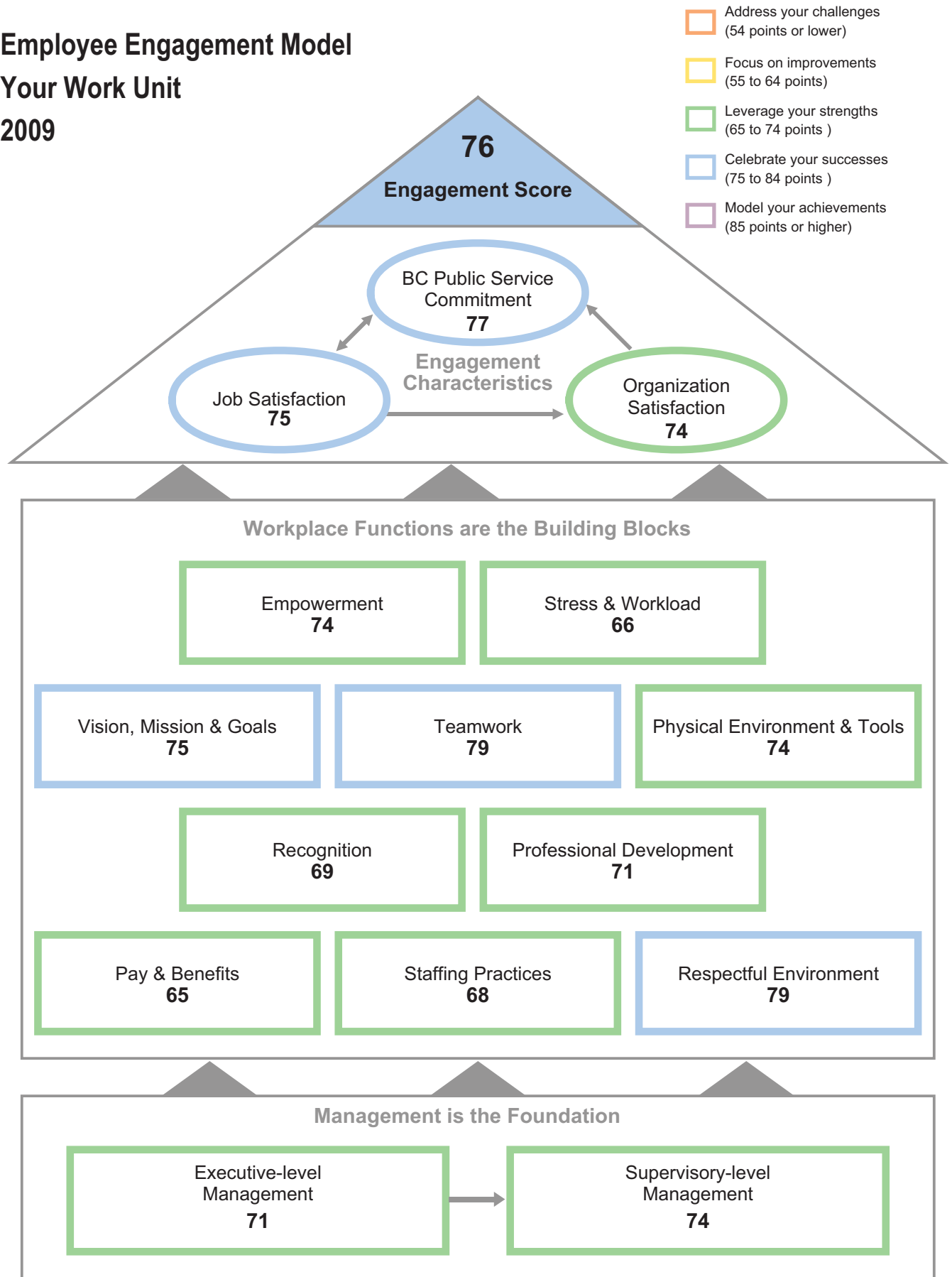


For visual clarity, the model is shown as a two-dimensional diagram on the next two pages. The diagrams show your work unit and organizational scores, respectively.

# Employee Engagement Model

## Your Work Unit

### 2009

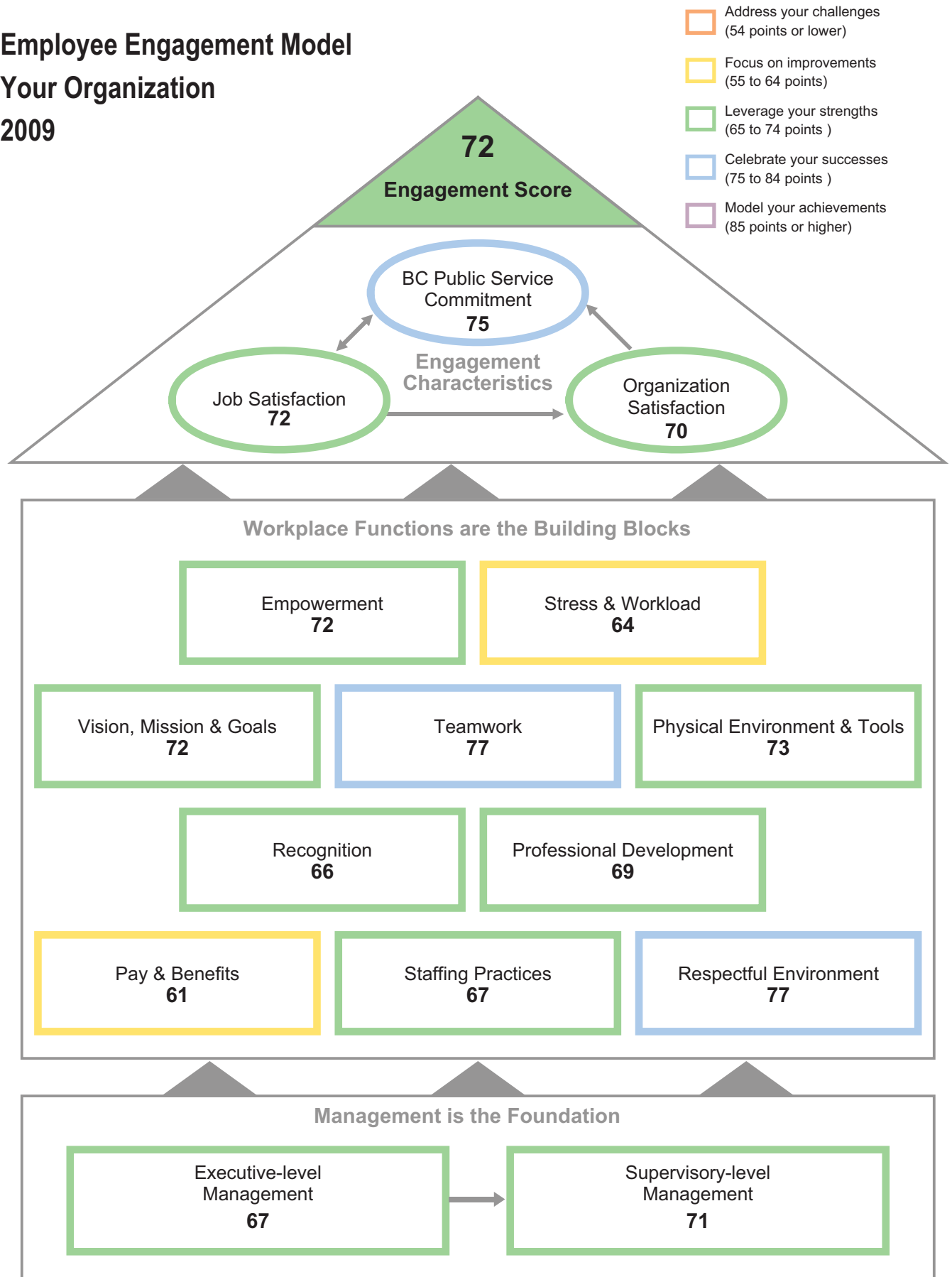




# Employee Engagement Model

## Your Organization

### 2009



## Understanding the Engagement Model

Components of the model, including the foundation, building blocks and engagement characteristics have remained the same across the last three years. This means that even with new data each year, the relationships between the pieces of the model remain quite static. This adds to the strength of the model and the confidence we have in it.

The house diagrams on the previous pages have been simplified for clarity, but there is actually considerable depth to the model and your results. To gain more insight, we need to explore the model in two steps:

- **Step 1.** Explore specific concepts shown in the model. For example, what does the *recognition* building block really mean?
- **Step 2.** Trace the relationships between concepts in the model. For example, how does *recognition* connect to and influence other building blocks in the model?

### Step 1. Explore Model Concepts

Using structural equation modelling to analyse the survey responses, BC Stats identified questions that express a topic or concept in the workplace. Each group of related questions combines to form a driver, meaning that, through a complex web of relationships with other concepts, it has the capacity to drive engagement upward or downward.

Drivers express workplace topics or concepts. These concepts drive overall engagement upward or downward.

In the model diagram, we expressed each driver as a single concept, such as *recognition*. Although recognition can mean different things to different people, two questions were shown to directly influence employee engagement. Specifically, they are:

- “I receive meaningful recognition for the work I do.”
- “In my work unit, recognition is based on performance.”

From the inclusion of these two questions in the model (among the 33 model questions in total), we concluded that meaningful and performance-based recognition has an impact on an employee’s level of engagement.

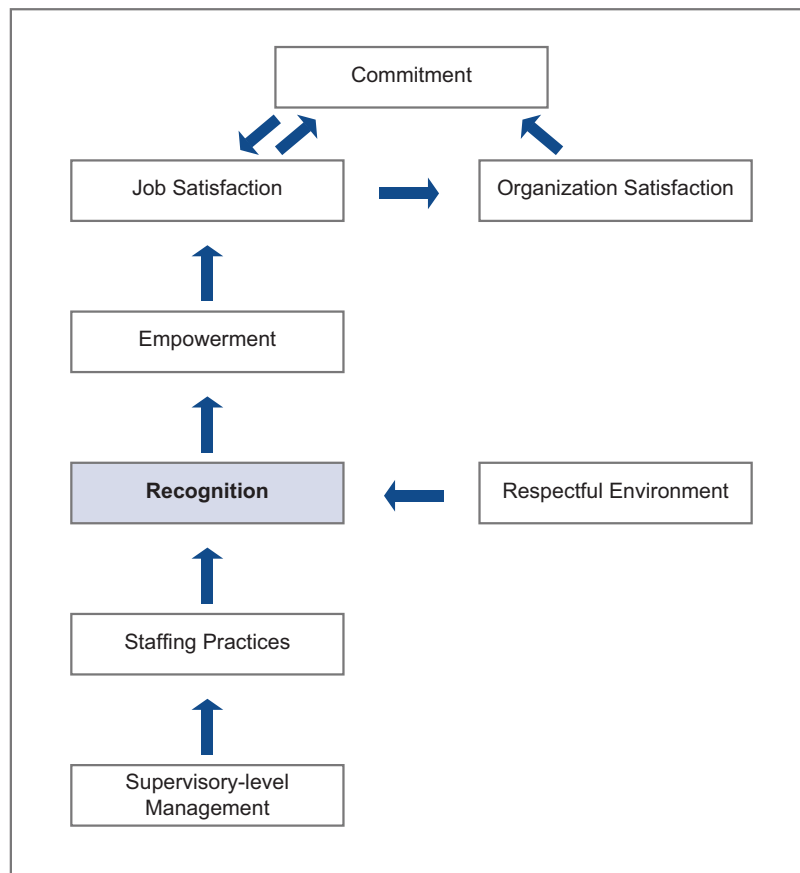
## Step 2. Trace Model Relationships

We should pay attention not only to the engagement model scores, but also to the variety of ways drivers can impact each other. By analysing how people answered the driver questions, we are able to determine the relationships between the drivers.

These relationships are important because they help us understand how the drivers work together to impact engagement. Each of these connections flow in a specific direction. The connections link drivers to form over 30 unique pathways that create the architecture of the model.

Let's take a look at an actual example of one of these pathways. For simplicity, let's take a look at one of the strongest pathways in the engagement model that contains recognition. As shown in Figure 2, supervisory-level management has an *indirect* impact on recognition via the staffing practices driver. Comparatively, staffing practices and respectful environment have a *direct* impact on the recognition driver. Recognition, in turn, impacts empowerment, which then impacts job satisfaction. As one of the defining characteristics of engagement, job satisfaction impacts both organization satisfaction and commitment. Organization satisfaction also impacts commitment.

FIGURE 2. ONE PATHWAY IN THE MODEL: RECOGNITION



The relationship between supervisory-level management and recognition makes sense intuitively. While recognition can take many forms and come from different places, supervisors are well-positioned to provide meaningful recognition for an employee as supervisors are typically closest to an employee's work.

Similarly, we can understand the relationship between staffing practices and recognition. Promotions based on job performance are a powerful form of recognition. Staffing actions within a work unit and organization, conducted through a fair and merit-based selection process, can send a strong message about how managers and supervisors recognize their employees.

Working in a respectful environment also impacts recognition. Employees feel more recognized in an environment that is healthy, diverse and free from discrimination and harassment.

Drivers work  
together to impact  
engagement

Recognition, in turn, plays a role in empowerment. When people receive meaningful and performance-based recognition, they are more likely to feel empowered with their work. When recognized and valued, employees are more likely to feel they have the opportunities and freedom to provide input, make decisions, and be innovative.

Empowerment has a direct connection to job satisfaction. Those individuals who feel empowered with their work tend to have greater job satisfaction. They are more satisfied with their jobs because they are presented with opportunities to influence outcomes in their work by making the decisions necessary to do their jobs well.

People who are satisfied with their jobs tend to be more satisfied with their organizations. Those who are satisfied with their organizations tend to be more committed. People who are committed tend to be satisfied with their jobs and thus, are more engaged. Conversely, these characteristics can also spiral downwards in a poorly functioning work environment.

This example, using one pathway, provides insight into how you may interpret and act on your results. It is acceptable to isolate a group of drivers in order to focus thinking in one area, as long as it is recognized that each pathway is also connected to others. Organizations are complex – as complex as the collection of individuals that make them up! Therefore, each unique work environment requires a tailored set of responses. The next section turns to putting your results together to uncover these unique stories.

## Putting it all Together

As a final step, it is important to understand how to put all the results together. To illustrate, let's look at another example. Since the questions in the table below all have an average score of 60, we might initially conclude that the responses to all three questions are equivalent. However, the distribution of responses *within* each of the three categories tells a very different story than simply looking at the average score.

	Average Score	PERCENTAGES		
		Disagree	Neutral	Agree
Innovation is valued in my work.	60	20%	30%	50%
Work is distributed fairly in my work unit.	60	40%	10%	50%
I have the information I need to do my job well.	60	10%	60%	30%

The first question shows a typical distribution of responses, where one-half of the respondents agreed with the statement. In the second question, opinion is quite polarized as most people either disagreed or agreed. In the third question, there are a large number of neutral responses. This tells us that while people did not actively disagree with the question, there may be reasons why they could not fully agree with the statement. Thus, neutral responses are also worthy of attention.

## Summary of Your Driver Results

The following table lists all the survey questions that underlie each driver in the model – these are referred to as the *model questions*. For each question, we have provided the average score and percentages.

TABLE 2. SUMMARY OF YOUR DRIVER RESULTS

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
ENGAGEMENT SCORE		76			
ENGAGEMENT (Roof)	BC Public Service Commitment	77			
	Overall, I am satisfied in my work as a BC Public Service employee.	79	3%	17%	80%
	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	75	10%	18%	72%
	Job Satisfaction	75			
	I am satisfied with my job.	75	9%	16%	75%
	Organization Satisfaction	74			
	I am satisfied with my organization.	74	6%	22%	72%

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
WORKPLACE FUNCTIONS (Building Blocks)	<b>Empowerment</b>	<b>74</b>			
	I have opportunities to provide input into decisions that affect my work.	74	11%	18%	71%
	I have the freedom to make the decisions necessary to do my job well.	72	10%	21%	69%
	I am encouraged to be innovative in my work.	77	10%	14%	77%
	<b>Stress &amp; Workload</b>	<b>66</b>			
	My workload is manageable.	66	14%	25%	62%
	My work-related stress is manageable.	66	14%	24%	62%
	<b>Vision, Mission &amp; Goals</b>	<b>75</b>			
	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	76	6%	18%	76%
	The vision, mission and goals of my organization are communicated well.	75	7%	20%	73%
	<b>Teamwork</b>	<b>79</b>			
	When needed, members of my team help me get the job done.	83	3%	11%	85%
	Members of my team communicate effectively with each other.	72	13%	18%	70%
	I have positive working relationships with my co-workers.	83	4%	11%	85%
	<b>Physical Environment &amp; Tools</b>	<b>74</b>			
	My physical work environment is satisfactory.	73	10%	17%	73%
	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	75	8%	15%	76%
	<b>Recognition</b>	<b>69</b>			
	I receive meaningful recognition for work well done.	69	13%	23%	63%
	In my work unit, recognition is based on performance.	68	16%	21%	63%

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
WORKPLACE FUNCTIONS Continued...	<b>Professional Development</b>	<b>71</b>			
	My organization supports my work related learning and development.	76	6%	18%	75%
	The quality of training and development I have received is satisfactory.	69	11%	24%	65%
	I have adequate opportunities to develop my skills.	68	13%	25%	62%
	<b>Pay &amp; Benefits</b>	<b>65</b>			
	I am fairly paid for the work I do.	63	18%	25%	57%
	My benefits meet my (and my family's) needs well.	66	17%	20%	63%
	<b>Staffing Practices</b>	<b>68</b>			
	In my work unit, the selection of a person for a position is based on merit.	67	17%	19%	64%
	In my work unit, the process of selecting a person for a position is fair.	69	16%	18%	66%
	<b>Respectful Environment</b>	<b>79</b>			
	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	74	12%	15%	73%
	My work unit values diversity.	80	5%	13%	83%
	My work unit is free from discrimination and harassment.	84	6%	9%	85%
MANAGEMENT (Foundation)	<b>Executive-level Management</b>	<b>71</b>			
	Executives in my organization communicate decisions in a timely manner.	72	9%	19%	72%
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	72	9%	21%	70%
	Executives in my organization provide clear direction for the future.	70	10%	25%	64%
	<b>Supervisory-level Management</b>	<b>74</b>			
	The person I report to consults me on decisions that affect me.	74	13%	15%	73%
	The person I report to keeps me informed of things I need to know.	75	10%	18%	72%

## Workplace Change and Engagement

In the last two cycles of the Work Environment Survey, several questions measuring the amount, type and impact of workplace change were asked. The following analysis is for the BC Public Service overall.

### Overall Trends in the BC Public Service

#### Moderate Amounts of Change Result in Highest Engagement

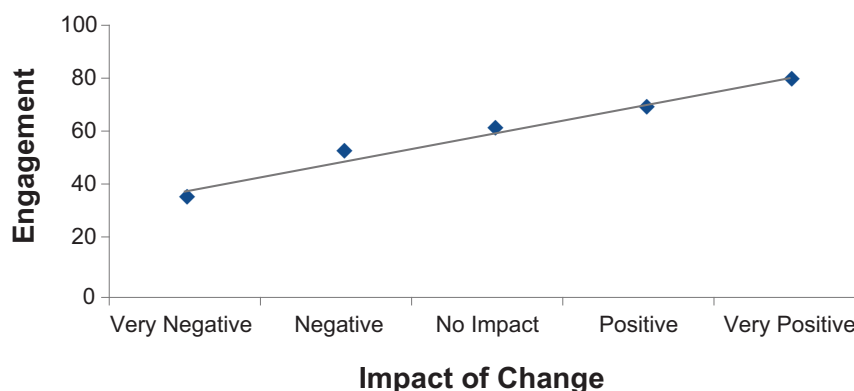
Within the last year, organizations have experienced different types of workplace change, including ministry name changes and shuffling of work units. It was found that the amount of workplace change an employee experiences has a minimal level of influence on overall engagement. In general, it was observed that employees seem to value moderate levels of change. Those who reported at the extreme ends of the scale (either none or substantial change) exhibited lower engagement scores than those who experienced less extreme amounts of change.

#### Engagement by Perceived Impact of Change

How an employee perceives the impact of change was found to affect their level of engagement. It was observed that employees' perceptions on the impact of workplace change are divided, where approximately equal proportions of employees perceived the change(s) that occurred to be negative, to have no impact, or to be positive.

As illustrated in Figure 3 below, a clear linear relationship exists between an employee's perceived impact of change and their level of engagement. On average, for every increase in the perceived impact of change (e.g., from *negative* to *no impact*), there is an average increase of 10 points on engagement.

FIGURE 3. ENGAGEMENT BY PERCEIVED IMPACT OF CHANGE



It was interesting to note, that despite the amount of change this year, the overall trends remained unchanged when compared to last year. These findings, in combination with an improvement in the executive-level management driver suggests that executives and senior leaders overall are effectively managing and supporting staff through this year of change.



## Workplace Change in Your Work Unit

The tables below present the results to the change questions for your work unit, your organization and the BC Public Service.

TABLE 3. AMOUNT OF WORKPLACE CHANGE

Change Amount	Your Work Unit	Your Organization	BC Public Service
None	1%	2%	3%
Small amount	4%	7%	9%
Moderate amount	25%	23%	29%
Large amount	28%	25%	23%
Substantial amount	43%	42%	36%

TABLE 4. TYPES OF CHANGE EXPERIENCED

Type of Workplace Change	% Yes		
	Your Work Unit	Your Organization	BC Public Service
Your job (e.g., new job, promotion, transfer, etc.)	44%	46%	43%
Your duties or responsibilities in your existing job	75%	70%	67%
Your workplace procedures or policies	78%	72%	70%
Your workplace budget	88%	81%	82%
Your physical environment	48%	52%	48%
Your salary and/or benefits	43%	42%	44%
Your executive	62%	48%	56%
The person you report to	42%	43%	43%
Staff resulting in a net loss of talent/experience	58%	58%	59%
Staff resulting in a net gain of talent/experience	40%	38%	34%
Organizational structure	55%	61%	50%

The *positive* category in the table below contains the combined responses of positive and very positive. The same is true for the category labelled *negative*.

TABLE 5. IMPACT OF WORKPLACE CHANGE

Change Impact	Your Work Unit	Your Organization	BC Public Service
Positive	47%	39%	34%
No Impact	22%	26%	28%
Negative	31%	34%	38%

## Next Actions and Considerations

While changes or improvements at the highest level of an organization can and do make a difference to employee engagement, the most important changes happen at the local level, within work units and between people. Since there are different needs within each work unit, there is no single solution to increasing employee engagement.

The lack of a single solution should not be viewed as a limitation, but rather as an opportunity because it means there are many effective actions or changes that can be used to increase engagement.

It is important to keep in mind that the people within each work unit are experts in their local environments. For this reason, employees often know the most appropriate solutions for their circumstances and can assist in developing suitable plans of action. By involving employees in planning, you will not only arrive at fitting solutions, but you will also be empowering them to make a difference.

There are four actions that can be undertaken in any organization or work unit to help build employee engagement.

1. **Work through the results**  
There is a lot of information in this report. As you work through the report, take notes, write in the margins, or draw diagrams. The more you can engage with the results, the better you will understand the employee engagement concepts and relationships.
2. **Use the results to start conversations**  
Discuss the results with your colleagues and/or your team. Encourage people to explore, think, and debate. What do these results mean for your organization or work unit? Do these results truly reflect how people feel about their work environment? What would you like to know more about?
3. **Make changes strategically**  
Inaction can cause organizations to stagnate, while change executed too hastily can have a boomerang effect. Think carefully about short and long-term actions. Be patient. Successful changes need time.
4. **Support each other through change**  
This is sensitive material, but it has the power to transform. People need consistent support to make change happen and to be comfortable with the changes. This applies to employees, managers, and executives.

# APPENDICES

## Appendices

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## APPENDIX A

### Detailed Survey Results

This section presents the results of all of the survey questions shown as percentages (Table 6), and as average scores (Table 7). Results are based on those employees who expressed an opinion. Percentages may not sum to 100%, due to rounding.

Since work units change from year-to-year, it is not recommended that work unit results be compared across years. For this reason, previous years' work unit results are not provided in this report.

In both Table 6 and Table 7, the column labelled *Linkage to Model* identifies the questions that form drivers or characteristics within the Employee Engagement Model.

In Table 6, the column labelled *Difference* shows whether the percent agree category differs meaningfully between your work unit and your organizational results, where:

- the (↑) arrow shows increases of 5 percentage points or more than your organizational results
- the (↓) arrow shows decreases of 5 percentage points or more than your organizational results

While the column labelled *Difference* highlights the changes in the percent agree column, it is also important to look for changes in the percent disagree and percent neutral columns in order to fully interpret the data.

In Table 7, the column labelled *Compare to* shows how many points your work unit scores differ from your organization and from the BC Public Service overall. Rather than an arrow, this table displays +/- differences between the scores.

TABLE 6. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS PERCENTAGES

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY DAY-TO-DAY WORK						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	Organization	12%	17%	71%	
		Work Unit	12%	15%	73%	
Respectful Environment	My work unit values diversity.	Organization	6%	16%	78%	
		Work Unit	5%	13%	83%	↑
Respectful Environment	My work unit is free from discrimination and harassment.	Organization	7%	11%	83%	
		Work Unit	6%	9%	85%	
	I have adequate opportunities to candidly express ideas.	Organization	10%	15%	75%	
		Work Unit	8%	14%	78%	
Empowerment	I have opportunities to provide input into decisions that affect my work.	Organization	13%	18%	68%	
		Work Unit	11%	18%	71%	
Empowerment	I have the freedom to make the decisions necessary to do my job well.	Organization	12%	19%	70%	
		Work Unit	10%	21%	69%	
	Innovation is valued in my work.	Organization	10%	19%	72%	
		Work Unit	7%	14%	78%	↑
Empowerment	I am encouraged to be innovative in my work.	Organization	11%	18%	71%	
		Work Unit	10%	14%	77%	↑
	I have the opportunities I need to implement new ideas.	Organization	14%	24%	62%	
		Work Unit	13%	21%	66%	
	I am inspired to give my very best.	Organization	13%	20%	67%	
		Work Unit	10%	17%	73%	↑
	My work unit is well supported during times of change.	Organization	22%	27%	51%	
		Work Unit	20%	26%	53%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	Appropriate accountabilities are in place in my work unit.	Organization	18%	22%	60%	
		Work Unit	14%	20%	66%	↑
	I feel my job is secure.	Organization	24%	27%	50%	
		Work Unit	24%	26%	50%	
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	Organization	18%	21%	61%	
		Work Unit	17%	19%	64%	
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	Organization	16%	21%	63%	
		Work Unit	16%	18%	66%	
	I am appreciated for the contribution I make to my organization.	Organization	12%	20%	68%	
		Work Unit	10%	19%	71%	
Recognition	I receive meaningful recognition for work well done.	Organization	16%	24%	60%	
		Work Unit	13%	23%	63%	
Recognition	In my work unit, recognition is based on performance.	Organization	18%	23%	59%	
		Work Unit	16%	21%	63%	
Pay & Benefits	I am fairly paid for the work I do.	Organization	23%	26%	51%	
		Work Unit	18%	25%	57%	↑
Pay & Benefits	My benefits meet my (and my family's) needs well.	Organization	18%	24%	58%	
		Work Unit	17%	20%	63%	↑
	My work is meaningful.	Organization	8%	16%	76%	
		Work Unit	6%	12%	82%	↑
	My job is a good fit with my skills and interests.	Organization	11%	17%	72%	
		Work Unit	9%	12%	79%	↑
	I am proud of the work I do.	Organization	5%	11%	84%	
		Work Unit	3%	8%	89%	↑

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	My workplace procedures allow me to use my time as effectively as possible.	Organization	14%	25%	61%	
		Work Unit	12%	23%	65%	
	The work I do gives citizens good value for their tax dollars.	Organization	4%	12%	83%	
		Work Unit	4%	9%	87%	
	Work is distributed fairly in my work unit.	Organization	19%	22%	59%	
		Work Unit	18%	21%	61%	
Stress & Workload	My workload is manageable.	Organization	16%	25%	59%	
		Work Unit	14%	25%	62%	
Stress & Workload	My work-related stress is manageable.	Organization	16%	26%	58%	
		Work Unit	14%	24%	62%	
	My job provides me with the right amount of challenge.	Organization	14%	24%	62%	
		Work Unit	12%	19%	69%	↑
	I have support at work to provide a high level of service.	Organization	13%	22%	65%	
		Work Unit	10%	19%	71%	↑
	I have support at work to balance my work and personal life.	Organization	12%	22%	66%	
		Work Unit	12%	22%	66%	
MY PHYSICAL ENVIRONMENT & RESOURCES						
Physical Environment & Tools	My physical work environment is satisfactory.	Organization	11%	19%	70%	
		Work Unit	10%	17%	73%	
	The physical security of my workplace is satisfactory.	Organization	5%	15%	80%	
		Work Unit	8%	16%	77%	
Physical Environment & Tools	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	Organization	8%	16%	76%	
		Work Unit	8%	15%	76%	



LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	I have the information I need to do my job well.	Organization	11%	24%	65%	
		Work Unit	7%	22%	71%	↑
MY DEVELOPMENT & PERFORMANCE						
Professional Development	My organization supports my work related learning and development.	Organization	9%	18%	73%	
		Work Unit	6%	18%	75%	
Professional Development	The quality of training and development I have received is satisfactory.	Organization	12%	24%	65%	
		Work Unit	11%	24%	65%	
Professional Development	I have adequate opportunities to develop my skills.	Organization	14%	25%	61%	
		Work Unit	13%	25%	62%	
	I regularly receive feedback on my performance.	Organization	22%	27%	52%	
		Work Unit	21%	26%	53%	
	I have opportunities for career growth within the BC Public Service.	Organization	19%	27%	54%	
		Work Unit	15%	29%	55%	
	Have you had a performance review in the last 12 months?	Organization	16% No	--%	84% Yes	
		Work Unit	13% No	--%	87% Yes	
	Of those who have had a performance review in the last 12 months: My performance review helps me achieve my performance goals.	Organization	19%	30%	51%	
		Work Unit	14%	30%	56%	↑
MY CO-WORKERS						
Teamwork	When needed, members of my team help me get the job done.	Organization	6%	14%	80%	
		Work Unit	3%	11%	85%	↑
	My ideas are respected by others in my work unit.	Organization	6%	14%	80%	
		Work Unit	6%	12%	82%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
Teamwork	Members of my team communicate effectively with each other.	Organization	13%	20%	67%	
		Work Unit	13%	18%	70%	
Teamwork	I have positive working relationships with my co-workers.	Organization	4%	11%	85%	
		Work Unit	4%	11%	85%	
THE PERSON I REPORT TO						
	The person I report to listens to my suggestions and ideas for improvement.	Organization	9%	15%	76%	
		Work Unit	7%	14%	79%	
	The person I report to provides clear expectations regarding my work.	Organization	13%	20%	67%	
		Work Unit	11%	18%	71%	
Supervisory Level Management	The person I report to consults me on decisions that affect me.	Organization	15%	17%	67%	
		Work Unit	13%	15%	73%	↑
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	Organization	14%	19%	67%	
		Work Unit	10%	18%	72%	↑
	The person I report to is an effective manager.	Organization	15%	17%	68%	
		Work Unit	12%	16%	71%	
	The person I report to is an effective leader.	Organization	16%	18%	66%	
		Work Unit	13%	16%	71%	↑
	The person I report to maintains high standards of honesty and integrity.	Organization	8%	13%	79%	
		Work Unit	7%	12%	81%	
	The person I report to is open to flexible work arrangements to accommodate personal needs.	Organization	7%	13%	80%	
		Work Unit	7%	13%	80%	
	I am satisfied with the quality of supervision I receive.	Organization	11%	17%	72%	
		Work Unit	8%	17%	75%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY EXECUTIVES						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	Organization	13%	22%	65%	
		Work Unit	9%	19%	72%	↑
Executive Level Management	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	Organization	13%	24%	64%	
		Work Unit	9%	21%	70%	↑
Executive Level Management	Executives in my organization provide clear direction for the future.	Organization	17%	26%	56%	
		Work Unit	10%	25%	64%	↑
	Essential information flows efficiently from senior leadership to staff.	Organization	18%	25%	57%	
		Work Unit	11%	25%	63%	↑
	Essential information flows efficiently from staff to senior leadership.	Organization	17%	29%	53%	
		Work Unit	14%	28%	58%	↑
	I have confidence in the senior leadership of my organization.	Organization	13%	21%	66%	
		Work Unit	8%	19%	73%	↑
MY ORGANIZATION						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	Organization	9%	21%	70%	
		Work Unit	6%	18%	76%	↑
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	Organization	10%	23%	67%	
		Work Unit	7%	20%	73%	↑
	I know how my work contributes to the achievement of my organization's goals.	Organization	9%	21%	70%	
		Work Unit	6%	16%	77%	↑

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY EMPLOYMENT AS A BC PUBLIC SERVANT						
Job Satisfaction	I am satisfied with my job.	Organization	11%	19%	70%	
		Work Unit	9%	16%	75%	↑
	I am satisfied with my work unit.	Organization	9%	19%	73%	
		Work Unit	6%	17%	77%	
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	Organization	17%	18%	65%	
		Work Unit	13%	18%	69%	
Organization Satisfaction	I am satisfied with my organization.	Organization	11%	22%	67%	
		Work Unit	6%	22%	72%	↑
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	Organization	16%	21%	62%	
		Work Unit	14%	22%	63%	
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	Organization	7%	18%	76%	
		Work Unit	3%	17%	80%	
	I am proud to tell people I work for the BC Public Service.	Organization	9%	20%	71%	
		Work Unit	6%	17%	77%	↑
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	Organization	11%	19%	71%	
		Work Unit	10%	18%	72%	
	I would recommend the BC Public Service as a great place to work.	Organization	9%	21%	70%	
		Work Unit	7%	20%	73%	

TABLE 7. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS AVERAGE SCORES

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
<b>MY DAY-TO-DAY WORK</b>						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	74	73	68	+1	+6
Respectful Environment	My work unit values diversity.	80	78	73	+2	+7
Respectful Environment	My work unit is free from discrimination and harassment.	84	82	76	+2	+8
	I have adequate opportunities to candidly express ideas.	78	75	72	+3	+6
Empowerment	I have opportunities to provide input into decisions that affect my work.	74	71	67	+3	+7
Empowerment	I have the freedom to make the decisions necessary to do my job well.	72	71	67	+1	+5
	Innovation is valued in my work.	79	74	68	+5	+11
Empowerment	I am encouraged to be innovative in my work.	77	73	67	+4	+10
	I have the opportunities I need to implement new ideas.	70	67	62	+3	+8
	I am inspired to give my very best.	75	71	66	+4	+9
	My work unit is well supported during times of change.	62	60	55	+2	+7
	Appropriate accountabilities are in place in my work unit.	68	64	60	+4	+8
	I feel my job is secure.	59	59	58	0	+1

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	67	66	59	+1	+8
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	69	68	60	+1	+9
	I am appreciated for the contribution I make to my organization.	73	71	65	+2	+8
Recognition	I receive meaningful recognition for work well done.	69	66	61	+3	+8
Recognition	In my work unit, recognition is based on performance.	68	65	60	+3	+8
Pay & Benefits	I am fairly paid for the work I do.	63	59	52	+4	+11
Pay & Benefits	My benefits meet my (and my family's) needs well.	66	64	58	+2	+8
	My work is meaningful.	80	75	75	+5	+5
	My job is a good fit with my skills and interests.	77	73	74	+4	+3
	I am proud of the work I do.	86	82	82	+4	+4
	My workplace procedures allow me to use my time as effectively as possible.	69	66	63	+3	+6
	The work I do gives citizens good value for their tax dollars.	84	81	78	+3	+6
	Work is distributed fairly in my work unit.	65	64	60	+1	+5

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
Stress & Workload	My workload is manageable.	66	64	59	+2	+7
Stress & Workload	My work-related stress is manageable.	66	64	59	+2	+7
	My job provides me with the right amount of challenge.	70	66	64	+4	+6
	I have support at work to provide a high level of service.	73	69	64	+4	+9
	I have support at work to balance my work and personal life.	71	70	66	+1	+5
<b>MY PHYSICAL ENVIRONMENT &amp; RESOURCES</b>						
Physical Environment & Tools	My physical work environment is satisfactory.	73	71	67	+2	+6
	The physical security of my workplace is satisfactory.	77	79	72	-2	+5
Physical Environment & Tools	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	75	75	68	0	+7
	I have the information I need to do my job well.	72	68	66	+4	+6
<b>MY DEVELOPMENT &amp; PERFORMANCE</b>						
Professional Development	My organization supports my work related learning and development.	76	73	65	+3	+11
Professional Development	The quality of training and development I have received is satisfactory.	69	68	62	+1	+7
Professional Development	I have adequate opportunities to develop my skills.	68	67	60	+1	+8

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
	I regularly receive feedback on my performance.	61	60	55	+1	+6
	I have opportunities for career growth within the BC Public Service.	65	62	55	+3	+10
	Of those who have had a performance review in the last 12 months: My performance review helps me achieve my performance goals.	64	60	57	+4	+7
<b>MY CO-WORKERS</b>						
Teamwork	When needed, members of my team help me get the job done.	83	80	78	+3	+5
	My ideas are respected by others in my work unit.	79	78	75	+1	+4
Teamwork	Members of my team communicate effectively with each other.	72	70	67	+2	+5
Teamwork	I have positive working relationships with my co-workers.	83	82	80	+1	+3
<b>THE PERSON I REPORT TO</b>						
	The person I report to listens to my suggestions and ideas for improvement.	78	76	74	+2	+4
	The person I report to provides clear expectations regarding my work.	73	71	68	+2	+5
Supervisory Level Management	The person I report to consults me on decisions that affect me.	74	71	68	+3	+6
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	75	71	68	+4	+7
	The person I report to is an effective manager.	73	71	68	+2	+5



LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
	The person I report to is an effective leader.	74	70	67	+4	+7
	The person I report to maintains high standards of honesty and integrity.	81	79	76	+2	+5
	The person I report to is open to flexible work arrangements to accommodate personal needs.	80	80	78	0	+2
	I am satisfied with the quality of supervision I receive.	77	75	71	+2	+6
<b>MY EXECUTIVES</b>						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	72	68	60	+4	+12
Executive Level Management	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	72	68	60	+4	+12
Executive Level Management	Executives in my organization provide clear direction for the future.	70	64	56	+6	+14
	Essential information flows efficiently from senior leadership to staff.	69	64	56	+5	+13
	Essential information flows efficiently from staff to senior leadership.	66	62	54	+4	+12
	I have confidence in the senior leadership of my organization.	74	69	61	+5	+13

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
<b>MY ORGANIZATION</b>						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	76	72	64	+4	+12
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	75	71	63	+4	+12
	I know how my work contributes to the achievement of my organization's goals.	76	72	66	+4	+10
<b>MY EMPLOYMENT AS A BC PUBLIC SERVANT</b>						
Job Satisfaction	I am satisfied with my job.	75	72	69	+3	+6
	I am satisfied with my work unit.	78	74	71	+4	+7
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	74	70	67	+4	+7
Organization Satisfaction	I am satisfied with my organization.	74	70	64	+4	+10
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	70	68	64	+2	+6
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	79	75	71	+4	+8
	I am proud to tell people I work for the BC Public Service.	78	74	69	+4	+9
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	75	74	69	+1	+6
	I would recommend the BC Public Service as a great place to work.	76	73	66	+3	+10

## APPENDIX B

### Driver Descriptions

The 12 drivers of engagement are defined as follows:

#### **Empowerment**

Employees believe they have opportunities and freedom to be innovative, provide input, and make decisions to do their job well.

#### **Stress & Workload**

Employees perceive that their work-related stress and workload are manageable.

#### **Vision, Mission & Goals**

Employees believe their organization's vision, mission, and goals are well communicated and 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 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, that they clearly communicate strategic changes and priorities, and that they provide clear direction for the future.

#### **Supervisory-level Management**

Employees believe the person they report to keeps them informed and consults them on decisions that affect their work.

## APPENDIX C

### Data Collection Methodology

#### Administering the Survey

BC Stats distributed the 2009 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, exempting agencies, boards or commissions.

The 2009 survey is the fourth cycle of the Work Environment Survey. This cycle of the survey was administered between April 6-29, 2009. The vast majority of employees received an internet-based survey.

A small proportion of employees who do not have access to the internet at their workplace were sent a mail survey. To allow more time for mailing, the mail surveys were sent to employees on March 25, 2009. All mail survey recipients were also provided with the option of completing the survey online.

#### 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 survey administration team. All BC Stats employees are sworn under the *Statistics Act*.

Each response was coded with a confidential number, which allows BC Stats to attach demographic information, such as organization, work unit, age, years of service, and occupation.

No names or contact information are stored with the responses and only aggregate results are provided in reports. All information collected in the survey is protected by the *Statistics Act*. Individual responses or information that could identify an individual cannot be disclosed to anyone.

## Questionnaire Development

This section presents the definitions used in the 2009 BC Public Service Work Environment Survey.

### 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	- religion	- sex
- colour	- marital status	- sexual orientation
- ancestry	- family status	- physical or mental disability
- place of origin	- age	- unrelated criminal conviction
- political belief		
- *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 explain or describe how to complete a task or accomplish a result.
- Your *workplace* refers to your immediate physical surroundings in which you work (e.g., branch office, regional office, district office). Your workplace may have one or more work units.
- Your *organization* refers to your ministry, agency, office, or commission of the Province.
- “*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.

## APPENDIX D

### History and Background

In 2001 and 2003, the Office of the Auditor General (OAG) undertook studies of the BC government work environment. After the first study, the Auditor General reported:

*"I believe a well performing government, one that meets the service expectations of British Columbians, can only be achieved through a strong, highly competent and committed public service."*

In 2005, the BC Public Service Agency committed to measure the public service work environment annually. The commitment to annual government-wide measurement is reinforced in the BC Public Service Corporate Human Resources Plan, released in October 2006:

*"...We will gauge our progress annually through a Work Environment Survey overseen by the BC Public Service Agency, and share these results with all employees."*

In early 2006, BC Stats and the BC Public Service Agency conducted the first annual government-wide Work Environment Survey. Annual surveys have been conducted since. The Work Environment Survey is now considered to be an annual measurement program.

#### Employee Engagement and the Service Value Chain

In the private sector, research shows that companies with highly engaged employees are more productive, experience less absenteeism, and retain more employees than other companies do.

Higher employee engagement also translates into better services and/or products, more satisfied customers, and ultimately, higher profits. These relationships, identified in 1994 by James Heskett and his colleagues at Harvard University, are described as the *Service Profit Chain*.

A similar set of linkages applies in the public sector. Public organizations with higher levels of employee engagement have less turnover, are more productive, and provide better service to citizens and businesses.

While the 'bottom line' is easy to identify and measure for private companies, there is no simple bottom line for the public sector, particularly given the multiple roles played by government.

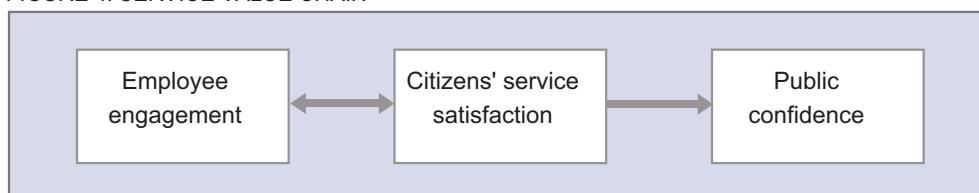
**Public confidence  
is our 'bottom line'**

However, the success of government is related to the trust and confidence that citizens have in their government. The link between citizens' service satisfaction with government services and their trust and confidence in government has been established by Canadian researchers in the *Citizens First* study.

Using public confidence as government's bottom line, a public sector version of the service profit chain can be used to describe relationships between employee engagement, citizens' service satisfaction, and public confidence. These linkages are known as the *Service Value Chain*, identified by Brian Marson and Ralph Heintzman in 2005.

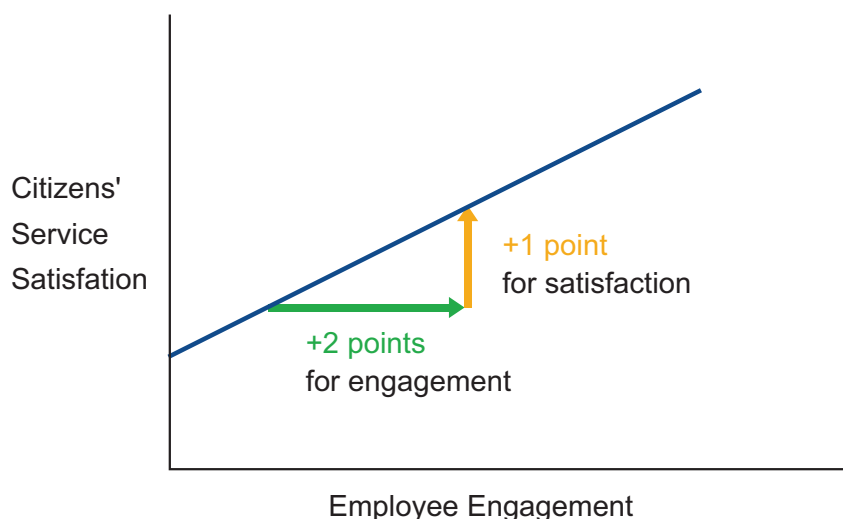
In the chain, a two-way link exists between employee engagement and citizens' service satisfaction (Figure 4).

FIGURE 4. SERVICE VALUE CHAIN



Recently, BC Stats tested this link for the BC Public Service by analysing employee engagement scores with citizens' service satisfaction scores from 41 work units in the BC Public Service and the Region of Peel. The analysis concluded that a positive relationship exists between the two components. In other words, employees have a direct quantifiable impact on citizens' service satisfaction. Specifically, it was revealed that for every 2-point increase in employee engagement, there was a corresponding 1-point increase in citizens' service satisfaction (Figure 5).

FIGURE 5. SATISFACTION-ENGAGEMENT RELATIONSHIP



## APPENDIX E

### Response Rates

In your work unit this year, 94% of employees completed the survey.

TABLE 8. RESPONSE RATES

	Your Work Unit	Your Organization	BC Public Service
Completed surveys	600	1,779	23,574
Total employees	635	1,988	26,985
Response rate	94%	89%	87%

**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 and reliable data.



## APPENDIX F

### Identifying Your Work Unit

Using department IDs (also called payroll numbers) or Employee IDs from the Corporate Human Resource Information System (CHIPS), BC Stats worked together with your Strategic Human Resource representative to identify your specific work units.

Given that the Work Environment Survey is now considered an annual measurement program, a set of firm reporting criteria have been established. To obtain a report, a work unit must have at least 20 employees and achieve a minimum 50% response rate. Larger work units must have at least 50 employees and achieve a minimum 40% response rate to obtain a report. These criteria were implemented to ensure respondent confidentiality.

Within the last year, the department IDs have changed considerably in several ministries. For this reason, it is not recommended that work unit results be compared across years.

## APPENDIX G

### Additional Reading and References

If you are interested in more information, please refer to the articles below:

Adams, S. 2009. Defining and Measuring Employee Engagement in the BC Public Service. Research paper prepared for the Desautels Faculty of Management, MBA program.

Blessing White, Inc. 2008. The State of Employee Engagement: North American Overview.

Grawitch, M.J., Gottschalk, M., & Munz, D.C. 2006. The Path to a Healthy Workplace: A Critical Review Linking Healthy Workplace Practices, Employee Well-being and Organizational Improvement. *Consulting Psychology Journal*, 58(3), 129-147.

Henley, A.B., Shook, C.L., Peterson, M. 2006. The Presence of Equivalent Models in Strategic Management Research using Structural Equation Modeling: Assessing and Addressing the Problem. *Organizational Research Methods*, 9(4), 516-535.

Heintzman, R. and Marson, B. 2006. People, Service and Trust: Links in a Public Sector Service Value Chain. *Canadian Government Executive*. Vol 12 (5).

Schmidt, F. and Marson, B. 2007. Employee Engagement: A Foundation for Organizational Performance. *Canadian Government Executive*. Vol 13 (2).

Spears, G. 2006. *Finding Common Ground: Drivers of Employee Satisfaction in the Public Service*. Paper prepared for the Treasury Board Secretariat. Erin: Ontario, Erin Research Inc.

Vance, R.J. 2006. Employee Engagement and Commitment: A Guide to Understanding, Measuring and Increasing Engagement in your Organization. Society for Human Resource Management.

### Acknowledgements

BC Stats wishes to acknowledge the expertise, advice, and contributions of Dr. Faye Schmidt (Schmidt & Carbol Consulting Inc.) and Dr. George Spears (Erin Research Inc.). Their contributions were essential during the questionnaire development, structural equation modeling, and reporting. BC Stats also wishes to thank all team members and partners of the BC Public Service Work Environment Survey Program.

If you have any questions  
about the information in this report,  
please contact the  
Work Environment Survey team at BC Stats.  
250-952-6822



# exploring employee engagement

in your organization

June 2009

Citizens' Services

Accommodation and Real Estate Services

Work Environment Survey 2009





## Introduction to Employee Engagement

Engagement Scores at a Glance	
Your work unit	65
Your organization	72
BC Public Service	68
Compared to your organization	-7
Compared to BC Public Service	-3

Employee engagement is a concept that refers to an employee's satisfaction with their job, organization and level of organizational commitment. In the BC Public Service, employee engagement is critical to everything we do. The quality of the service we provide to citizens and businesses depends on how engaged and passionate our employees are about what they do.

To unleash their potential, people need a work environment that is supportive and empowering, where respect is the foundation and teamwork the norm, where communication is clear and honest, where diversity of perspective is welcomed, and where people are meaningfully recognized for the outcomes of their work. This is the kind of environment that the BC Public Service strives to create in each work unit, and in each ministry.

The business case for employee engagement is strong. Research shows that organizations with highly engaged employees are more productive, retain more employees, and provide better service than other organizations do.

## Organization of this Report

This report presents the results of the Work Environment Survey in several formats, starting with the big picture and working towards a detailed understanding of the results:

- **Evaluating Performance:** A summary of your work unit and organizational results can be found on page 4. These results are also illustrated on pages 6 and 7, respectively.
- **Summary of Your 2009 Results:** See Table 2 on page 11 to dig deeper into your results, by looking at the survey questions that underlie the engagement model.
- **Focusing on the Detail:** Turn to Appendix A for detailed results of all survey questions over the years. Results are shown as percentages (page A-2) and as average scores (page A-9).
- **Additional Information:** Appendices B through G provide definitions, information on data collection, history, and additional resources.

## How to Interpret Your Results

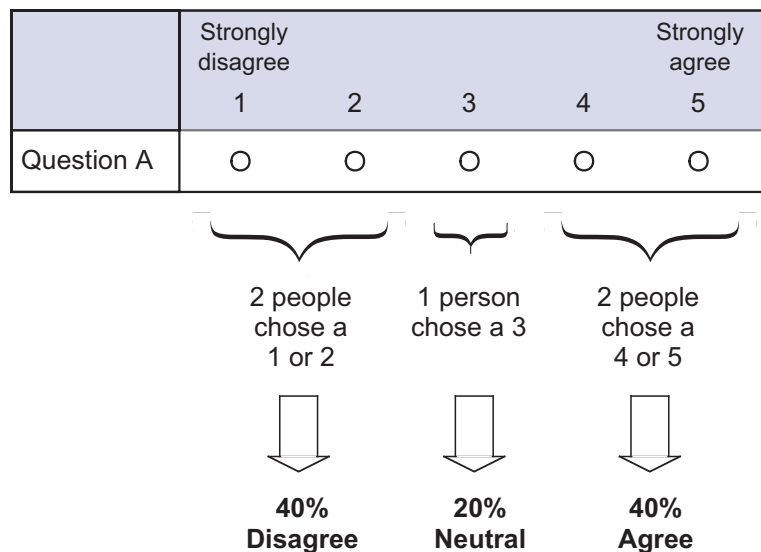
In this report, the survey results are presented in two different but complementary ways: as percentages and as average scores.

- **Percentages** show the proportion of employees who disagreed, agreed, or gave a neutral response to each survey question. The percentages will help you understand the *range* of different opinions about a question.
- **Average scores** are a single number (*not a percentage*) that express all the responses to a survey question. We use average scores in the Employee Engagement Model because they are ideal for making comparisons within and between organizations.

In order to help you interpret the results properly, we've provided the following simple description of how we calculated these figures, using a hypothetical survey sample of five respondents.

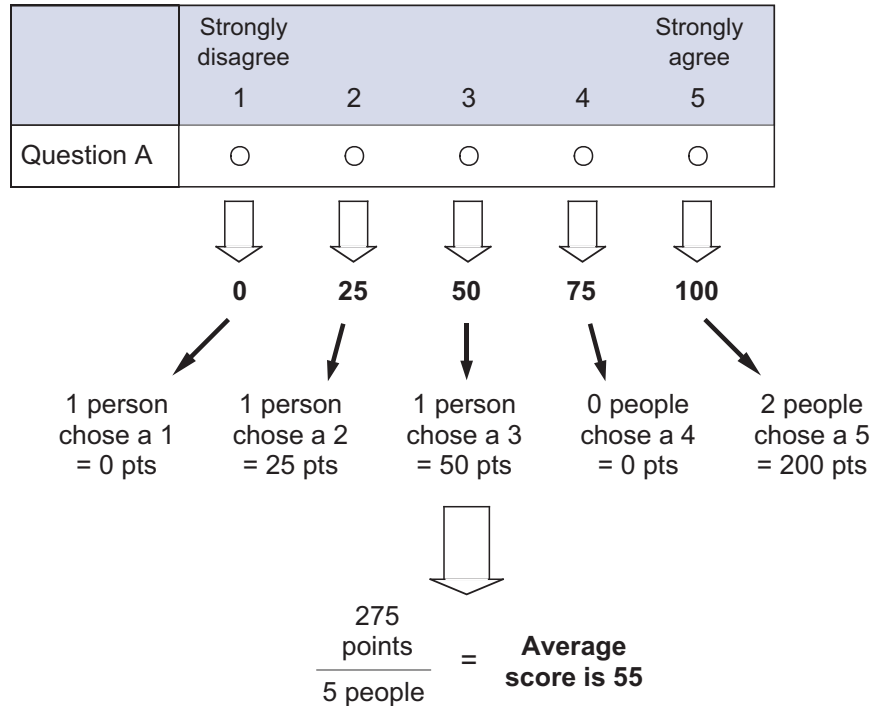
### Calculating Percentages

For each question, we totalled the number of times each response has been selected by respondents. The five-point scale is then collapsed into three categories in order to simplify and streamline the amount of information that is shown in the detailed tables. We then grouped the responses into one of the three categories, and divided by the total number of respondents, to arrive at the percentages.



## Calculating Average Scores

To calculate average scores, we followed another two-step process. First, we converted the 5-point scale to 0, 25, 50, 75 and 100 points. Then, we added up all the points and divided by the number of people in the group. This gives us the average score for each question.



As you dig deeper into the results presented throughout this report, you will use percentages and average scores to understand the story being told by the Work Environment Survey results.

Please keep in mind that although the scores and results are important, they only provide part of the picture. It is also important to understand how the results and all the parts of the Employee Engagement Model fit together conceptually and in practice. Read each section carefully so you know how to use the information most effectively.



## Evaluating Performance in your Work Unit

Table 1 presents the engagement model scores for your work unit, your organization and that of the BC Public Service.

Using this table, you can make the following comparisons:

- **to organization:** Compare your work unit results with the results of your organization. Your *organization* refers to your ministry, agency, office, or commission of the Province.
- **to overall:** Compare your work unit results with the results of the BC Public Service overall.

TABLE 1. EVALUATING PERFORMANCE

	Your Work Unit	Your Organization	BC Public Service	COMPARE TO	
				Organization	Overall
<b>ENGAGEMENT SCORE</b>	<b>65</b>	<b>72</b>	<b>68</b>	<b>-7</b>	<b>-3</b>
<b>ROOF</b>					
BC Public Service Commitment	66	75	70	-9	-4
Job Satisfaction	67	72	69	-5	-2
Organization Satisfaction	62	70	64	-8	-2
<b>BUILDING BLOCKS</b>					
Empowerment	66	72	67	-6	-1
Stress & Workload	56	64	59	-8	-3
Vision, Mission & Goals	63	72	63	-9	0
Teamwork	75	77	75	-2	0
Physical Environment & Tools	73	73	67	0	+6
Recognition	61	66	61	-5	0
Professional Development	68	69	62	-1	+6
Pay & Benefits	57	61	55	-4	+2
Staffing Practices	65	67	60	-2	+5
Respectful Environment	78	77	73	+1	+5
<b>FOUNDATION</b>					
Executive-level Management	57	67	59	-10	-2
Supervisory-level Management	67	71	68	-4	-1

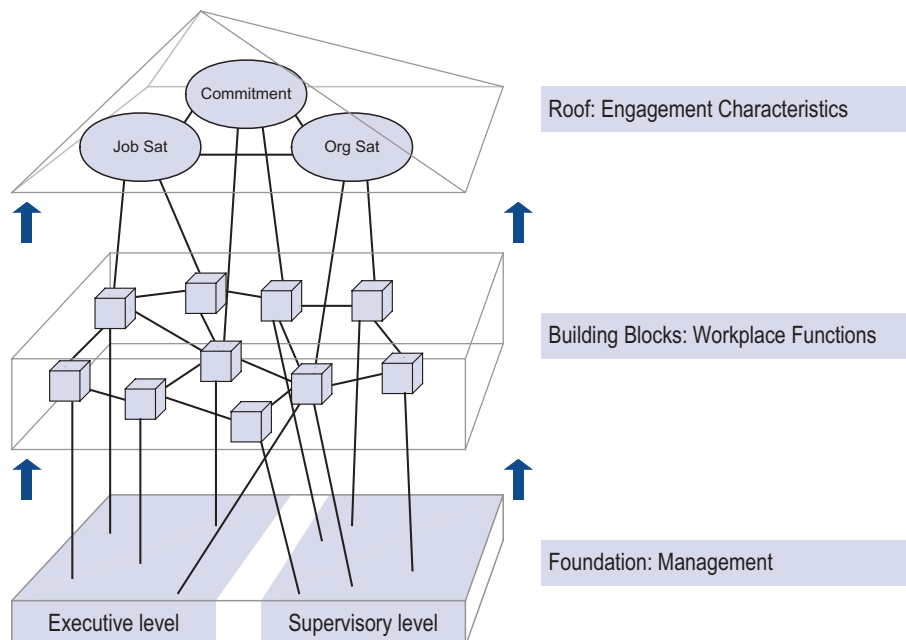
## Employee Engagement Model Framework

BC Stats built the Employee Engagement Model using a statistical technique called structural equation modelling. The model has three parts:

- **Foundation:** The foundation of the model consists of both executive and supervisory-level management. The foundation supports all the building blocks and as such, has a large impact on overall employee engagement.
- **Building blocks:** The building blocks represent the various parts of the work environment that have the greatest impact on employee engagement. Each building block is developed from a cluster of survey questions that define a workplace concept.
- **Roof:** The roof of the house, supported by the foundation and building blocks, represents *employee engagement*. At its core, three characteristics define engagement: job satisfaction, organization satisfaction, and commitment to the BC Public Service.

To visually represent the model, the *house diagram* was designed to show what is most important in the workplace and how all the pieces fit together. As Figure 1 illustrates, the model is complex and should be thought of as multi-dimensional.

FIGURE 1. OVERVIEW OF THE MODEL

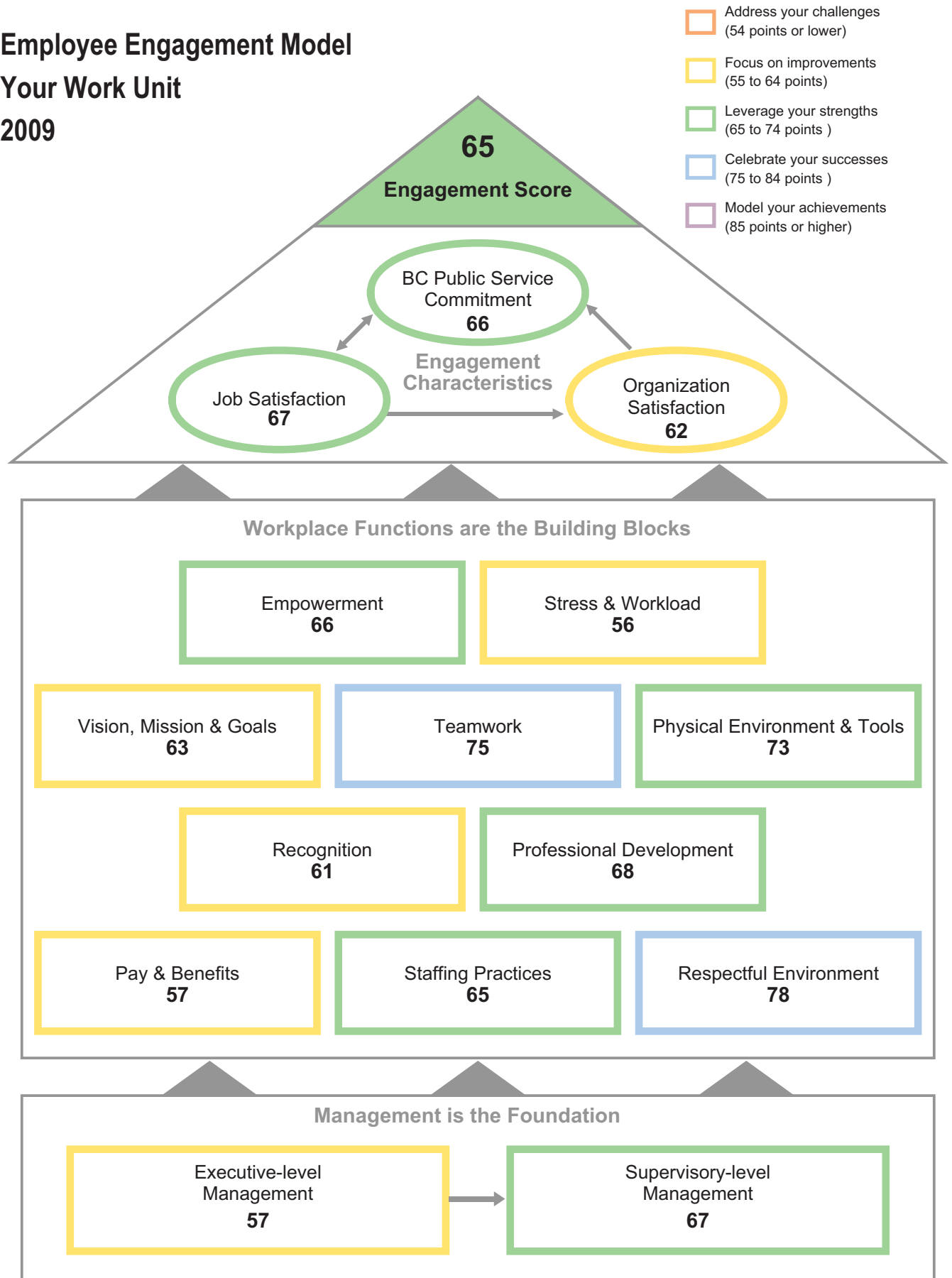


For visual clarity, the model is shown as a two-dimensional diagram on the next two pages. The diagrams show your work unit and organizational scores, respectively.

# Employee Engagement Model

## Your Work Unit

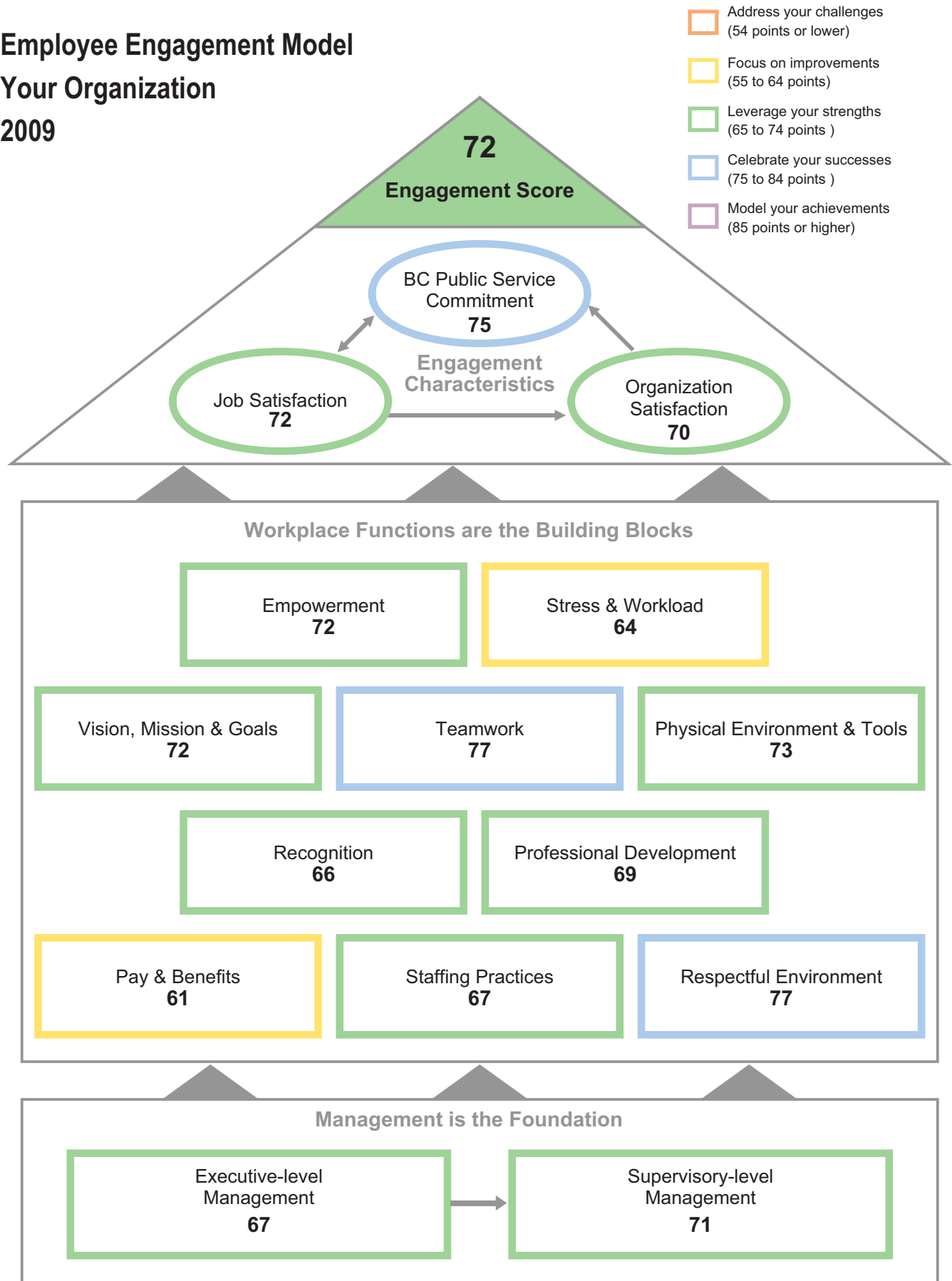
### 2009



# Employee Engagement Model

## Your Organization

### 2009



## Understanding the Engagement Model

Components of the model, including the foundation, building blocks and engagement characteristics have remained the same across the last three years. This means that even with new data each year, the relationships between the pieces of the model remain quite static. This adds to the strength of the model and the confidence we have in it.

The house diagrams on the previous pages have been simplified for clarity, but there is actually considerable depth to the model and your results. To gain more insight, we need to explore the model in two steps:

- **Step 1.** Explore specific concepts shown in the model. For example, what does the *recognition* building block really mean?
- **Step 2.** Trace the relationships between concepts in the model. For example, how does *recognition* connect to and influence other building blocks in the model?

### Step 1. Explore Model Concepts

Using structural equation modelling to analyse the survey responses, BC Stats identified questions that express a topic or concept in the workplace. Each group of related questions combines to form a driver, meaning that, through a complex web of relationships with other concepts, it has the capacity to drive engagement upward or downward.

Drivers express workplace topics or concepts. These concepts drive overall engagement upward or downward.

In the model diagram, we expressed each driver as a single concept, such as *recognition*. Although recognition can mean different things to different people, two questions were shown to directly influence employee engagement. Specifically, they are:

- “I receive meaningful recognition for the work I do.”
- “In my work unit, recognition is based on performance.”

From the inclusion of these two questions in the model (among the 33 model questions in total), we concluded that meaningful and performance-based recognition has an impact on an employee’s level of engagement.

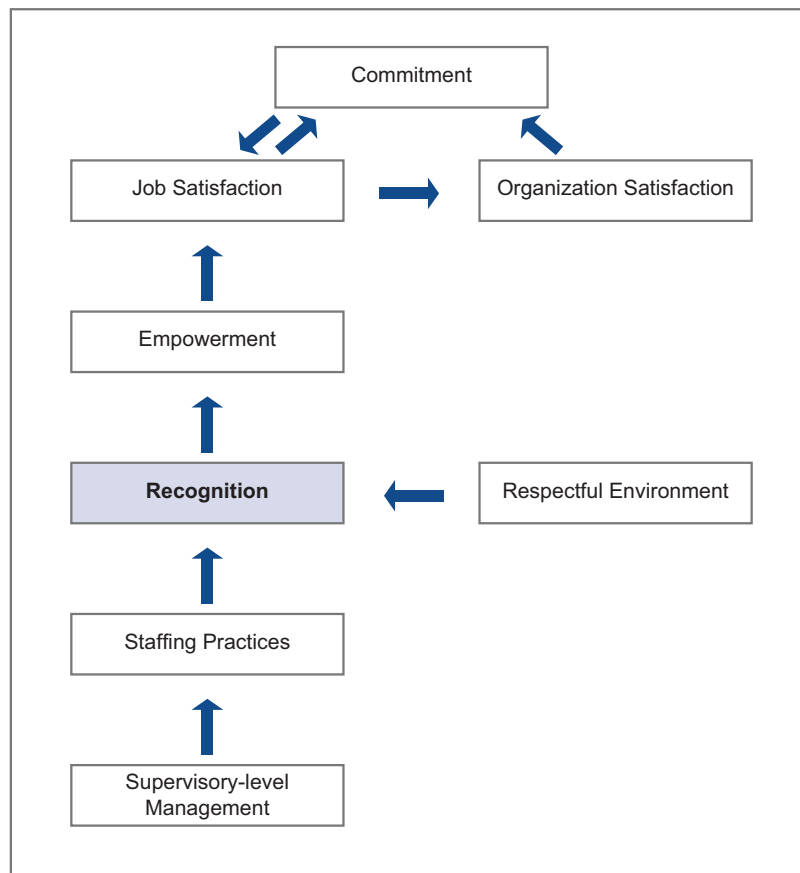
## Step 2. Trace Model Relationships

We should pay attention not only to the engagement model scores, but also to the variety of ways drivers can impact each other. By analysing how people answered the driver questions, we are able to determine the relationships between the drivers.

These relationships are important because they help us understand how the drivers work together to impact engagement. Each of these connections flow in a specific direction. The connections link drivers to form over 30 unique pathways that create the architecture of the model.

Let's take a look at an actual example of one of these pathways. For simplicity, let's take a look at one of the strongest pathways in the engagement model that contains recognition. As shown in Figure 2, supervisory-level management has an *indirect* impact on recognition via the staffing practices driver. Comparatively, staffing practices and respectful environment have a *direct* impact on the recognition driver. Recognition, in turn, impacts empowerment, which then impacts job satisfaction. As one of the defining characteristics of engagement, job satisfaction impacts both organization satisfaction and commitment. Commitment, in turn, impacts organization satisfaction.

FIGURE 2. ONE PATHWAY IN THE MODEL: RECOGNITION



The relationship between supervisory-level management and recognition makes sense intuitively. While recognition can take many forms and come from different places, supervisors are well-positioned to provide meaningful recognition for an employee as supervisors are typically closest to an employee's work.

Similarly, we can understand the relationship between staffing practices and recognition. Promotions based on job performance are a powerful form of recognition. Staffing actions within a work unit and organization, conducted through a fair and merit-based selection process, can send a strong message about how managers and supervisors recognize their employees.

Working in a respectful environment also impacts recognition. Employees feel more recognized in an environment that is healthy, diverse and free from discrimination and harassment.

Drivers work  
together to impact  
engagement

Recognition, in turn, plays a role in empowerment. When people receive meaningful and performance-based recognition, they are more likely to feel empowered with their work. When recognized and valued, employees are more likely to feel they have the opportunities and freedom to provide input, make decisions, and be innovative.

Empowerment has a direct connection to job satisfaction. Those individuals who feel empowered with their work tend to have greater job satisfaction. They are more satisfied with their jobs because they are presented with opportunities to influence outcomes in their work by making the decisions necessary to do their jobs well.

People who are satisfied with their jobs tend to be more satisfied with their organizations. Those who are satisfied with their organizations tend to be more committed. People who are committed tend to be satisfied with their jobs and thus, are more engaged. Conversely, these characteristics can also spiral downwards in a poorly functioning work environment.

This example, using one pathway, provides insight into how you may interpret and act on your results. It is acceptable to isolate a group of drivers in order to focus thinking in one area, as long as it is recognized that each pathway is also connected to others. Organizations are complex – as complex as the collection of individuals that make them up! Therefore, each unique work environment requires a tailored set of responses. The next section turns to putting your results together to uncover these unique stories.

## Putting it all Together

As a final step, it is important to understand how to put all the results together. To illustrate, let's look at another example. Since the questions in the table below all have an average score of 60, we might initially conclude that the responses to all three questions are equivalent. However, the distribution of responses *within* each of the three categories tells a very different story than simply looking at the average score.

	Average Score	PERCENTAGES		
		Disagree	Neutral	Agree
Innovation is valued in my work.	60	20%	30%	50%
Work is distributed fairly in my work unit.	60	40%	10%	50%
I have the information I need to do my job well.	60	10%	60%	30%

The first question shows a typical distribution of responses, where one-half of the respondents agreed with the statement. In the second question, opinion is quite polarized as most people either disagreed or agreed. In the third question, there are a large number of neutral responses. This tells us that while people did not actively disagree with the question, there may be reasons why they could not fully agree with the statement. Thus, neutral responses are also worthy of attention.

## Summary of Your Driver Results

The following table lists all the survey questions that underlie each driver in the model – these are referred to as the *model questions*. For each question, we have provided the average score and percentages.

TABLE 2. SUMMARY OF YOUR DRIVER RESULTS

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
ENGAGEMENT SCORE		65			
ENGAGEMENT (Roof)	BC Public Service Commitment	66			
	Overall, I am satisfied in my work as a BC Public Service employee.	68	13%	25%	62%
	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	64	20%	23%	57%
	Job Satisfaction	67			
	I am satisfied with my job.	67	16%	22%	62%
	Organization Satisfaction	62			
	I am satisfied with my organization.	62	21%	25%	54%



		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
WORKPLACE FUNCTIONS (Building Blocks)	<b>Empowerment</b>	<b>66</b>			
	I have opportunities to provide input into decisions that affect my work.	66	20%	18%	62%
	I have the freedom to make the decisions necessary to do my job well.	66	20%	16%	64%
	I am encouraged to be innovative in my work.	68	18%	18%	64%
	<b>Stress &amp; Workload</b>	<b>56</b>			
	My workload is manageable.	56	28%	24%	48%
	My work-related stress is manageable.	57	25%	28%	47%
	<b>Vision, Mission &amp; Goals</b>	<b>63</b>			
	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	64	16%	28%	56%
	The vision, mission and goals of my organization are communicated well.	62	17%	30%	52%
	<b>Teamwork</b>	<b>75</b>			
	When needed, members of my team help me get the job done.	75	7%	19%	73%
	Members of my team communicate effectively with each other.	67	14%	23%	63%
	I have positive working relationships with my co-workers.	82	2%	14%	84%
	<b>Physical Environment &amp; Tools</b>	<b>73</b>			
	My physical work environment is satisfactory.	72	13%	14%	73%
	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	74	11%	15%	74%
	<b>Recognition</b>	<b>61</b>			
	I receive meaningful recognition for work well done.	61	22%	27%	51%
	In my work unit, recognition is based on performance.	60	23%	23%	54%

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
WORKPLACE FUNCTIONS Continued...	<b>Professional Development</b>	<b>68</b>			
	My organization supports my work related learning and development.	73	11%	18%	71%
	The quality of training and development I have received is satisfactory.	66	16%	23%	61%
	I have adequate opportunities to develop my skills.	65	17%	26%	57%
	<b>Pay &amp; Benefits</b>	<b>57</b>			
	I am fairly paid for the work I do.	49	36%	28%	36%
	My benefits meet my (and my family's) needs well.	64	17%	23%	60%
	<b>Staffing Practices</b>	<b>65</b>			
	In my work unit, the selection of a person for a position is based on merit.	64	23%	20%	57%
	In my work unit, the process of selecting a person for a position is fair.	66	18%	24%	57%
	<b>Respectful Environment</b>	<b>78</b>			
	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	72	14%	18%	68%
MANAGEMENT (Foundation)	My work unit values diversity.	79	5%	16%	78%
	My work unit is free from discrimination and harassment.	82	6%	11%	83%
	<b>Executive-level Management</b>	<b>57</b>			
	Executives in my organization communicate decisions in a timely manner.	60	24%	21%	55%
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	60	21%	25%	54%
	Executives in my organization provide clear direction for the future.	51	34%	25%	41%
	<b>Supervisory-level Management</b>	<b>67</b>			
	The person I report to consults me on decisions that affect me.	67	21%	18%	61%
	The person I report to keeps me informed of things I need to know.	67	19%	23%	58%

## Workplace Change and Engagement

In the last two cycles of the Work Environment Survey, several questions measuring the amount, type and impact of workplace change were asked. The following analysis is for the BC Public Service overall.

### Overall Trends in the BC Public Service

#### Moderate Amounts of Change Result in Highest Engagement

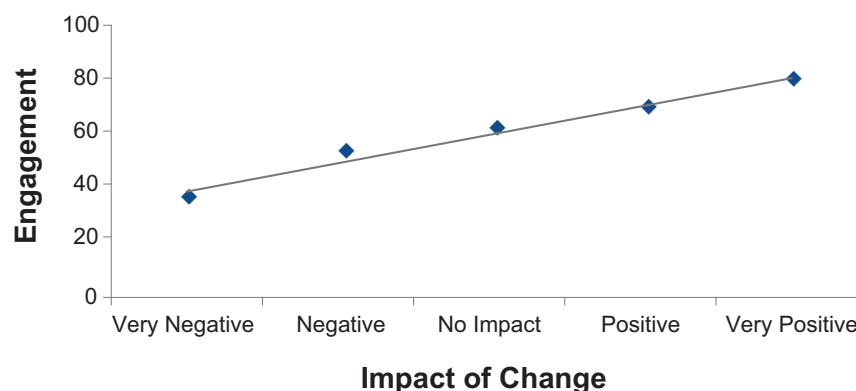
Within the last year, organizations have experienced different types of workplace change, including ministry name changes and shuffling of work units. It was found that the amount of workplace change an employee experiences has a minimal level of influence on overall engagement. In general, it was observed that employees seem to value moderate levels of change. Those who reported at the extreme ends of the scale (either none or substantial change) exhibited lower engagement scores than those who experienced less extreme amounts of change.

#### Engagement by Perceived Impact of Change

How an employee perceives the impact of change was found to affect their level of engagement. It was observed that employees' perceptions on the impact of workplace change are divided, where approximately equal proportions of employees perceived the change(s) that occurred to be negative, to have no impact, or to be positive.

As illustrated in Figure 3 below, a clear linear relationship exists between an employee's perceived impact of change and their level of engagement. On average, for every increase in the perceived impact of change (e.g., from *negative* to *no impact*), there is an average increase of 10 points on engagement.

FIGURE 3. ENGAGEMENT BY PERCEIVED IMPACT OF CHANGE



It was interesting to note, that despite the amount of change this year, the overall trends remained unchanged when compared to last year. These findings, in combination with an improvement in the executive-level management driver suggests that executives and senior leaders overall are effectively managing and supporting staff through this year of change.

## Workplace Change in Your Work Unit

The tables below present the results to the change questions for your work unit, your organization and the BC Public Service.

TABLE 3. AMOUNT OF WORKPLACE CHANGE

Change Amount	Your Work Unit	Your Organization	BC Public Service
None	1%	2%	3%
Small amount	2%	7%	9%
Moderate amount	7%	23%	29%
Large amount	17%	25%	23%
Substantial amount	72%	42%	36%

TABLE 4. TYPES OF CHANGE EXPERIENCED

Type of Workplace Change	% Yes		
	Your Work Unit	Your Organization	BC Public Service
Your job (e.g., new job, promotion, transfer, etc.)	41%	46%	43%
Your duties or responsibilities in your existing job	78%	70%	67%
Your workplace procedures or policies	88%	72%	70%
Your workplace budget	91%	81%	82%
Your physical environment	81%	52%	48%
Your salary and/or benefits	41%	42%	44%
Your executive	46%	48%	56%
The person you report to	38%	43%	43%
Staff resulting in a net loss of talent/experience	62%	58%	59%
Staff resulting in a net gain of talent/experience	25%	38%	34%
Organizational structure	87%	61%	50%

The *positive* category in the table below contains the combined responses of positive and very positive. The same is true for the category labelled *negative*.

TABLE 5. IMPACT OF WORKPLACE CHANGE

Change Impact	Your Work Unit	Your Organization	BC Public Service
Positive	25%	39%	34%
No Impact	20%	26%	28%
Negative	55%	34%	38%

## Next Actions and Considerations

While changes or improvements at the highest level of an organization can and do make a difference to employee engagement, the most important changes happen at the local level, within work units and between people. Since there are different needs within each work unit, there is no single solution to increasing employee engagement.

The lack of a single solution should not be viewed as a limitation, but rather as an opportunity because it means there are many effective actions or changes that can be used to increase engagement.

It is important to keep in mind that the people within each work unit are experts in their local environments. For this reason, employees often know the most appropriate solutions for their circumstances and can assist in developing suitable plans of action. By involving employees in planning, you will not only arrive at fitting solutions, but you will also be empowering them to make a difference.

There are four actions that can be undertaken in any organization or work unit to help build employee engagement.

1. **Work through the results**

There is a lot of information in this report. As you work through the report, take notes, write in the margins, or draw diagrams. The more you can engage with the results, the better you will understand the employee engagement concepts and relationships.

2. **Use the results to start conversations**

Discuss the results with your colleagues and/or your team. Encourage people to explore, think, and debate. What do these results mean for your organization or work unit? Do these results truly reflect how people feel about their work environment? What would you like to know more about?

3. **Make changes strategically**

Inaction can cause organizations to stagnate, while change executed too hastily can have a boomerang effect. Think carefully about short and long-term actions. Be patient. Successful changes need time.

4. **Support each other through change**

This is sensitive material, but it has the power to transform. People need consistent support to make change happen and to be comfortable with the changes. This applies to employees, managers, and executives.

# APPENDICES

## Appendices

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## APPENDIX A

### Detailed Survey Results

This section presents the results of all of the survey questions shown as percentages (Table 6), and as average scores (Table 7). Results are based on those employees who expressed an opinion. Percentages may not sum to 100%, due to rounding.

Since work units change from year-to-year, it is not recommended that work unit results be compared across years. For this reason, previous years' work unit results are not provided in this report.

In both Table 6 and Table 7, the column labelled *Linkage to Model* identifies the questions that form drivers or characteristics within the Employee Engagement Model.

In Table 6, the column labelled *Difference* shows whether the percent agree category differs meaningfully between your work unit and your organizational results, where:

- the (↑) arrow shows increases of 5 percentage points or more than your organizational results
- the (↓) arrow shows decreases of 5 percentage points or more than your organizational results

While the column labelled *Difference* highlights the changes in the percent agree column, it is also important to look for changes in the percent disagree and percent neutral columns in order to fully interpret the data.

In Table 7, the column labelled *Compare to* shows how many points your work unit scores differ from your organization and from the BC Public Service overall. Rather than an arrow, this table displays +/- differences between the scores.



TABLE 6. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS PERCENTAGES

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY DAY-TO-DAY WORK						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	Organization	12%	17%	71%	
		Work Unit	14%	18%	68%	
Respectful Environment	My work unit values diversity.	Organization	6%	16%	78%	
		Work Unit	5%	16%	78%	
Respectful Environment	My work unit is free from discrimination and harassment.	Organization	7%	11%	83%	
		Work Unit	6%	11%	83%	
	I have adequate opportunities to candidly express ideas.	Organization	10%	15%	75%	
		Work Unit	14%	16%	70%	↓
Empowerment	I have opportunities to provide input into decisions that affect my work.	Organization	13%	18%	68%	
		Work Unit	20%	18%	62%	↓
Empowerment	I have the freedom to make the decisions necessary to do my job well.	Organization	12%	19%	70%	
		Work Unit	20%	16%	64%	↓
	Innovation is valued in my work.	Organization	10%	19%	72%	
		Work Unit	14%	24%	62%	↓
Empowerment	I am encouraged to be innovative in my work.	Organization	11%	18%	71%	
		Work Unit	18%	18%	64%	↓
	I have the opportunities I need to implement new ideas.	Organization	14%	24%	62%	
		Work Unit	23%	25%	52%	↓
	I am inspired to give my very best.	Organization	13%	20%	67%	
		Work Unit	21%	22%	58%	↓
	My work unit is well supported during times of change.	Organization	22%	27%	51%	
		Work Unit	35%	23%	42%	↓

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	Appropriate accountabilities are in place in my work unit.	Organization	18%	22%	60%	
		Work Unit	26%	22%	52%	↓
	I feel my job is secure.	Organization	24%	27%	50%	
		Work Unit	28%	28%	45%	↓
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	Organization	18%	21%	61%	
		Work Unit	23%	20%	57%	
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	Organization	16%	21%	63%	
		Work Unit	18%	24%	57%	↓
	I am appreciated for the contribution I make to my organization.	Organization	12%	20%	68%	
		Work Unit	20%	20%	60%	↓
Recognition	I receive meaningful recognition for work well done.	Organization	16%	24%	60%	
		Work Unit	22%	27%	51%	↓
Recognition	In my work unit, recognition is based on performance.	Organization	18%	23%	59%	
		Work Unit	23%	23%	54%	↓
Pay & Benefits	I am fairly paid for the work I do.	Organization	23%	26%	51%	
		Work Unit	36%	28%	36%	↓
Pay & Benefits	My benefits meet my (and my family's) needs well.	Organization	18%	24%	58%	
		Work Unit	17%	23%	60%	
	My work is meaningful.	Organization	8%	16%	76%	
		Work Unit	13%	21%	66%	↓
	My job is a good fit with my skills and interests.	Organization	11%	17%	72%	
		Work Unit	11%	20%	69%	
	I am proud of the work I do.	Organization	5%	11%	84%	
		Work Unit	7%	13%	80%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	My workplace procedures allow me to use my time as effectively as possible.	Organization	14%	25%	61%	
		Work Unit	27%	22%	51%	↓
	The work I do gives citizens good value for their tax dollars.	Organization	4%	12%	83%	
		Work Unit	9%	15%	76%	↓
	Work is distributed fairly in my work unit.	Organization	19%	22%	59%	
		Work Unit	27%	22%	52%	↓
Stress & Workload	My workload is manageable.	Organization	16%	25%	59%	
		Work Unit	28%	24%	48%	↓
Stress & Workload	My work-related stress is manageable.	Organization	16%	26%	58%	
		Work Unit	25%	28%	47%	↓
	My job provides me with the right amount of challenge.	Organization	14%	24%	62%	
		Work Unit	21%	26%	53%	↓
	I have support at work to provide a high level of service.	Organization	13%	22%	65%	
		Work Unit	25%	23%	52%	↓
	I have support at work to balance my work and personal life.	Organization	12%	22%	66%	
		Work Unit	19%	24%	56%	↓
MY PHYSICAL ENVIRONMENT & RESOURCES						
Physical Environment & Tools	My physical work environment is satisfactory.	Organization	11%	19%	70%	
		Work Unit	13%	14%	73%	
	The physical security of my workplace is satisfactory.	Organization	5%	15%	80%	
		Work Unit	6%	15%	79%	
Physical Environment & Tools	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	Organization	8%	16%	76%	
		Work Unit	11%	15%	74%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	I have the information I need to do my job well.	Organization	11%	24%	65%	
		Work Unit	21%	30%	49%	↓
MY DEVELOPMENT & PERFORMANCE						
Professional Development	My organization supports my work related learning and development.	Organization	9%	18%	73%	
		Work Unit	11%	18%	71%	
Professional Development	The quality of training and development I have received is satisfactory.	Organization	12%	24%	65%	
		Work Unit	16%	23%	61%	
Professional Development	I have adequate opportunities to develop my skills.	Organization	14%	25%	61%	
		Work Unit	17%	26%	57%	
	I regularly receive feedback on my performance.	Organization	22%	27%	52%	
		Work Unit	24%	26%	50%	
	I have opportunities for career growth within the BC Public Service.	Organization	19%	27%	54%	
		Work Unit	24%	32%	44%	↓
	Have you had a performance review in the last 12 months?	Organization	16% No	--%	84% Yes	
		Work Unit	11% No	--%	89% Yes	↑
	Of those who have had a performance review in the last 12 months: My performance review helps me achieve my performance goals.	Organization	19%	30%	51%	
		Work Unit	22%	28%	49%	
MY CO-WORKERS						
Teamwork	When needed, members of my team help me get the job done.	Organization	6%	14%	80%	
		Work Unit	7%	19%	73%	↓
	My ideas are respected by others in my work unit.	Organization	6%	14%	80%	
		Work Unit	6%	19%	75%	↓

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
Teamwork	Members of my team communicate effectively with each other.	Organization	13%	20%	67%	
		Work Unit	14%	23%	63%	
Teamwork	I have positive working relationships with my co-workers.	Organization	4%	11%	85%	
		Work Unit	2%	14%	84%	
THE PERSON I REPORT TO						
	The person I report to listens to my suggestions and ideas for improvement.	Organization	9%	15%	76%	
		Work Unit	12%	16%	72%	
	The person I report to provides clear expectations regarding my work.	Organization	13%	20%	67%	
		Work Unit	14%	23%	62%	↓
Supervisory Level Management	The person I report to consults me on decisions that affect me.	Organization	15%	17%	67%	
		Work Unit	21%	18%	61%	↓
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	Organization	14%	19%	67%	
		Work Unit	19%	23%	58%	↓
	The person I report to is an effective manager.	Organization	15%	17%	68%	
		Work Unit	18%	19%	63%	↓
	The person I report to is an effective leader.	Organization	16%	18%	66%	
		Work Unit	22%	17%	61%	↓
	The person I report to maintains high standards of honesty and integrity.	Organization	8%	13%	79%	
		Work Unit	7%	14%	79%	
	The person I report to is open to flexible work arrangements to accommodate personal needs.	Organization	7%	13%	80%	
		Work Unit	11%	13%	76%	
	I am satisfied with the quality of supervision I receive.	Organization	11%	17%	72%	
		Work Unit	13%	19%	68%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY EXECUTIVES						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	Organization	13%	22%	65%	
		Work Unit	24%	21%	55%	↓
Executive Level Management	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	Organization	13%	24%	64%	
		Work Unit	21%	25%	54%	↓
Executive Level Management	Executives in my organization provide clear direction for the future.	Organization	17%	26%	56%	
		Work Unit	34%	25%	41%	↓
	Essential information flows efficiently from senior leadership to staff.	Organization	18%	25%	57%	
		Work Unit	26%	30%	43%	↓
	Essential information flows efficiently from staff to senior leadership.	Organization	17%	29%	53%	
		Work Unit	27%	35%	38%	↓
	I have confidence in the senior leadership of my organization.	Organization	13%	21%	66%	
		Work Unit	24%	25%	52%	↓
MY ORGANIZATION						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	Organization	9%	21%	70%	
		Work Unit	16%	28%	56%	↓
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	Organization	10%	23%	67%	
		Work Unit	17%	30%	52%	↓
	I know how my work contributes to the achievement of my organization's goals.	Organization	9%	21%	70%	
		Work Unit	14%	29%	57%	↓

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY EMPLOYMENT AS A BC PUBLIC SERVANT						
Job Satisfaction	I am satisfied with my job.	Organization	11%	19%	70%	
		Work Unit	16%	22%	62%	↓
	I am satisfied with my work unit.	Organization	9%	19%	73%	
		Work Unit	11%	23%	66%	↓
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	Organization	17%	18%	65%	
		Work Unit	22%	18%	60%	↓
Organization Satisfaction	I am satisfied with my organization.	Organization	11%	22%	67%	
		Work Unit	21%	25%	54%	↓
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	Organization	16%	21%	62%	
		Work Unit	25%	20%	55%	↓
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	Organization	7%	18%	76%	
		Work Unit	13%	25%	62%	↓
	I am proud to tell people I work for the BC Public Service.	Organization	9%	20%	71%	
		Work Unit	18%	27%	55%	↓
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	Organization	11%	19%	71%	
		Work Unit	20%	23%	57%	↓
	I would recommend the BC Public Service as a great place to work.	Organization	9%	21%	70%	
		Work Unit	17%	28%	55%	↓

TABLE 7. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS AVERAGE SCORES

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
<b>MY DAY-TO-DAY WORK</b>						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	72	73	68	-1	+4
Respectful Environment	My work unit values diversity.	79	78	73	+1	+6
Respectful Environment	My work unit is free from discrimination and harassment.	82	82	76	0	+6
	I have adequate opportunities to candidly express ideas.	72	75	72	-3	0
Empowerment	I have opportunities to provide input into decisions that affect my work.	66	71	67	-5	-1
Empowerment	I have the freedom to make the decisions necessary to do my job well.	66	71	67	-5	-1
	Innovation is valued in my work.	68	74	68	-6	0
Empowerment	I am encouraged to be innovative in my work.	68	73	67	-5	+1
	I have the opportunities I need to implement new ideas.	60	67	62	-7	-2
	I am inspired to give my very best.	64	71	66	-7	-2
	My work unit is well supported during times of change.	50	60	55	-10	-5
	Appropriate accountabilities are in place in my work unit.	59	64	60	-5	-1
	I feel my job is secure.	56	59	58	-3	-2



LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	64	66	59	-2	+5
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	66	68	60	-2	+6
	I am appreciated for the contribution I make to my organization.	66	71	65	-5	+1
Recognition	I receive meaningful recognition for work well done.	61	66	61	-5	0
Recognition	In my work unit, recognition is based on performance.	60	65	60	-5	0
Pay & Benefits	I am fairly paid for the work I do.	49	59	52	-10	-3
Pay & Benefits	My benefits meet my (and my family's) needs well.	64	64	58	0	+6
	My work is meaningful.	68	75	75	-7	-7
	My job is a good fit with my skills and interests.	72	73	74	-1	-2
	I am proud of the work I do.	78	82	82	-4	-4
	My workplace procedures allow me to use my time as effectively as possible.	58	66	63	-8	-5
	The work I do gives citizens good value for their tax dollars.	74	81	78	-7	-4
	Work is distributed fairly in my work unit.	58	64	60	-6	-2

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
Stress & Workload	My workload is manageable.	56	64	59	-8	-3
Stress & Workload	My work-related stress is manageable.	57	64	59	-7	-2
	My job provides me with the right amount of challenge.	61	66	64	-5	-3
	I have support at work to provide a high level of service.	60	69	64	-9	-4
	I have support at work to balance my work and personal life.	64	70	66	-6	-2
<b>MY PHYSICAL ENVIRONMENT &amp; RESOURCES</b>						
Physical Environment & Tools	My physical work environment is satisfactory.	72	71	67	+1	+5
	The physical security of my workplace is satisfactory.	78	79	72	-1	+6
Physical Environment & Tools	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	74	75	68	-1	+6
	I have the information I need to do my job well.	60	68	66	-8	-6
<b>MY DEVELOPMENT &amp; PERFORMANCE</b>						
Professional Development	My organization supports my work related learning and development.	73	73	65	0	+8
Professional Development	The quality of training and development I have received is satisfactory.	66	68	62	-2	+4
Professional Development	I have adequate opportunities to develop my skills.	65	67	60	-2	+5

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
	I regularly receive feedback on my performance.	59	60	55	-1	+4
	I have opportunities for career growth within the BC Public Service.	57	62	55	-5	+2
	Of those who have had a performance review in the last 12 months: My performance review helps me achieve my performance goals.	58	60	57	-2	+1
<b>MY CO-WORKERS</b>						
Teamwork	When needed, members of my team help me get the job done.	75	80	78	-5	-3
	My ideas are respected by others in my work unit.	75	78	75	-3	0
Teamwork	Members of my team communicate effectively with each other.	67	70	67	-3	0
Teamwork	I have positive working relationships with my co-workers.	82	82	80	0	+2
<b>THE PERSON I REPORT TO</b>						
	The person I report to listens to my suggestions and ideas for improvement.	75	76	74	-1	+1
	The person I report to provides clear expectations regarding my work.	68	71	68	-3	0
Supervisory Level Management	The person I report to consults me on decisions that affect me.	67	71	68	-4	-1
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	67	71	68	-4	-1
	The person I report to is an effective manager.	68	71	68	-3	0

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
	The person I report to is an effective leader.	65	70	67	-5	-2
	The person I report to maintains high standards of honesty and integrity.	79	79	76	0	+3
	The person I report to is open to flexible work arrangements to accommodate personal needs.	77	80	78	-3	-1
	I am satisfied with the quality of supervision I receive.	72	75	71	-3	+1
<b>MY EXECUTIVES</b>						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	60	68	60	-8	0
Executive Level Management	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	60	68	60	-8	0
Executive Level Management	Executives in my organization provide clear direction for the future.	51	64	56	-13	-5
	Essential information flows efficiently from senior leadership to staff.	55	64	56	-9	-1
	Essential information flows efficiently from staff to senior leadership.	54	62	54	-8	0
	I have confidence in the senior leadership of my organization.	59	69	61	-10	-2

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
<b>MY ORGANIZATION</b>						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	64	72	64	-8	0
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	62	71	63	-9	-1
	I know how my work contributes to the achievement of my organization's goals.	65	72	66	-7	-1
<b>MY EMPLOYMENT AS A BC PUBLIC SERVANT</b>						
Job Satisfaction	I am satisfied with my job.	67	72	69	-5	-2
	I am satisfied with my work unit.	71	74	71	-3	0
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	67	70	67	-3	0
Organization Satisfaction	I am satisfied with my organization.	62	70	64	-8	-2
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	62	68	64	-6	-2
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	68	75	71	-7	-3
	I am proud to tell people I work for the BC Public Service.	65	74	69	-9	-4
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	64	74	69	-10	-5
	I would recommend the BC Public Service as a great place to work.	65	73	66	-8	-1

## APPENDIX B

### Driver Descriptions

The 12 drivers of engagement are defined as follows:

#### **Empowerment**

Employees believe they have opportunities and freedom to be innovative, provide input, and make decisions to do their job well.

#### **Stress & Workload**

Employees perceive that their work-related stress and workload are manageable.

#### **Vision, Mission & Goals**

Employees believe their organization's vision, mission, and goals are well communicated and 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 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, that they clearly communicate strategic changes and priorities, and that they provide clear direction for the future.

#### **Supervisory-level Management**

Employees believe the person they report to keeps them informed and consults them on decisions that affect their work.

## APPENDIX C

### Data Collection Methodology

#### Administering the Survey

BC Stats distributed the 2009 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, exempting agencies, boards or commissions.

The 2009 survey is the fourth cycle of the Work Environment Survey. This cycle of the survey was administered between April 6-29, 2009. The vast majority of employees received an internet-based survey.

A small proportion of employees who do not have access to the internet at their workplace were sent a mail survey. To allow more time for mailing, the mail surveys were sent to employees on March 25, 2009. All mail survey recipients were also provided with the option of completing the survey online.

#### 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 survey administration team. All BC Stats employees are sworn under the *Statistics Act*.

Each response was coded with a confidential number, which allows BC Stats to attach demographic information, such as organization, work unit, age, years of service, and occupation.

No names or contact information are stored with the responses and only aggregate results are provided in reports. All information collected in the survey is protected by the *Statistics Act*. Individual responses or information that could identify an individual cannot be disclosed to anyone.

## Questionnaire Development

This section presents the definitions used in the 2009 BC Public Service Work Environment Survey.

### 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	- religion	- sex
- colour	- marital status	- sexual orientation
- ancestry	- family status	- physical or mental disability
- place of origin	- age	- unrelated criminal conviction
- political belief		
- *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 explain or describe how to complete a task or accomplish a result.
- Your *workplace* refers to your immediate physical surroundings in which you work (e.g., branch office, regional office, district office). Your workplace may have one or more work units.
- Your *organization* refers to your ministry, agency, office, or commission of the Province.
- “*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.



## APPENDIX D

### History and Background

In 2001 and 2003, the Office of the Auditor General (OAG) undertook studies of the BC government work environment. After the first study, the Auditor General reported:

*"I believe a well performing government, one that meets the service expectations of British Columbians, can only be achieved through a strong, highly competent and committed public service."*

In 2005, the BC Public Service Agency committed to measure the public service work environment annually. The commitment to annual government-wide measurement is reinforced in the BC Public Service Corporate Human Resources Plan, released in October 2006:

*"...We will gauge our progress annually through a Work Environment Survey overseen by the BC Public Service Agency, and share these results with all employees."*

In early 2006, BC Stats and the BC Public Service Agency conducted the first annual government-wide Work Environment Survey. Annual surveys have been conducted since. The Work Environment Survey is now considered to be an annual measurement program.

#### Employee Engagement and the Service Value Chain

In the private sector, research shows that companies with highly engaged employees are more productive, experience less absenteeism, and retain more employees than other companies do.

Higher employee engagement also translates into better services and/or products, more satisfied customers, and ultimately, higher profits. These relationships, identified in 1994 by James Heskett and his colleagues at Harvard University, are described as the *Service Profit Chain*.

A similar set of linkages applies in the public sector. Public organizations with higher levels of employee engagement have less turnover, are more productive, and provide better service to citizens and businesses.

While the 'bottom line' is easy to identify and measure for private companies, there is no simple bottom line for the public sector, particularly given the multiple roles played by government.

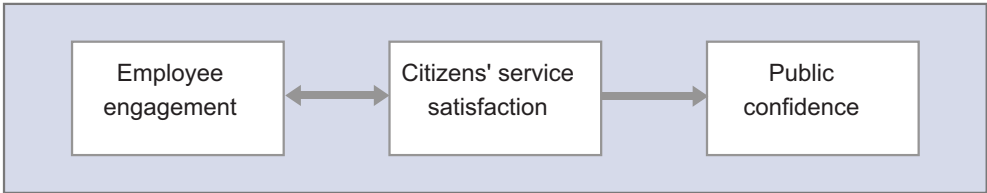
**Public confidence  
is our 'bottom line'**

However, the success of government is related to the trust and confidence that citizens have in their government. The link between citizens' service satisfaction with government services and their trust and confidence in government has been established by Canadian researchers in the *Citizens First* study.

Using public confidence as government’s bottom line, a public sector version of the service profit chain can be used to describe relationships between employee engagement, citizens' service satisfaction, and public confidence. These linkages are known as the *Service Value Chain*, identified by Brian Marson and Ralph Heintzman in 2005.

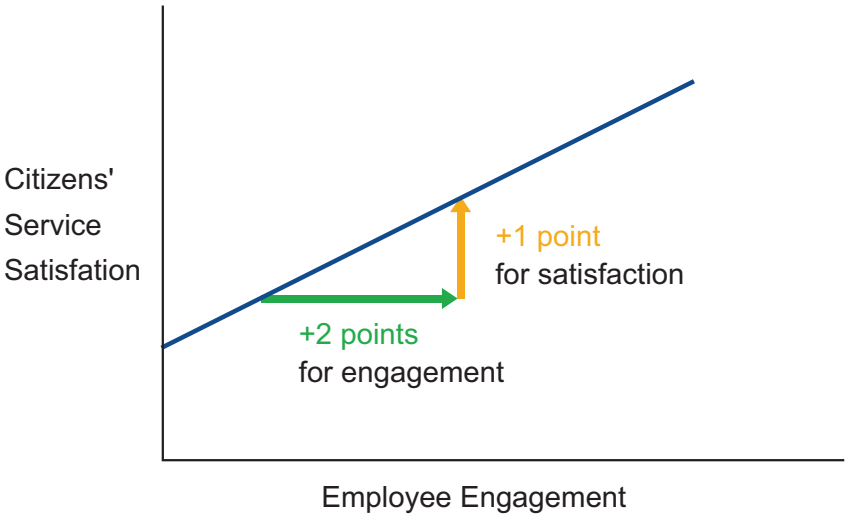
In the chain, a two-way link exists between employee engagement and citizens’ service satisfaction (Figure 4).

FIGURE 4. SERVICE VALUE CHAIN



Recently, BC Stats tested this link for the BC Public Service by analysing employee engagement scores with citizens’ service satisfaction scores from 41 work units in the BC Public Service and the Region of Peel. The analysis concluded that a positive relationship exists between the two components. In other words, employees have a direct quantifiable impact on citizens' service satisfaction. Specifically, it was revealed that for every 2-point increase in employee engagement, there was a corresponding 1-point increase in citizens’ service satisfaction (Figure 5).

FIGURE 5. SATISFACTION-ENGAGEMENT RELATIONSHIP



## APPENDIX E

### Response Rates

In your organization this year, 91% of employees completed the survey.

TABLE 8. RESPONSE RATES

	Your Work Unit	Your Organization	BC Public Service
Completed surveys	269	1,779	23,574
Total employees	294	1,988	26,985
Response rate	91%	89%	87%

**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 and reliable data.

## APPENDIX F

### Identifying Your Work Unit

Using department IDs (also called payroll numbers) from the Corporate Human Resource Information System (CHIPS), BC Stats worked together with your Strategic Human Resource representative to identify your specific work units. The department IDs included in this reports are shown in Table 9.

TABLE 9. DEPARTMENT IDS INCLUDED IN THIS WORK UNIT

DEPARTMENT IDS					
112-0550	112-0551	112-0552	112-0553	112-0554	112-0555
112-0556	112-0557	112-0558	112-0559	112-0560	112-0561
112-0562	112-0569	112-0570	112-0571		

Given that the Work Environment Survey is now considered an annual measurement program, a set of firm reporting criteria have been established. To obtain a report, a work unit must have at least 20 employees and achieve a minimum 50% response rate. Larger work units must have at least 50 employees and achieve a minimum 40% response rate to obtain a report. These criteria were implemented to ensure respondent confidentiality.

Within the last year, the department IDs have changed considerably in several ministries. For this reason, it is not recommended that work unit results be compared across years.

## APPENDIX G

### Additional Reading and References

If you are interested in more information, please refer to the articles below:

Adams, S. 2009. Defining and Measuring Employee Engagement in the BC Public Service. Research paper prepared for the Desautels Faculty of Management, MBA program.

Blessing White, Inc. 2008. The State of Employee Engagement: North American Overview.

Grawitch, M.J., Gottschalk, M., & Munz, D.C. 2006. The Path to a Healthy Workplace: A Critical Review Linking Healthy Workplace Practices, Employee Well-being and Organizational Improvement. *Consulting Psychology Journal*, 58(3), 129-147.

Henley, A.B., Shook, C.L., Peterson, M. 2006. The Presence of Equivalent Models in Strategic Management Research using Structural Equation Modeling: Assessing and Addressing the Problem. *Organizational Research Methods*, 9(4), 516-535.

Heintzman, R. and Marson, B. 2006. People, Service and Trust: Links in a Public Sector Service Value Chain. *Canadian Government Executive*. Vol 12 (5).

Schmidt, F. and Marson, B. 2007. Employee Engagement: A Foundation for Organizational Performance. *Canadian Government Executive*. Vol 13 (2).

Spears, G. 2006. *Finding Common Ground: Drivers of Employee Satisfaction in the Public Service*. Paper prepared for the Treasury Board Secretariat. Erin: Ontario, Erin Research Inc.

Vance, R.J. 2006. Employee Engagement and Commitment: A Guide to Understanding, Measuring and Increasing Engagement in your Organization. Society for Human Resource Management.

### Acknowledgements

BC Stats wishes to acknowledge the expertise, advice, and contributions of Dr. Faye Schmidt (Schmidt & Carbol Consulting Inc.) and Dr. George Spears (Erin Research Inc.). Their contributions were essential during the questionnaire development, structural equation modeling, and reporting. BC Stats also wishes to thank all team members and partners of the BC Public Service Work Environment Survey Program.

If you have any questions  
about the information in this report,  
please contact the  
Work Environment Survey team at BC Stats.  
250-952-6822





Where ideas work

# exploring employee engagement

in your organization

June 2009

Citizens' Services

Client Services

Work Environment Survey 2009







## Introduction to Employee Engagement

Engagement Scores at a Glance	
Your work unit	66
Your organization	72
BC Public Service	68
Compared to your organization	-6
Compared to BC Public Service	-2

Employee engagement is a concept that refers to an employee's satisfaction with their job, organization and level of organizational commitment. In the BC Public Service, employee engagement is critical to everything we do. The quality of the service we provide to citizens and businesses depends on how engaged and passionate our employees are about what they do.

To unleash their potential, people need a work environment that is supportive and empowering, where respect is the foundation and teamwork the norm, where communication is clear and honest, where diversity of perspective is welcomed, and where people are meaningfully recognized for the outcomes of their work. This is the kind of environment that the BC Public Service strives to create in each work unit, and in each ministry.

The business case for employee engagement is strong. Research shows that organizations with highly engaged employees are more productive, retain more employees, and provide better service than other organizations do.

## Organization of this Report

This report presents the results of the Work Environment Survey in several formats, starting with the big picture and working towards a detailed understanding of the results:

- **Evaluating Performance:** A summary of your work unit and organizational results can be found on page 4. These results are also illustrated on pages 6 and 7, respectively.
- **Summary of Your 2009 Results:** See Table 2 on page 11 to dig deeper into your results, by looking at the survey questions that underlie the engagement model.
- **Focusing on the Detail:** Turn to Appendix A for detailed results of all survey questions over the years. Results are shown as percentages (page A-2) and as average scores (page A-9).
- **Additional Information:** Appendices B through G provide definitions, information on data collection, history, and additional resources.

## How to Interpret Your Results

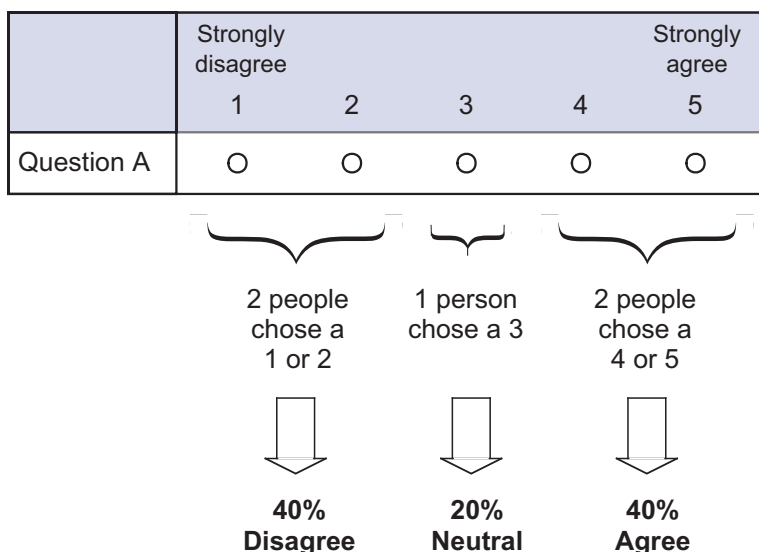
In this report, the survey results are presented in two different but complementary ways: as percentages and as average scores.

- **Percentages** show the proportion of employees who disagreed, agreed, or gave a neutral response to each survey question. The percentages will help you understand the *range* of different opinions about a question.
- **Average scores** are a single number (*not a percentage*) that express all the responses to a survey question. We use average scores in the Employee Engagement Model because they are ideal for making comparisons within and between organizations.

In order to help you interpret the results properly, we've provided the following simple description of how we calculated these figures, using a hypothetical survey sample of five respondents.

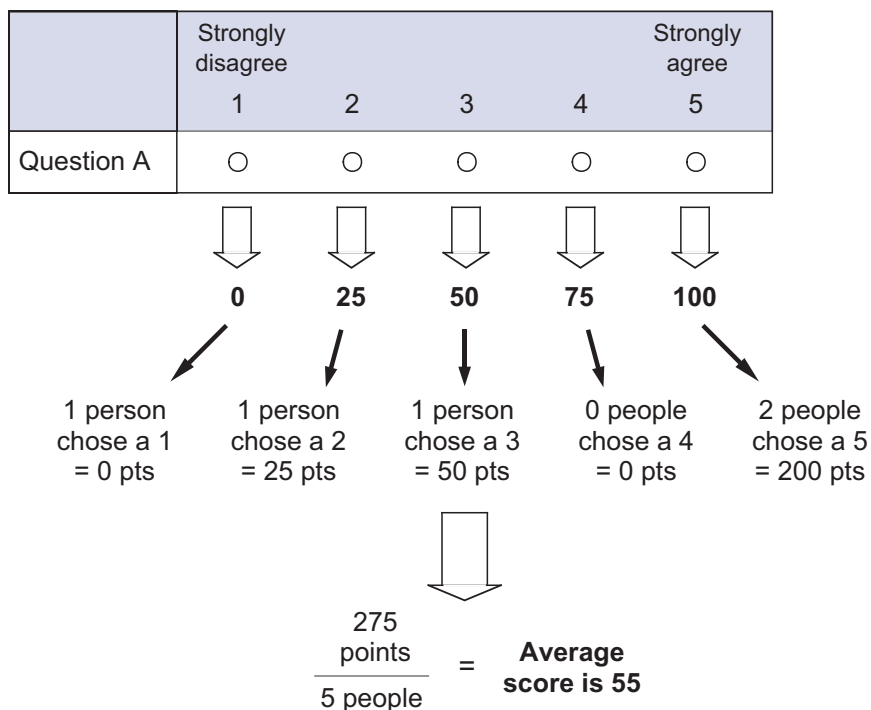
### Calculating Percentages

For each question, we totalled the number of times each response has been selected by respondents. The five-point scale is then collapsed into three categories in order to simplify and streamline the amount of information that is shown in the detailed tables. We then grouped the responses into one of the three categories, and divided by the total number of respondents, to arrive at the percentages.



## Calculating Average Scores

To calculate average scores, we followed another two-step process. First, we converted the 5-point scale to 0, 25, 50, 75 and 100 points. Then, we added up all the points and divided by the number of people in the group. This gives us the average score for each question.



As you dig deeper into the results presented throughout this report, you will use percentages and average scores to understand the story being told by the Work Environment Survey results.

Please keep in mind that although the scores and results are important, they only provide part of the picture. It is also important to understand how the results and all the parts of the Employee Engagement Model fit together conceptually and in practice. Read each section carefully so you know how to use the information most effectively.

## Evaluating Performance in your Work Unit

Table 1 presents the engagement model scores for your work unit, your organization and that of the BC Public Service.

Using this table, you can make the following comparisons:

- **to organization:** Compare your work unit results with the results of your organization. Your *organization* refers to your ministry, agency, office, or commission of the Province.
- **to overall:** Compare your work unit results with the results of the BC Public Service overall.

TABLE 1. EVALUATING PERFORMANCE

	Your Work Unit	Your Organization	BC Public Service	COMPARE TO	
				Organization	Overall
<b>ENGAGEMENT SCORE</b>	<b>66</b>	<b>72</b>	<b>68</b>	<b>-6</b>	<b>-2</b>
<b>ROOF</b>					
BC Public Service Commitment	66	75	70	-9	-4
Job Satisfaction	62	72	69	-10	-7
Organization Satisfaction	69	70	64	-1	+5
<b>BUILDING BLOCKS</b>					
Empowerment	70	72	67	-2	+3
Stress & Workload	69	64	59	+5	+10
Vision, Mission & Goals	76	72	63	+4	+13
Teamwork	74	77	75	-3	-1
Physical Environment & Tools	82	73	67	+9	+15
Recognition	70	66	61	+4	+9
Professional Development	73	69	62	+4	+11
Pay & Benefits	67	61	55	+6	+12
Staffing Practices	78	67	60	+11	+18
Respectful Environment	78	77	73	+1	+5
<b>FOUNDATION</b>					
Executive-level Management	70	67	59	+3	+11
Supervisory-level Management	69	71	68	-2	+1

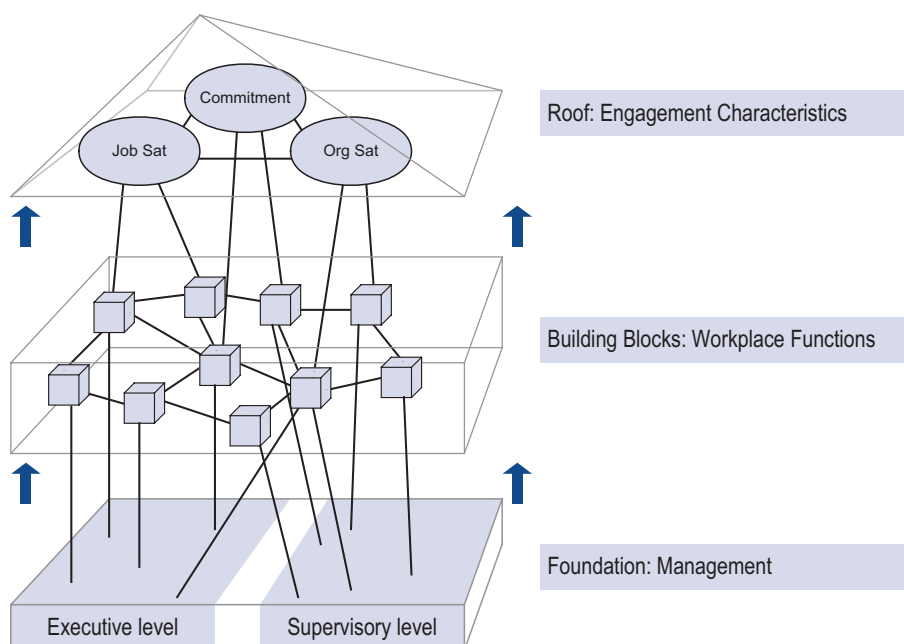
## Employee Engagement Model Framework

BC Stats built the Employee Engagement Model using a statistical technique called structural equation modelling. The model has three parts:

- **Foundation:** The foundation of the model consists of both executive and supervisory-level management. The foundation supports all the building blocks and as such, has a large impact on overall employee engagement.
- **Building blocks:** The building blocks represent the various parts of the work environment that have the greatest impact on employee engagement. Each building block is developed from a cluster of survey questions that define a workplace concept.
- **Roof:** The roof of the house, supported by the foundation and building blocks, represents *employee engagement*. At its core, three characteristics define engagement: job satisfaction, organization satisfaction, and commitment to the BC Public Service.

To visually represent the model, the *house diagram* was designed to show what is most important in the workplace and how all the pieces fit together. As Figure 1 illustrates, the model is complex and should be thought of as multi-dimensional.

FIGURE 1. OVERVIEW OF THE MODEL

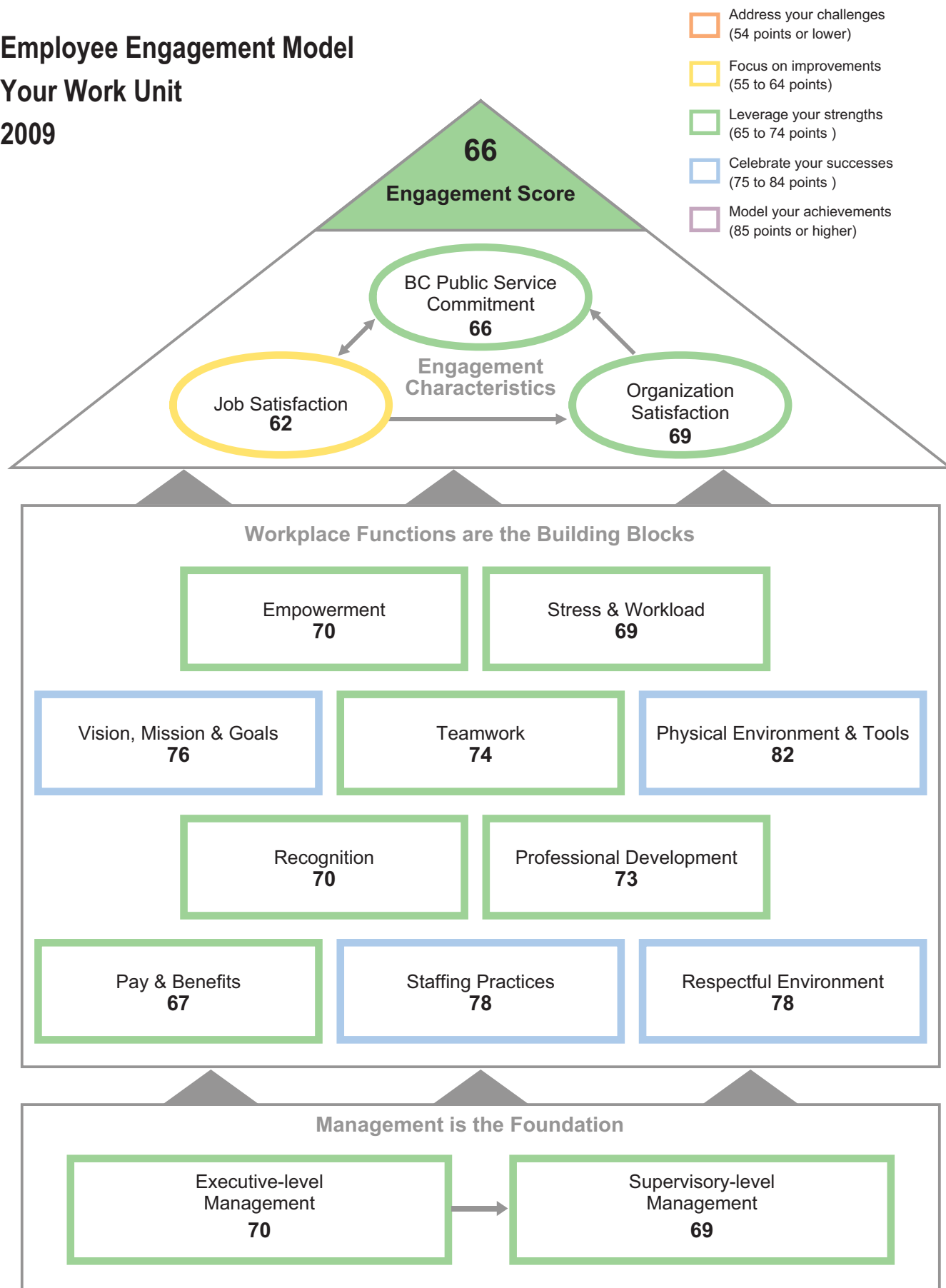


For visual clarity, the model is shown as a two-dimensional diagram on the next two pages. The diagrams show your work unit and organizational scores, respectively.

# Employee Engagement Model

## Your Work Unit

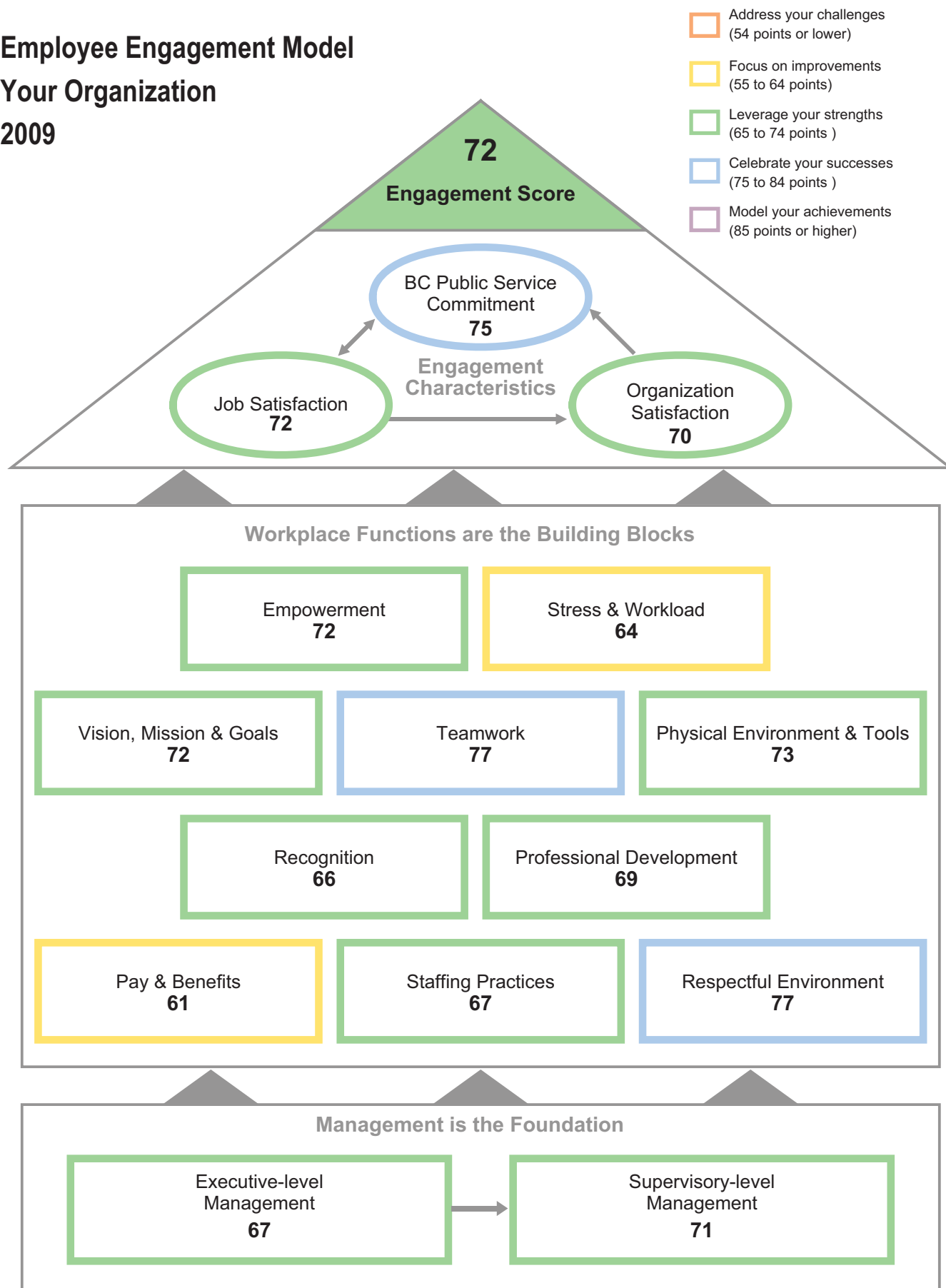
### 2009



# Employee Engagement Model

## Your Organization

### 2009



## Understanding the Engagement Model

Components of the model, including the foundation, building blocks and engagement characteristics have remained the same across the last three years. This means that even with new data each year, the relationships between the pieces of the model remain quite static. This adds to the strength of the model and the confidence we have in it.

The house diagrams on the previous pages have been simplified for clarity, but there is actually considerable depth to the model and your results. To gain more insight, we need to explore the model in two steps:

- **Step 1.** Explore specific concepts shown in the model. For example, what does the *recognition* building block really mean?
- **Step 2.** Trace the relationships between concepts in the model. For example, how does *recognition* connect to and influence other building blocks in the model?

### Step 1. Explore Model Concepts

Using structural equation modelling to analyse the survey responses, BC Stats identified questions that express a topic or concept in the workplace. Each group of related questions combines to form a driver, meaning that, through a complex web of relationships with other concepts, it has the capacity to drive engagement upward or downward.

Drivers express workplace topics or concepts. These concepts drive overall engagement upward or downward.

In the model diagram, we expressed each driver as a single concept, such as *recognition*. Although recognition can mean different things to different people, two questions were shown to directly influence employee engagement. Specifically, they are:

- “I receive meaningful recognition for the work I do.”
- “In my work unit, recognition is based on performance.”

From the inclusion of these two questions in the model (among the 33 model questions in total), we concluded that meaningful and performance-based recognition has an impact on an employee’s level of engagement.



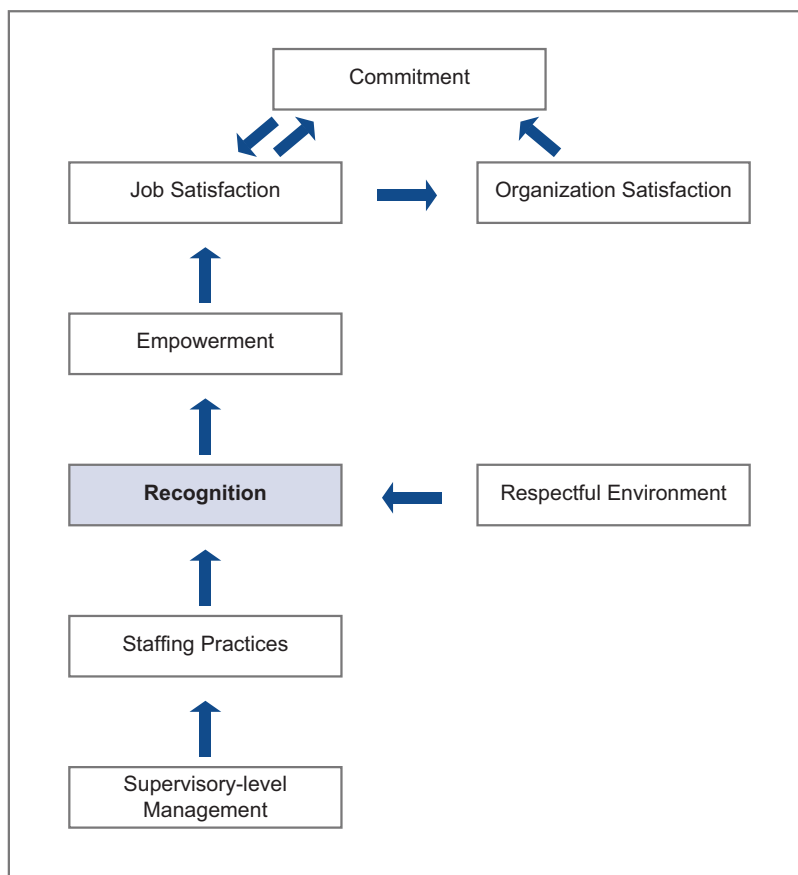
## Step 2. Trace Model Relationships

We should pay attention not only to the engagement model scores, but also to the variety of ways drivers can impact each other. By analysing how people answered the driver questions, we are able to determine the relationships between the drivers.

These relationships are important because they help us understand how the drivers work together to impact engagement. Each of these connections flow in a specific direction. The connections link drivers to form over 30 unique pathways that create the architecture of the model.

Let's take a look at an actual example of one of these pathways. For simplicity, let's take a look at one of the strongest pathways in the engagement model that contains recognition. As shown in Figure 2, supervisory-level management has an *indirect* impact on recognition via the staffing practices driver. Comparatively, staffing practices and respectful environment have a *direct* impact on the recognition driver. Recognition, in turn, impacts empowerment, which then impacts job satisfaction. As one of the defining characteristics of engagement, job satisfaction impacts both organization satisfaction and commitment. Commitment, in turn, impacts organization satisfaction.

FIGURE 2. ONE PATHWAY IN THE MODEL: RECOGNITION



The relationship between supervisory-level management and recognition makes sense intuitively. While recognition can take many forms and come from different places, supervisors are well-positioned to provide meaningful recognition for an employee as supervisors are typically closest to an employee's work.

Similarly, we can understand the relationship between staffing practices and recognition. Promotions based on job performance are a powerful form of recognition. Staffing actions within a work unit and organization, conducted through a fair and merit-based selection process, can send a strong message about how managers and supervisors recognize their employees.

Working in a respectful environment also impacts recognition. Employees feel more recognized in an environment that is healthy, diverse and free from discrimination and harassment.

Drivers work  
together to impact  
engagement

Recognition, in turn, plays a role in empowerment. When people receive meaningful and performance-based recognition, they are more likely to feel empowered with their work. When recognized and valued, employees are more likely to feel they have the opportunities and freedom to provide input, make decisions, and be innovative.

Empowerment has a direct connection to job satisfaction. Those individuals who feel empowered with their work tend to have greater job satisfaction. They are more satisfied with their jobs because they are presented with opportunities to influence outcomes in their work by making the decisions necessary to do their jobs well.

People who are satisfied with their jobs tend to be more satisfied with their organizations. Those who are satisfied with their organizations tend to be more committed. People who are committed tend to be satisfied with their jobs and thus, are more engaged. Conversely, these characteristics can also spiral downwards in a poorly functioning work environment.

This example, using one pathway, provides insight into how you may interpret and act on your results. It is acceptable to isolate a group of drivers in order to focus thinking in one area, as long as it is recognized that each pathway is also connected to others. Organizations are complex – as complex as the collection of individuals that make them up! Therefore, each unique work environment requires a tailored set of responses. The next section turns to putting your results together to uncover these unique stories.

## Putting it all Together

As a final step, it is important to understand how to put all the results together. To illustrate, let's look at another example. Since the questions in the table below all have an average score of 60, we might initially conclude that the responses to all three questions are equivalent. However, the distribution of responses *within* each of the three categories tells a very different story than simply looking at the average score.

	Average Score	PERCENTAGES		
		Disagree	Neutral	Agree
Innovation is valued in my work.	60	20%	30%	50%
Work is distributed fairly in my work unit.	60	40%	10%	50%
I have the information I need to do my job well.	60	10%	60%	30%

The first question shows a typical distribution of responses, where one-half of the respondents agreed with the statement. In the second question, opinion is quite polarized as most people either disagreed or agreed. In the third question, there are a large number of neutral responses. This tells us that while people did not actively disagree with the question, there may be reasons why they could not fully agree with the statement. Thus, neutral responses are also worthy of attention.

## Summary of Your Driver Results

The following table lists all the survey questions that underlie each driver in the model – these are referred to as the *model questions*. For each question, we have provided the average score and percentages.

TABLE 2. SUMMARY OF YOUR DRIVER RESULTS

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
ENGAGEMENT SCORE		66			
ENGAGEMENT (Roof)	BC Public Service Commitment	66			
	Overall, I am satisfied in my work as a BC Public Service employee.	69	13%	19%	68%
	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	63	23%	33%	43%
	Job Satisfaction	62			
	I am satisfied with my job.	62	19%	32%	48%
	Organization Satisfaction	69			
	I am satisfied with my organization.	69	6%	26%	68%

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
WORKPLACE FUNCTIONS (Building Blocks)	<b>Empowerment</b>	<b>70</b>			
	I have opportunities to provide input into decisions that affect my work.	69	10%	29%	61%
	I have the freedom to make the decisions necessary to do my job well.	65	16%	26%	58%
	I am encouraged to be innovative in my work.	76	10%	13%	77%
	<b>Stress &amp; Workload</b>	<b>69</b>			
	My workload is manageable.	69	13%	19%	68%
	My work-related stress is manageable.	68	13%	19%	68%
	<b>Vision, Mission &amp; Goals</b>	<b>76</b>			
	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	77	10%	13%	77%
	The vision, mission and goals of my organization are communicated well.	76	6%	19%	74%
	<b>Teamwork</b>	<b>74</b>			
	When needed, members of my team help me get the job done.	81	6%	10%	84%
	Members of my team communicate effectively with each other.	60	26%	26%	48%
	I have positive working relationships with my co-workers.	81	6%	10%	84%
	<b>Physical Environment &amp; Tools</b>	<b>82</b>			
	My physical work environment is satisfactory.	77	6%	13%	81%
	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	87	0%	13%	87%
	<b>Recognition</b>	<b>70</b>			
	I receive meaningful recognition for work well done.	69	19%	16%	65%
	In my work unit, recognition is based on performance.	71	13%	17%	70%

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
WORKPLACE FUNCTIONS Continued...	<b>Professional Development</b>	<b>73</b>			
	My organization supports my work related learning and development.	75	6%	13%	81%
	The quality of training and development I have received is satisfactory.	73	3%	23%	74%
	I have adequate opportunities to develop my skills.	71	13%	13%	74%
	<b>Pay &amp; Benefits</b>	<b>67</b>			
	I am fairly paid for the work I do.	69	6%	39%	55%
	My benefits meet my (and my family's) needs well.	66	18%	18%	64%
	<b>Staffing Practices</b>	<b>78</b>			
	In my work unit, the selection of a person for a position is based on merit.	77	7%	17%	76%
	In my work unit, the process of selecting a person for a position is fair.	79	3%	17%	79%
	<b>Respectful Environment</b>	<b>78</b>			
	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	76	13%	10%	77%
MANAGEMENT (Foundation)	My work unit values diversity.	76	13%	17%	70%
	My work unit is free from discrimination and harassment.	83	13%	10%	77%
	<b>Executive-level Management</b>	<b>70</b>			
	Executives in my organization communicate decisions in a timely manner.	71	13%	16%	71%
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	71	10%	23%	68%
	Executives in my organization provide clear direction for the future.	68	10%	29%	61%
	<b>Supervisory-level Management</b>	<b>69</b>			
	The person I report to consults me on decisions that affect me.	70	13%	29%	58%
	The person I report to keeps me informed of things I need to know.	68	13%	29%	58%

## Workplace Change and Engagement

In the last two cycles of the Work Environment Survey, several questions measuring the amount, type and impact of workplace change were asked. The following analysis is for the BC Public Service overall.

### Overall Trends in the BC Public Service

#### Moderate Amounts of Change Result in Highest Engagement

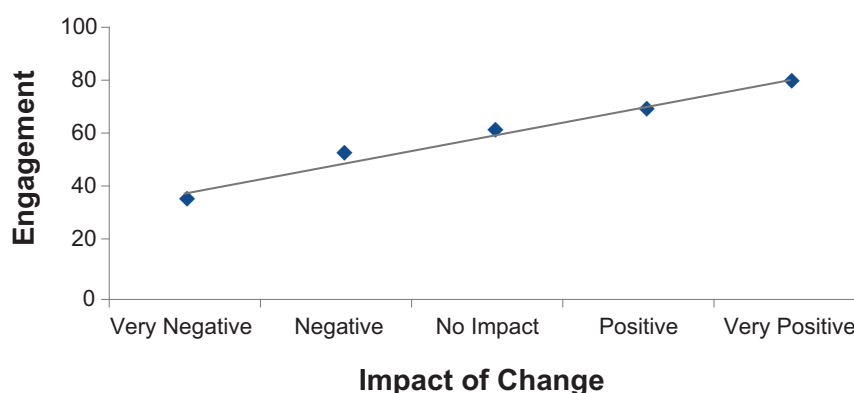
Within the last year, organizations have experienced different types of workplace change, including ministry name changes and shuffling of work units. It was found that the amount of workplace change an employee experiences has a minimal level of influence on overall engagement. In general, it was observed that employees seem to value moderate levels of change. Those who reported at the extreme ends of the scale (either none or substantial change) exhibited lower engagement scores than those who experienced less extreme amounts of change.

#### Engagement by Perceived Impact of Change

How an employee perceives the impact of change was found to affect their level of engagement. It was observed that employees' perceptions on the impact of workplace change are divided, where approximately equal proportions of employees perceived the change(s) that occurred to be negative, to have no impact, or to be positive.

As illustrated in Figure 3 below, a clear linear relationship exists between an employee's perceived impact of change and their level of engagement. On average, for every increase in the perceived impact of change (e.g., from *negative* to *no impact*), there is an average increase of 10 points on engagement.

FIGURE 3. ENGAGEMENT BY PERCEIVED IMPACT OF CHANGE



It was interesting to note, that despite the amount of change this year, the overall trends remained unchanged when compared to last year. These findings, in combination with an improvement in the executive-level management driver suggests that executives and senior leaders overall are effectively managing and supporting staff through this year of change.

## Workplace Change in Your Work Unit

The tables below present the results to the change questions for your work unit, your organization and the BC Public Service.

TABLE 3. AMOUNT OF WORKPLACE CHANGE

Change Amount	Your Work Unit	Your Organization	BC Public Service
None	0%	2%	3%
Small amount	6%	7%	9%
Moderate amount	10%	23%	29%
Large amount	32%	25%	23%
Substantial amount	52%	42%	36%

TABLE 4. TYPES OF CHANGE EXPERIENCED

Type of Workplace Change	% Yes		
	Your Work Unit	Your Organization	BC Public Service
Your job (e.g., new job, promotion, transfer, etc.)	65%	46%	43%
Your duties or responsibilities in your existing job	77%	70%	67%
Your workplace procedures or policies	73%	72%	70%
Your workplace budget	89%	81%	82%
Your physical environment	58%	52%	48%
Your salary and/or benefits	39%	42%	44%
Your executive	90%	48%	56%
The person you report to	61%	43%	43%
Staff resulting in a net loss of talent/experience	72%	58%	59%
Staff resulting in a net gain of talent/experience	48%	38%	34%
Organizational structure	94%	61%	50%

The *positive* category in the table below contains the combined responses of positive and very positive. The same is true for the category labelled *negative*.

TABLE 5. IMPACT OF WORKPLACE CHANGE

Change Impact	Your Work Unit	Your Organization	BC Public Service
Positive	30%	39%	34%
No Impact	40%	26%	28%
Negative	30%	34%	38%

## Next Actions and Considerations

While changes or improvements at the highest level of an organization can and do make a difference to employee engagement, the most important changes happen at the local level, within work units and between people. Since there are different needs within each work unit, there is no single solution to increasing employee engagement.

The lack of a single solution should not be viewed as a limitation, but rather as an opportunity because it means there are many effective actions or changes that can be used to increase engagement.

It is important to keep in mind that the people within each work unit are experts in their local environments. For this reason, employees often know the most appropriate solutions for their circumstances and can assist in developing suitable plans of action. By involving employees in planning, you will not only arrive at fitting solutions, but you will also be empowering them to make a difference.

There are four actions that can be undertaken in any organization or work unit to help build employee engagement.

1. **Work through the results**  
There is a lot of information in this report. As you work through the report, take notes, write in the margins, or draw diagrams. The more you can engage with the results, the better you will understand the employee engagement concepts and relationships.
2. **Use the results to start conversations**  
Discuss the results with your colleagues and/or your team. Encourage people to explore, think, and debate. What do these results mean for your organization or work unit? Do these results truly reflect how people feel about their work environment? What would you like to know more about?
3. **Make changes strategically**  
Inaction can cause organizations to stagnate, while change executed too hastily can have a boomerang effect. Think carefully about short and long-term actions. Be patient. Successful changes need time.
4. **Support each other through change**  
This is sensitive material, but it has the power to transform. People need consistent support to make change happen and to be comfortable with the changes. This applies to employees, managers, and executives.



# APPENDICES

## Appendices

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## APPENDIX A

### Detailed Survey Results

This section presents the results of all of the survey questions shown as percentages (Table 6), and as average scores (Table 7). Results are based on those employees who expressed an opinion. Percentages may not sum to 100%, due to rounding.

Since work units change from year-to-year, it is not recommended that work unit results be compared across years. For this reason, previous years' work unit results are not provided in this report.

In both Table 6 and Table 7, the column labelled *Linkage to Model* identifies the questions that form drivers or characteristics within the Employee Engagement Model.

In Table 6, the column labelled *Difference* shows whether the percent agree category differs meaningfully between your work unit and your organizational results, where:

- the (↑) arrow shows increases of 5 percentage points or more than your organizational results
- the (↓) arrow shows decreases of 5 percentage points or more than your organizational results

While the column labelled *Difference* highlights the changes in the percent agree column, it is also important to look for changes in the percent disagree and percent neutral columns in order to fully interpret the data.

In Table 7, the column labelled *Compare to* shows how many points your work unit scores differ from your organization and from the BC Public Service overall. Rather than an arrow, this table displays +/- differences between the scores.

TABLE 6. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS PERCENTAGES

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY DAY-TO-DAY WORK						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	Organization	12%	17%	71%	
		Work Unit	13%	10%	77%	↑
Respectful Environment	My work unit values diversity.	Organization	6%	16%	78%	
		Work Unit	13%	17%	70%	↓
Respectful Environment	My work unit is free from discrimination and harassment.	Organization	7%	11%	83%	
		Work Unit	13%	10%	77%	↓
	I have adequate opportunities to candidly express ideas.	Organization	10%	15%	75%	
		Work Unit	13%	13%	74%	
Empowerment	I have opportunities to provide input into decisions that affect my work.	Organization	13%	18%	68%	
		Work Unit	10%	29%	61%	↓
Empowerment	I have the freedom to make the decisions necessary to do my job well.	Organization	12%	19%	70%	
		Work Unit	16%	26%	58%	↓
	Innovation is valued in my work.	Organization	10%	19%	72%	
		Work Unit	10%	16%	74%	
Empowerment	I am encouraged to be innovative in my work.	Organization	11%	18%	71%	
		Work Unit	10%	13%	77%	↑
	I have the opportunities I need to implement new ideas.	Organization	14%	24%	62%	
		Work Unit	13%	16%	71%	↑
	I am inspired to give my very best.	Organization	13%	20%	67%	
		Work Unit	16%	29%	55%	↓
	My work unit is well supported during times of change.	Organization	22%	27%	51%	
		Work Unit	17%	37%	47%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	Appropriate accountabilities are in place in my work unit.	Organization	18%	22%	60%	
		Work Unit	27%	17%	57%	
	I feel my job is secure.	Organization	24%	27%	50%	
		Work Unit	30%	20%	50%	
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	Organization	18%	21%	61%	
		Work Unit	7%	17%	76%	↑
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	Organization	16%	21%	63%	
		Work Unit	3%	17%	79%	↑
	I am appreciated for the contribution I make to my organization.	Organization	12%	20%	68%	
		Work Unit	13%	20%	67%	
Recognition	I receive meaningful recognition for work well done.	Organization	16%	24%	60%	
		Work Unit	19%	16%	65%	↑
Recognition	In my work unit, recognition is based on performance.	Organization	18%	23%	59%	
		Work Unit	13%	17%	70%	↑
Pay & Benefits	I am fairly paid for the work I do.	Organization	23%	26%	51%	
		Work Unit	6%	39%	55%	
Pay & Benefits	My benefits meet my (and my family's) needs well.	Organization	18%	24%	58%	
		Work Unit	18%	18%	64%	↑
	My work is meaningful.	Organization	8%	16%	76%	
		Work Unit	13%	26%	61%	↓
	My job is a good fit with my skills and interests.	Organization	11%	17%	72%	
		Work Unit	16%	26%	58%	↓
	I am proud of the work I do.	Organization	5%	11%	84%	
		Work Unit	10%	26%	65%	↓

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	My workplace procedures allow me to use my time as effectively as possible.	Organization	14%	25%	61%	
		Work Unit	20%	37%	43%	↓
	The work I do gives citizens good value for their tax dollars.	Organization	4%	12%	83%	
		Work Unit	10%	17%	72%	↓
	Work is distributed fairly in my work unit.	Organization	19%	22%	59%	
		Work Unit	19%	29%	52%	↓
Stress & Workload	My workload is manageable.	Organization	16%	25%	59%	
		Work Unit	13%	19%	68%	↑
Stress & Workload	My work-related stress is manageable.	Organization	16%	26%	58%	
		Work Unit	13%	19%	68%	↑
	My job provides me with the right amount of challenge.	Organization	14%	24%	62%	
		Work Unit	10%	45%	45%	↓
	I have support at work to provide a high level of service.	Organization	13%	22%	65%	
		Work Unit	13%	32%	55%	↓
	I have support at work to balance my work and personal life.	Organization	12%	22%	66%	
		Work Unit	10%	16%	74%	↑
MY PHYSICAL ENVIRONMENT & RESOURCES						
Physical Environment & Tools	My physical work environment is satisfactory.	Organization	11%	19%	70%	
		Work Unit	6%	13%	81%	↑
	The physical security of my workplace is satisfactory.	Organization	5%	15%	80%	
		Work Unit	3%	10%	87%	↑
Physical Environment & Tools	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	Organization	8%	16%	76%	
		Work Unit	0%	13%	87%	↑

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	I have the information I need to do my job well.	Organization	11%	24%	65%	
		Work Unit	13%	29%	58%	↓
MY DEVELOPMENT & PERFORMANCE						
Professional Development	My organization supports my work related learning and development.	Organization	9%	18%	73%	
		Work Unit	6%	13%	81%	↑
Professional Development	The quality of training and development I have received is satisfactory.	Organization	12%	24%	65%	
		Work Unit	3%	23%	74%	↑
Professional Development	I have adequate opportunities to develop my skills.	Organization	14%	25%	61%	
		Work Unit	13%	13%	74%	↑
	I regularly receive feedback on my performance.	Organization	22%	27%	52%	
		Work Unit	23%	26%	52%	
	I have opportunities for career growth within the BC Public Service.	Organization	19%	27%	54%	
		Work Unit	10%	20%	70%	↑
	Have you had a performance review in the last 12 months?	Organization	16% No	--%	84% Yes	
		Work Unit	21% No	--%	79% Yes	↓
	Of those who have had a performance review in the last 12 months: My performance review helps me achieve my performance goals.	Organization	19%	30%	51%	
		Work Unit	22%	13%	65%	↑
MY CO-WORKERS						
Teamwork	When needed, members of my team help me get the job done.	Organization	6%	14%	80%	
		Work Unit	6%	10%	84%	
	My ideas are respected by others in my work unit.	Organization	6%	14%	80%	
		Work Unit	10%	13%	77%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
Teamwork	Members of my team communicate effectively with each other.	Organization	13%	20%	67%	
		Work Unit	26%	26%	48%	↓
Teamwork	I have positive working relationships with my co-workers.	Organization	4%	11%	85%	
		Work Unit	6%	10%	84%	
THE PERSON I REPORT TO						
	The person I report to listens to my suggestions and ideas for improvement.	Organization	9%	15%	76%	
		Work Unit	6%	6%	87%	↑
	The person I report to provides clear expectations regarding my work.	Organization	13%	20%	67%	
		Work Unit	19%	10%	71%	
Supervisory Level Management	The person I report to consults me on decisions that affect me.	Organization	15%	17%	67%	
		Work Unit	13%	29%	58%	↓
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	Organization	14%	19%	67%	
		Work Unit	13%	29%	58%	↓
	The person I report to is an effective manager.	Organization	15%	17%	68%	
		Work Unit	10%	23%	68%	
	The person I report to is an effective leader.	Organization	16%	18%	66%	
		Work Unit	10%	26%	65%	
	The person I report to maintains high standards of honesty and integrity.	Organization	8%	13%	79%	
		Work Unit	6%	6%	87%	↑
	The person I report to is open to flexible work arrangements to accommodate personal needs.	Organization	7%	13%	80%	
		Work Unit	6%	6%	87%	↑
	I am satisfied with the quality of supervision I receive.	Organization	11%	17%	72%	
		Work Unit	13%	13%	74%	



LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY EXECUTIVES						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	Organization	13%	22%	65%	
		Work Unit	13%	16%	71%	↑
Executive Level Management	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	Organization	13%	24%	64%	
		Work Unit	10%	23%	68%	
Executive Level Management	Executives in my organization provide clear direction for the future.	Organization	17%	26%	56%	
		Work Unit	10%	29%	61%	↑
	Essential information flows efficiently from senior leadership to staff.	Organization	18%	25%	57%	
		Work Unit	19%	23%	58%	
	Essential information flows efficiently from staff to senior leadership.	Organization	17%	29%	53%	
		Work Unit	10%	40%	50%	
	I have confidence in the senior leadership of my organization.	Organization	13%	21%	66%	
		Work Unit	6%	19%	74%	↑
MY ORGANIZATION						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	Organization	9%	21%	70%	
		Work Unit	10%	13%	77%	↑
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	Organization	10%	23%	67%	
		Work Unit	6%	19%	74%	↑
	I know how my work contributes to the achievement of my organization's goals.	Organization	9%	21%	70%	
		Work Unit	10%	26%	65%	↓

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY EMPLOYMENT AS A BC PUBLIC SERVANT						
Job Satisfaction	I am satisfied with my job.	Organization	11%	19%	70%	
		Work Unit	19%	32%	48%	↓
	I am satisfied with my work unit.	Organization	9%	19%	73%	
		Work Unit	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.	Organization	17%	18%	65%	
		Work Unit	28%	24%	48%	↓
Organization Satisfaction	I am satisfied with my organization.	Organization	11%	22%	67%	
		Work Unit	6%	26%	68%	
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	Organization	16%	21%	62%	
		Work Unit	21%	38%	41%	↓
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	Organization	7%	18%	76%	
		Work Unit	13%	19%	68%	↓
	I am proud to tell people I work for the BC Public Service.	Organization	9%	20%	71%	
		Work Unit	13%	29%	58%	↓
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	Organization	11%	19%	71%	
		Work Unit	23%	33%	43%	↓
	I would recommend the BC Public Service as a great place to work.	Organization	9%	21%	70%	
		Work Unit	13%	23%	65%	↓

TABLE 7. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS AVERAGE SCORES

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
<b>MY DAY-TO-DAY WORK</b>						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	76	73	68	+3	+8
Respectful Environment	My work unit values diversity.	76	78	73	-2	+3
Respectful Environment	My work unit is free from discrimination and harassment.	83	82	76	+1	+7
	I have adequate opportunities to candidly express ideas.	73	75	72	-2	+1
Empowerment	I have opportunities to provide input into decisions that affect my work.	69	71	67	-2	+2
Empowerment	I have the freedom to make the decisions necessary to do my job well.	65	71	67	-6	-2
	Innovation is valued in my work.	76	74	68	+2	+8
Empowerment	I am encouraged to be innovative in my work.	76	73	67	+3	+9
	I have the opportunities I need to implement new ideas.	69	67	62	+2	+7
	I am inspired to give my very best.	65	71	66	-6	-1
	My work unit is well supported during times of change.	63	60	55	+3	+8
	Appropriate accountabilities are in place in my work unit.	59	64	60	-5	-1
	I feel my job is secure.	60	59	58	+1	+2

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	77	66	59	+11	+18
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	79	68	60	+11	+19
	I am appreciated for the contribution I make to my organization.	73	71	65	+2	+8
Recognition	I receive meaningful recognition for work well done.	69	66	61	+3	+8
Recognition	In my work unit, recognition is based on performance.	71	65	60	+6	+11
Pay & Benefits	I am fairly paid for the work I do.	69	59	52	+10	+17
Pay & Benefits	My benefits meet my (and my family's) needs well.	66	64	58	+2	+8
	My work is meaningful.	70	75	75	-5	-5
	My job is a good fit with my skills and interests.	65	73	74	-8	-9
	I am proud of the work I do.	70	82	82	-12	-12
	My workplace procedures allow me to use my time as effectively as possible.	59	66	63	-7	-4
	The work I do gives citizens good value for their tax dollars.	72	81	78	-9	-6
	Work is distributed fairly in my work unit.	59	64	60	-5	-1

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
Stress & Workload	My workload is manageable.	69	64	59	+5	+10
Stress & Workload	My work-related stress is manageable.	68	64	59	+4	+9
	My job provides me with the right amount of challenge.	62	66	64	-4	-2
	I have support at work to provide a high level of service.	65	69	64	-4	+1
	I have support at work to balance my work and personal life.	73	70	66	+3	+7
<b>MY PHYSICAL ENVIRONMENT &amp; RESOURCES</b>						
Physical Environment & Tools	My physical work environment is satisfactory.	77	71	67	+6	+10
	The physical security of my workplace is satisfactory.	84	79	72	+5	+12
Physical Environment & Tools	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	87	75	68	+12	+19
	I have the information I need to do my job well.	68	68	66	0	+2
<b>MY DEVELOPMENT &amp; PERFORMANCE</b>						
Professional Development	My organization supports my work related learning and development.	75	73	65	+2	+10
Professional Development	The quality of training and development I have received is satisfactory.	73	68	62	+5	+11
Professional Development	I have adequate opportunities to develop my skills.	71	67	60	+4	+11

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
	I regularly receive feedback on my performance.	62	60	55	+2	+7
	I have opportunities for career growth within the BC Public Service.	70	62	55	+8	+15
	Of those who have had a performance review in the last 12 months: My performance review helps me achieve my performance goals.	66	60	57	+6	+9
<b>MY CO-WORKERS</b>						
Teamwork	When needed, members of my team help me get the job done.	81	80	78	+1	+3
	My ideas are respected by others in my work unit.	77	78	75	-1	+2
Teamwork	Members of my team communicate effectively with each other.	60	70	67	-10	-7
Teamwork	I have positive working relationships with my co-workers.	81	82	80	-1	+1
<b>THE PERSON I REPORT TO</b>						
	The person I report to listens to my suggestions and ideas for improvement.	79	76	74	+3	+5
	The person I report to provides clear expectations regarding my work.	71	71	68	0	+3
Supervisory Level Management	The person I report to consults me on decisions that affect me.	70	71	68	-1	+2
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	68	71	68	-3	0
	The person I report to is an effective manager.	72	71	68	+1	+4

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
	The person I report to is an effective leader.	70	70	67	0	+3
	The person I report to maintains high standards of honesty and integrity.	81	79	76	+2	+5
	The person I report to is open to flexible work arrangements to accommodate personal needs.	83	80	78	+3	+5
	I am satisfied with the quality of supervision I receive.	76	75	71	+1	+5
<b>MY EXECUTIVES</b>						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	71	68	60	+3	+11
Executive Level Management	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	71	68	60	+3	+11
Executive Level Management	Executives in my organization provide clear direction for the future.	68	64	56	+4	+12
	Essential information flows efficiently from senior leadership to staff.	62	64	56	-2	+6
	Essential information flows efficiently from staff to senior leadership.	63	62	54	+1	+9
	I have confidence in the senior leadership of my organization.	72	69	61	+3	+11

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
<b>MY ORGANIZATION</b>						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	77	72	64	+5	+13
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	76	71	63	+5	+13
	I know how my work contributes to the achievement of my organization's goals.	69	72	66	-3	+3
<b>MY EMPLOYMENT AS A BC PUBLIC SERVANT</b>						
Job Satisfaction	I am satisfied with my job.	62	72	69	-10	-7
	I am satisfied with my work unit.	72	74	71	-2	+1
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	63	70	67	-7	-4
Organization Satisfaction	I am satisfied with my organization.	69	70	64	-1	+5
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	59	68	64	-9	-5
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	69	75	71	-6	-2
	I am proud to tell people I work for the BC Public Service.	66	74	69	-8	-3
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	63	74	69	-11	-6
	I would recommend the BC Public Service as a great place to work.	69	73	66	-4	+3



## APPENDIX B

### Driver Descriptions

The 12 drivers of engagement are defined as follows:

#### **Empowerment**

Employees believe they have opportunities and freedom to be innovative, provide input, and make decisions to do their job well.

#### **Stress & Workload**

Employees perceive that their work-related stress and workload are manageable.

#### **Vision, Mission & Goals**

Employees believe their organization's vision, mission, and goals are well communicated and 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 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, that they clearly communicate strategic changes and priorities, and that they provide clear direction for the future.

#### **Supervisory-level Management**

Employees believe the person they report to keeps them informed and consults them on decisions that affect their work.

## APPENDIX C

### Data Collection Methodology

#### Administering the Survey

BC Stats distributed the 2009 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, exempting agencies, boards or commissions.

The 2009 survey is the fourth cycle of the Work Environment Survey. This cycle of the survey was administered between April 6-29, 2009. The vast majority of employees received an internet-based survey.

A small proportion of employees who do not have access to the internet at their workplace were sent a mail survey. To allow more time for mailing, the mail surveys were sent to employees on March 25, 2009. All mail survey recipients were also provided with the option of completing the survey online.

#### 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 survey administration team. All BC Stats employees are sworn under the *Statistics Act*.

Each response was coded with a confidential number, which allows BC Stats to attach demographic information, such as organization, work unit, age, years of service, and occupation.

No names or contact information are stored with the responses and only aggregate results are provided in reports. All information collected in the survey is protected by the *Statistics Act*. Individual responses or information that could identify an individual cannot be disclosed to anyone.

## Questionnaire Development

This section presents the definitions used in the 2009 BC Public Service Work Environment Survey.

### 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	- religion	- sex
- colour	- marital status	- sexual orientation
- ancestry	- family status	- physical or mental disability
- place of origin	- age	- unrelated criminal conviction
- political belief		
- *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 explain or describe how to complete a task or accomplish a result.
- Your *workplace* refers to your immediate physical surroundings in which you work (e.g., branch office, regional office, district office). Your workplace may have one or more work units.
- Your *organization* refers to your ministry, agency, office, or commission of the Province.
- “*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.

## APPENDIX D

### History and Background

In 2001 and 2003, the Office of the Auditor General (OAG) undertook studies of the BC government work environment. After the first study, the Auditor General reported:

*"I believe a well performing government, one that meets the service expectations of British Columbians, can only be achieved through a strong, highly competent and committed public service."*

In 2005, the BC Public Service Agency committed to measure the public service work environment annually. The commitment to annual government-wide measurement is reinforced in the BC Public Service Corporate Human Resources Plan, released in October 2006:

*"...We will gauge our progress annually through a Work Environment Survey overseen by the BC Public Service Agency, and share these results with all employees."*

In early 2006, BC Stats and the BC Public Service Agency conducted the first annual government-wide Work Environment Survey. Annual surveys have been conducted since. The Work Environment Survey is now considered to be an annual measurement program.

#### Employee Engagement and the Service Value Chain

In the private sector, research shows that companies with highly engaged employees are more productive, experience less absenteeism, and retain more employees than other companies do.

Higher employee engagement also translates into better services and/or products, more satisfied customers, and ultimately, higher profits. These relationships, identified in 1994 by James Heskett and his colleagues at Harvard University, are described as the *Service Profit Chain*.

A similar set of linkages applies in the public sector. Public organizations with higher levels of employee engagement have less turnover, are more productive, and provide better service to citizens and businesses.

While the 'bottom line' is easy to identify and measure for private companies, there is no simple bottom line for the public sector, particularly given the multiple roles played by government.

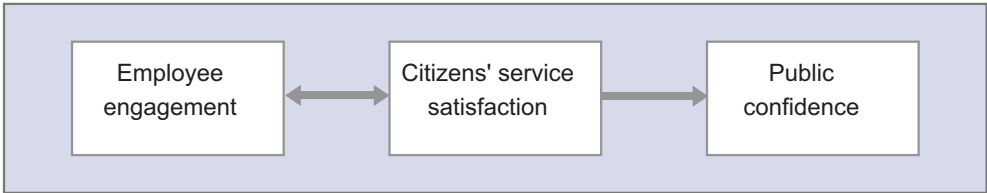
**Public confidence  
is our 'bottom line'**

However, the success of government is related to the trust and confidence that citizens have in their government. The link between citizens' service satisfaction with government services and their trust and confidence in government has been established by Canadian researchers in the *Citizens First* study.

Using public confidence as government’s bottom line, a public sector version of the service profit chain can be used to describe relationships between employee engagement, citizens’ service satisfaction, and public confidence. These linkages are known as the *Service Value Chain*, identified by Brian Marson and Ralph Heintzman in 2005.

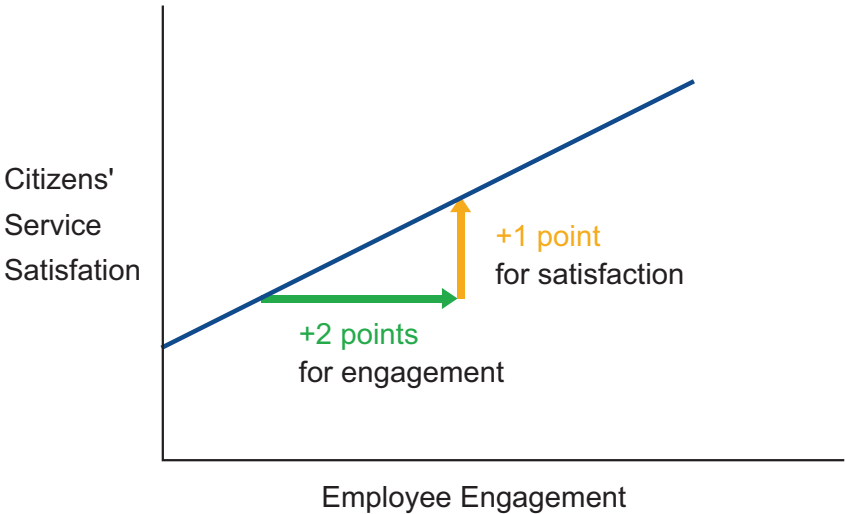
In the chain, a two-way link exists between employee engagement and citizens’ service satisfaction (Figure 4).

FIGURE 4. SERVICE VALUE CHAIN



Recently, BC Stats tested this link for the BC Public Service by analysing employee engagement scores with citizens’ service satisfaction scores from 41 work units in the BC Public Service and the Region of Peel. The analysis concluded that a positive relationship exists between the two components. In other words, employees have a direct quantifiable impact on citizens’ service satisfaction. Specifically, it was revealed that for every 2-point increase in employee engagement, there was a corresponding 1-point increase in citizens’ service satisfaction (Figure 5).

FIGURE 5. SATISFACTION-ENGAGEMENT RELATIONSHIP



## APPENDIX E

### Response Rates

In your organization this year, 97% of employees completed the survey.

TABLE 8. RESPONSE RATES

	Your Work Unit	Your Organization	BC Public Service
Completed surveys	31	1,779	23,574
Total employees	32	1,988	26,985
Response rate	97%	89%	87%

**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 and reliable data.

## APPENDIX F

### Identifying Your Work Unit

Using department IDs (also called payroll numbers) from the Corporate Human Resource Information System (CHIPS), BC Stats worked together with your Strategic Human Resource representative to identify your specific work units. The department IDs included in this reports are shown in Table 9.

TABLE 9. DEPARTMENT IDS INCLUDED IN THIS WORK UNIT

DEPARTMENT IDS			
112-0085	112-0213	112-0563	112-0567

Given that the Work Environment Survey is now considered an annual measurement program, a set of firm reporting criteria have been established. To obtain a report, a work unit must have at least 20 employees and achieve a minimum 50% response rate. Larger work units must have at least 50 employees and achieve a minimum 40% response rate to obtain a report. These criteria were implemented to ensure respondent confidentiality.

Within the last year, the department IDs have changed considerably in several ministries. For this reason, it is not recommended that work unit results be compared across years.

## APPENDIX G

### Additional Reading and References

If you are interested in more information, please refer to the articles below:

Adams, S. 2009. Defining and Measuring Employee Engagement in the BC Public Service. Research paper prepared for the Desautels Faculty of Management, MBA program.

Blessing White, Inc. 2008. The State of Employee Engagement: North American Overview.

Grawitch, M.J., Gottschalk, M., & Munz, D.C. 2006. The Path to a Healthy Workplace: A Critical Review Linking Healthy Workplace Practices, Employee Well-being and Organizational Improvement. *Consulting Psychology Journal*, 58(3), 129-147.

Henley, A.B., Shook, C.L., Peterson, M. 2006. The Presence of Equivalent Models in Strategic Management Research using Structural Equation Modeling: Assessing and Addressing the Problem. *Organizational Research Methods*, 9(4), 516-535.

Heintzman, R. and Marson, B. 2006. People, Service and Trust: Links in a Public Sector Service Value Chain. *Canadian Government Executive*. Vol 12 (5).

Schmidt, F. and Marson, B. 2007. Employee Engagement: A Foundation for Organizational Performance. *Canadian Government Executive*. Vol 13 (2).

Spears, G. 2006. *Finding Common Ground: Drivers of Employee Satisfaction in the Public Service*. Paper prepared for the Treasury Board Secretariat. Erin: Ontario, Erin Research Inc.

Vance, R.J. 2006. Employee Engagement and Commitment: A Guide to Understanding, Measuring and Increasing Engagement in your Organization. Society for Human Resource Management.

### Acknowledgements

BC Stats wishes to acknowledge the expertise, advice, and contributions of Dr. Faye Schmidt (Schmidt & Carbol Consulting Inc.) and Dr. George Spears (Erin Research Inc.). Their contributions were essential during the questionnaire development, structural equation modeling, and reporting. BC Stats also wishes to thank all team members and partners of the BC Public Service Work Environment Survey Program.



If you have any questions  
about the information in this report,  
please contact the  
Work Environment Survey team at BC Stats.  
250-952-6822



# exploring employee engagement

in your organization

June 2009

Citizens' Services

Common Business Services

Work Environment Survey 2009





## Introduction to Employee Engagement

Engagement Scores at a Glance	
Your work unit	74
Your organization	72
BC Public Service	68
Compared to your organization	+2
Compared to BC Public Service	+6

Employee engagement is a concept that refers to an employee's satisfaction with their job, organization and level of organizational commitment. In the BC Public Service, employee engagement is critical to everything we do. The quality of the service we provide to citizens and businesses depends on how engaged and passionate our employees are about what they do.

To unleash their potential, people need a work environment that is supportive and empowering, where respect is the foundation and teamwork the norm, where communication is clear and honest, where diversity of perspective is welcomed, and where people are meaningfully recognized for the outcomes of their work. This is the kind of environment that the BC Public Service strives to create in each work unit, and in each ministry.

The business case for employee engagement is strong. Research shows that organizations with highly engaged employees are more productive, retain more employees, and provide better service than other organizations do.

## Organization of this Report

This report presents the results of the Work Environment Survey in several formats, starting with the big picture and working towards a detailed understanding of the results:

- **Evaluating Performance:** A summary of your work unit and organizational results can be found on page 4. These results are also illustrated on pages 6 and 7, respectively.
- **Summary of Your 2009 Results:** See Table 2 on page 11 to dig deeper into your results, by looking at the survey questions that underlie the engagement model.
- **Focusing on the Detail:** Turn to Appendix A for detailed results of all survey questions over the years. Results are shown as percentages (page A-2) and as average scores (page A-9).
- **Additional Information:** Appendices B through G provide definitions, information on data collection, history, and additional resources.

## How to Interpret Your Results

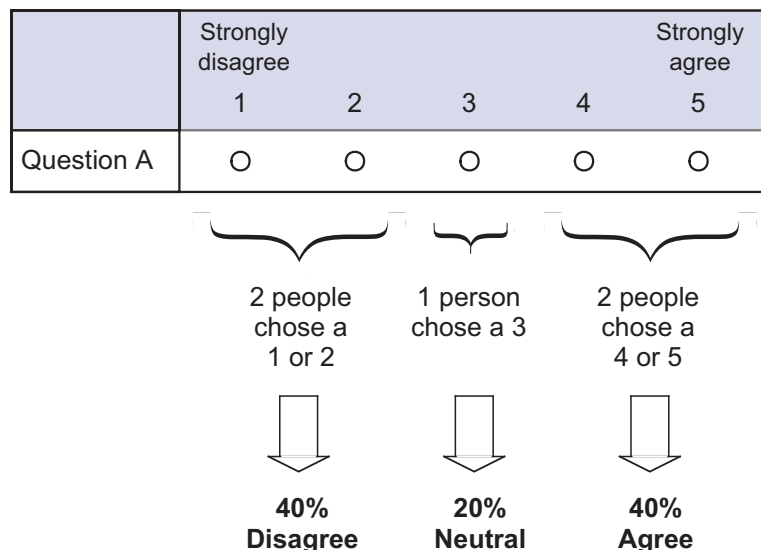
In this report, the survey results are presented in two different but complementary ways: as percentages and as average scores.

- **Percentages** show the proportion of employees who disagreed, agreed, or gave a neutral response to each survey question. The percentages will help you understand the *range* of different opinions about a question.
- **Average scores** are a single number (*not a percentage*) that express all the responses to a survey question. We use average scores in the Employee Engagement Model because they are ideal for making comparisons within and between organizations.

In order to help you interpret the results properly, we've provided the following simple description of how we calculated these figures, using a hypothetical survey sample of five respondents.

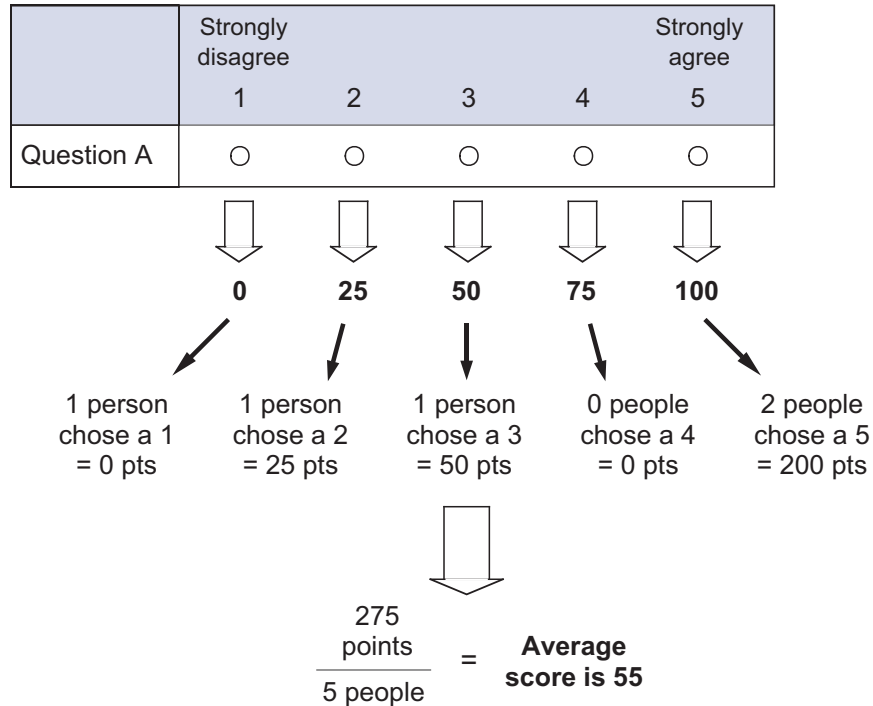
### Calculating Percentages

For each question, we totalled the number of times each response has been selected by respondents. The five-point scale is then collapsed into three categories in order to simplify and streamline the amount of information that is shown in the detailed tables. We then grouped the responses into one of the three categories, and divided by the total number of respondents, to arrive at the percentages.



## Calculating Average Scores

To calculate average scores, we followed another two-step process. First, we converted the 5-point scale to 0, 25, 50, 75 and 100 points. Then, we added up all the points and divided by the number of people in the group. This gives us the average score for each question.



As you dig deeper into the results presented throughout this report, you will use percentages and average scores to understand the story being told by the Work Environment Survey results.

Please keep in mind that although the scores and results are important, they only provide part of the picture. It is also important to understand how the results and all the parts of the Employee Engagement Model fit together conceptually and in practice. Read each section carefully so you know how to use the information most effectively.

## Evaluating Performance in your Work Unit

Table 1 presents the engagement model scores for your work unit, your organization and that of the BC Public Service.

Using this table, you can make the following comparisons:

- **to organization:** Compare your work unit results with the results of your organization. Your *organization* refers to your ministry, agency, office, or commission of the Province.
- **to overall:** Compare your work unit results with the results of the BC Public Service overall.

TABLE 1. EVALUATING PERFORMANCE

	Your Work Unit	Your Organization	BC Public Service	COMPARE TO	
				Organization	Overall
<b>ENGAGEMENT SCORE</b>	<b>74</b>	<b>72</b>	<b>68</b>	<b>+2</b>	<b>+6</b>
<b>ROOF</b>					
BC Public Service Commitment	76	75	70	+1	+6
Job Satisfaction	73	72	69	+1	+4
Organization Satisfaction	72	70	64	+2	+8
<b>BUILDING BLOCKS</b>					
Empowerment	72	72	67	0	+5
Stress & Workload	67	64	59	+3	+8
Vision, Mission & Goals	72	72	63	0	+9
Teamwork	77	77	75	0	+2
Physical Environment & Tools	72	73	67	-1	+5
Recognition	64	66	61	-2	+3
Professional Development	68	69	62	-1	+6
Pay & Benefits	59	61	55	-2	+4
Staffing Practices	63	67	60	-4	+3
Respectful Environment	76	77	73	-1	+3
<b>FOUNDATION</b>					
Executive-level Management	66	67	59	-1	+7
Supervisory-level Management	71	71	68	0	+3

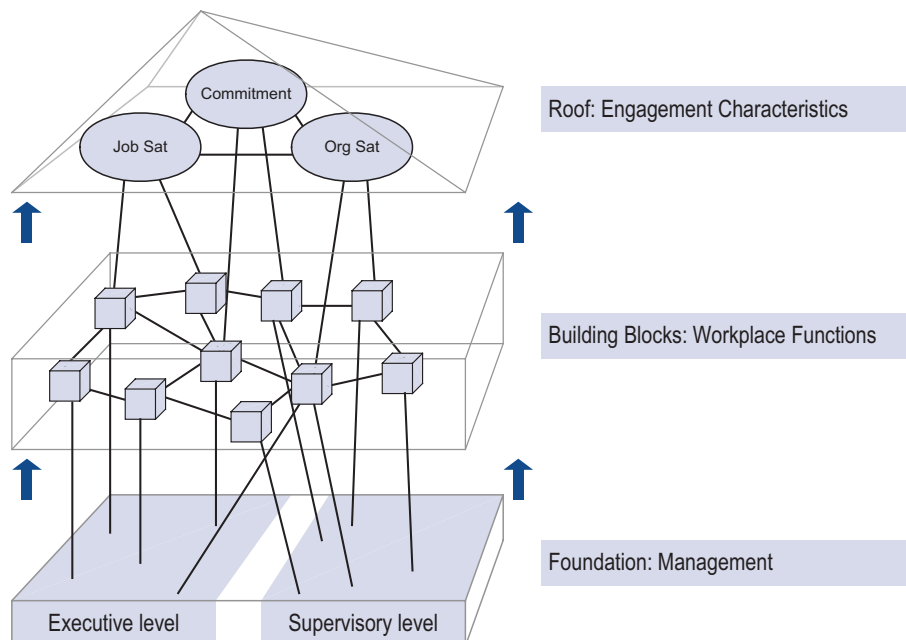
## Employee Engagement Model Framework

BC Stats built the Employee Engagement Model using a statistical technique called structural equation modelling. The model has three parts:

- **Foundation:** The foundation of the model consists of both executive and supervisory-level management. The foundation supports all the building blocks and as such, has a large impact on overall employee engagement.
- **Building blocks:** The building blocks represent the various parts of the work environment that have the greatest impact on employee engagement. Each building block is developed from a cluster of survey questions that define a workplace concept.
- **Roof:** The roof of the house, supported by the foundation and building blocks, represents *employee engagement*. At its core, three characteristics define engagement: job satisfaction, organization satisfaction, and commitment to the BC Public Service.

To visually represent the model, the *house diagram* was designed to show what is most important in the workplace and how all the pieces fit together. As Figure 1 illustrates, the model is complex and should be thought of as multi-dimensional.

FIGURE 1. OVERVIEW OF THE MODEL



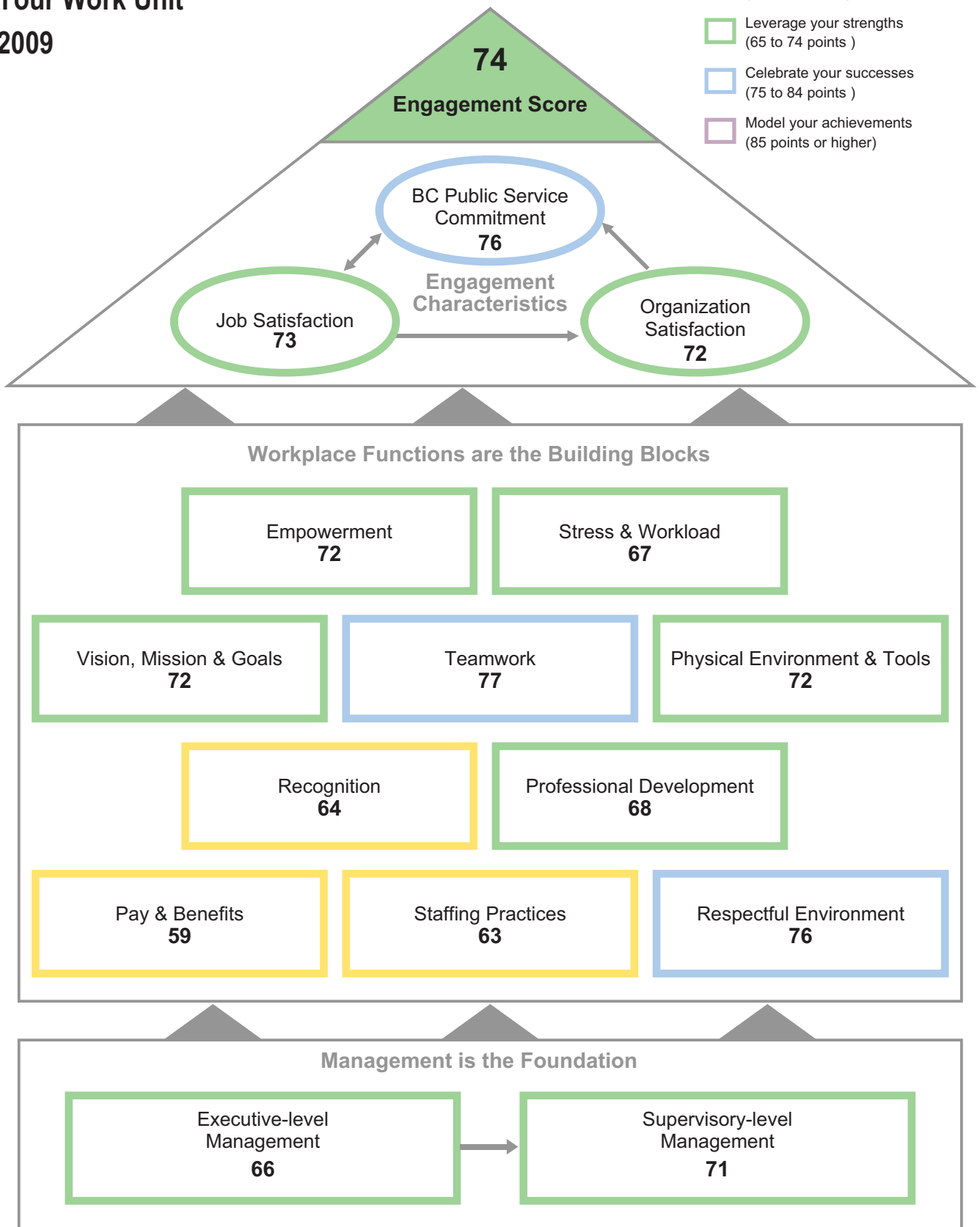
For visual clarity, the model is shown as a two-dimensional diagram on the next two pages. The diagrams show your work unit and organizational scores, respectively.



# Employee Engagement Model

## Your Work Unit

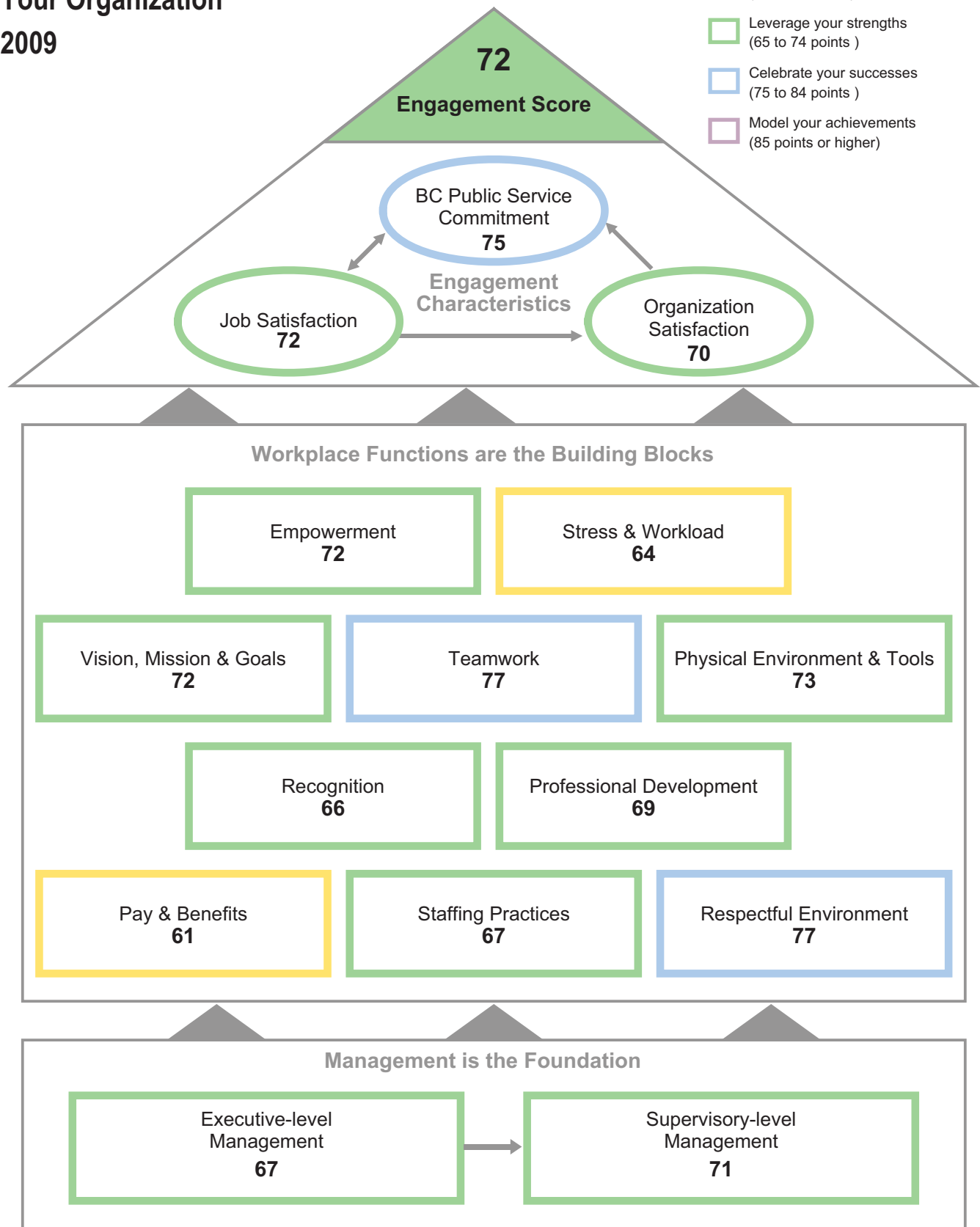
### 2009



# Employee Engagement Model

## Your Organization

### 2009



## Understanding the Engagement Model

Components of the model, including the foundation, building blocks and engagement characteristics have remained the same across the last three years. This means that even with new data each year, the relationships between the pieces of the model remain quite static. This adds to the strength of the model and the confidence we have in it.

The house diagrams on the previous pages have been simplified for clarity, but there is actually considerable depth to the model and your results. To gain more insight, we need to explore the model in two steps:

- **Step 1.** Explore specific concepts shown in the model. For example, what does the *recognition* building block really mean?
- **Step 2.** Trace the relationships between concepts in the model. For example, how does *recognition* connect to and influence other building blocks in the model?

### Step 1. Explore Model Concepts

Using structural equation modelling to analyse the survey responses, BC Stats identified questions that express a topic or concept in the workplace. Each group of related questions combines to form a driver, meaning that, through a complex web of relationships with other concepts, it has the capacity to drive engagement upward or downward.

Drivers express workplace topics or concepts. These concepts drive overall engagement upward or downward.

In the model diagram, we expressed each driver as a single concept, such as *recognition*. Although recognition can mean different things to different people, two questions were shown to directly influence employee engagement. Specifically, they are:

- “I receive meaningful recognition for the work I do.”
- “In my work unit, recognition is based on performance.”

From the inclusion of these two questions in the model (among the 33 model questions in total), we concluded that meaningful and performance-based recognition has an impact on an employee’s level of engagement.

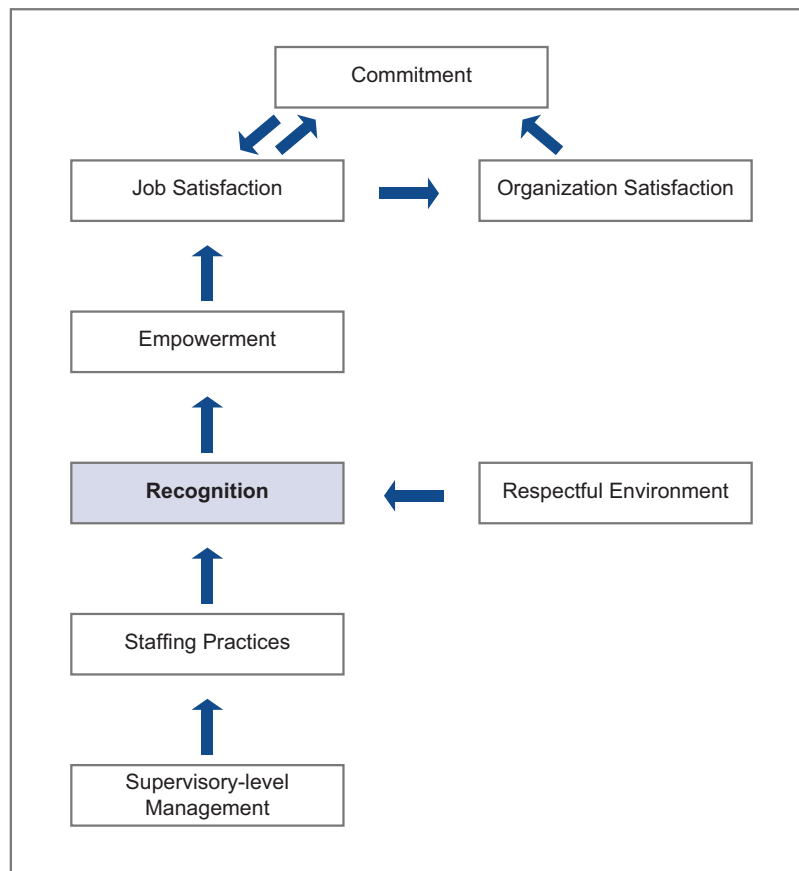
## Step 2. Trace Model Relationships

We should pay attention not only to the engagement model scores, but also to the variety of ways drivers can impact each other. By analysing how people answered the driver questions, we are able to determine the relationships between the drivers.

These relationships are important because they help us understand how the drivers work together to impact engagement. Each of these connections flow in a specific direction. The connections link drivers to form over 30 unique pathways that create the architecture of the model.

Let's take a look at an actual example of one of these pathways. For simplicity, let's take a look at one of the strongest pathways in the engagement model that contains recognition. As shown in Figure 2, supervisory-level management has an *indirect* impact on recognition via the staffing practices driver. Comparatively, staffing practices and respectful environment have a *direct* impact on the recognition driver. Recognition, in turn, impacts empowerment, which then impacts job satisfaction. As one of the defining characteristics of engagement, job satisfaction impacts both organization satisfaction and commitment. Organization satisfaction also impacts commitment.

FIGURE 2. ONE PATHWAY IN THE MODEL: RECOGNITION



The relationship between supervisory-level management and recognition makes sense intuitively. While recognition can take many forms and come from different places, supervisors are well-positioned to provide meaningful recognition for an employee as supervisors are typically closest to an employee's work.

Similarly, we can understand the relationship between staffing practices and recognition. Promotions based on job performance are a powerful form of recognition. Staffing actions within a work unit and organization, conducted through a fair and merit-based selection process, can send a strong message about how managers and supervisors recognize their employees.

Working in a respectful environment also impacts recognition. Employees feel more recognized in an environment that is healthy, diverse and free from discrimination and harassment.

Drivers work  
together to impact  
engagement

Recognition, in turn, plays a role in empowerment. When people receive meaningful and performance-based recognition, they are more likely to feel empowered with their work. When recognized and valued, employees are more likely to feel they have the opportunities and freedom to provide input, make decisions, and be innovative.

Empowerment has a direct connection to job satisfaction. Those individuals who feel empowered with their work tend to have greater job satisfaction. They are more satisfied with their jobs because they are presented with opportunities to influence outcomes in their work by making the decisions necessary to do their jobs well.

People who are satisfied with their jobs tend to be more satisfied with their organizations. Those who are satisfied with their organizations tend to be more committed. People who are committed tend to be satisfied with their jobs and thus, are more engaged. Conversely, these characteristics can also spiral downwards in a poorly functioning work environment.

This example, using one pathway, provides insight into how you may interpret and act on your results. It is acceptable to isolate a group of drivers in order to focus thinking in one area, as long as it is recognized that each pathway is also connected to others. Organizations are complex – as complex as the collection of individuals that make them up! Therefore, each unique work environment requires a tailored set of responses. The next section turns to putting your results together to uncover these unique stories.

## Putting it all Together

As a final step, it is important to understand how to put all the results together. To illustrate, let's look at another example. Since the questions in the table below all have an average score of 60, we might initially conclude that the responses to all three questions are equivalent. However, the distribution of responses *within* each of the three categories tells a very different story than simply looking at the average score.

	Average Score	PERCENTAGES		
		Disagree	Neutral	Agree
Innovation is valued in my work.	60	20%	30%	50%
Work is distributed fairly in my work unit.	60	40%	10%	50%
I have the information I need to do my job well.	60	10%	60%	30%

The first question shows a typical distribution of responses, where one-half of the respondents agreed with the statement. In the second question, opinion is quite polarized as most people either disagreed or agreed. In the third question, there are a large number of neutral responses. This tells us that while people did not actively disagree with the question, there may be reasons why they could not fully agree with the statement. Thus, neutral responses are also worthy of attention.

## Summary of Your Driver Results

The following table lists all the survey questions that underlie each driver in the model – these are referred to as the *model questions*. For each question, we have provided the average score and percentages.

TABLE 2. SUMMARY OF YOUR DRIVER RESULTS

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
ENGAGEMENT SCORE		74			
ENGAGEMENT (Roof)	BC Public Service Commitment	76			
	Overall, I am satisfied in my work as a BC Public Service employee.	76	7%	15%	79%
	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	76	10%	16%	74%
	Job Satisfaction	73			
	I am satisfied with my job.	73	9%	17%	74%
	Organization Satisfaction	72			
	I am satisfied with my organization.	72	9%	23%	68%

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
WORKPLACE FUNCTIONS (Building Blocks)	<b>Empowerment</b>	<b>72</b>			
	I have opportunities to provide input into decisions that affect my work.	72	15%	17%	69%
	I have the freedom to make the decisions necessary to do my job well.	73	10%	18%	72%
	I am encouraged to be innovative in my work.	72	9%	23%	68%
	<b>Stress &amp; Workload</b>	<b>67</b>			
	My workload is manageable.	67	11%	28%	61%
	My work-related stress is manageable.	66	12%	28%	59%
	<b>Vision, Mission &amp; Goals</b>	<b>72</b>			
	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	73	8%	22%	70%
	The vision, mission and goals of my organization are communicated well.	70	11%	25%	64%
	<b>Teamwork</b>	<b>77</b>			
	When needed, members of my team help me get the job done.	80	6%	13%	80%
	Members of my team communicate effectively with each other.	70	12%	21%	67%
	I have positive working relationships with my co-workers.	82	4%	11%	85%
	<b>Physical Environment &amp; Tools</b>	<b>72</b>			
	My physical work environment is satisfactory.	70	9%	24%	67%
	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	74	9%	17%	74%
	<b>Recognition</b>	<b>64</b>			
	I receive meaningful recognition for work well done.	65	18%	21%	61%
	In my work unit, recognition is based on performance.	62	19%	25%	56%

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
WORKPLACE FUNCTIONS Continued...	<b>Professional Development</b>	<b>68</b>			
	My organization supports my work related learning and development.	72	10%	21%	69%
	The quality of training and development I have received is satisfactory.	66	13%	28%	59%
	I have adequate opportunities to develop my skills.	66	14%	26%	60%
	<b>Pay &amp; Benefits</b>	<b>59</b>			
	I am fairly paid for the work I do.	56	25%	27%	47%
	My benefits meet my (and my family's) needs well.	62	19%	29%	53%
	<b>Staffing Practices</b>	<b>63</b>			
	In my work unit, the selection of a person for a position is based on merit.	63	20%	24%	55%
	In my work unit, the process of selecting a person for a position is fair.	64	20%	23%	58%
	<b>Respectful Environment</b>	<b>76</b>			
	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	72	13%	18%	69%
	My work unit values diversity.	76	7%	18%	75%
	My work unit is free from discrimination and harassment.	80	8%	12%	80%
MANAGEMENT (Foundation)	<b>Executive-level Management</b>	<b>66</b>			
	Executives in my organization communicate decisions in a timely manner.	67	13%	25%	63%
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	66	12%	27%	61%
	Executives in my organization provide clear direction for the future.	64	17%	26%	57%
	<b>Supervisory-level Management</b>	<b>71</b>			
	The person I report to consults me on decisions that affect me.	71	16%	17%	67%
	The person I report to keeps me informed of things I need to know.	71	15%	18%	68%



## Workplace Change and Engagement

In the last two cycles of the Work Environment Survey, several questions measuring the amount, type and impact of workplace change were asked. The following analysis is for the BC Public Service overall.

### Overall Trends in the BC Public Service

#### Moderate Amounts of Change Result in Highest Engagement

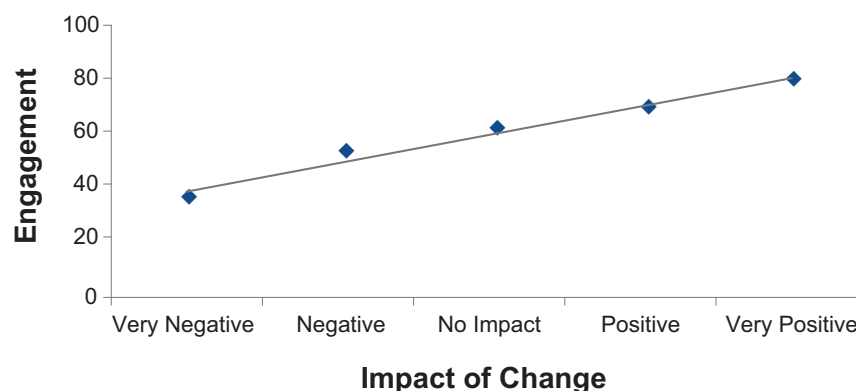
Within the last year, organizations have experienced different types of workplace change, including ministry name changes and shuffling of work units. It was found that the amount of workplace change an employee experiences has a minimal level of influence on overall engagement. In general, it was observed that employees seem to value moderate levels of change. Those who reported at the extreme ends of the scale (either none or substantial change) exhibited lower engagement scores than those who experienced less extreme amounts of change.

#### Engagement by Perceived Impact of Change

How an employee perceives the impact of change was found to affect their level of engagement. It was observed that employees' perceptions on the impact of workplace change are divided, where approximately equal proportions of employees perceived the change(s) that occurred to be negative, to have no impact, or to be positive.

As illustrated in Figure 3 below, a clear linear relationship exists between an employee's perceived impact of change and their level of engagement. On average, for every increase in the perceived impact of change (e.g., from *negative* to *no impact*), there is an average increase of 10 points on engagement.

FIGURE 3. ENGAGEMENT BY PERCEIVED IMPACT OF CHANGE



It was interesting to note, that despite the amount of change this year, the overall trends remained unchanged when compared to last year. These findings, in combination with an improvement in the executive-level management driver suggests that executives and senior leaders overall are effectively managing and supporting staff through this year of change.

## Workplace Change in Your Work Unit

The tables below present the results to the change questions for your work unit, your organization and the BC Public Service.

TABLE 3. AMOUNT OF WORKPLACE CHANGE

Change Amount	Your Work Unit	Your Organization	BC Public Service
None	4%	2%	3%
Small amount	13%	7%	9%
Moderate amount	33%	23%	29%
Large amount	28%	25%	23%
Substantial amount	23%	42%	36%

TABLE 4. TYPES OF CHANGE EXPERIENCED

Type of Workplace Change	% Yes		
	Your Work Unit	Your Organization	BC Public Service
Your job (e.g., new job, promotion, transfer, etc.)	44%	46%	43%
Your duties or responsibilities in your existing job	64%	70%	67%
Your workplace procedures or policies	56%	72%	70%
Your workplace budget	60%	81%	82%
Your physical environment	49%	52%	48%
Your salary and/or benefits	42%	42%	44%
Your executive	18%	48%	56%
The person you report to	39%	43%	43%
Staff resulting in a net loss of talent/experience	47%	58%	59%
Staff resulting in a net gain of talent/experience	35%	38%	34%
Organizational structure	36%	61%	50%

The *positive* category in the table below contains the combined responses of positive and very positive. The same is true for the category labelled *negative*.

TABLE 5. IMPACT OF WORKPLACE CHANGE

Change Impact	Your Work Unit	Your Organization	BC Public Service
Positive	43%	39%	34%
No Impact	33%	26%	28%
Negative	24%	34%	38%

## Next Actions and Considerations

While changes or improvements at the highest level of an organization can and do make a difference to employee engagement, the most important changes happen at the local level, within work units and between people. Since there are different needs within each work unit, there is no single solution to increasing employee engagement.

The lack of a single solution should not be viewed as a limitation, but rather as an opportunity because it means there are many effective actions or changes that can be used to increase engagement.

It is important to keep in mind that the people within each work unit are experts in their local environments. For this reason, employees often know the most appropriate solutions for their circumstances and can assist in developing suitable plans of action. By involving employees in planning, you will not only arrive at fitting solutions, but you will also be empowering them to make a difference.

There are four actions that can be undertaken in any organization or work unit to help build employee engagement.

1. **Work through the results**  
There is a lot of information in this report. As you work through the report, take notes, write in the margins, or draw diagrams. The more you can engage with the results, the better you will understand the employee engagement concepts and relationships.
2. **Use the results to start conversations**  
Discuss the results with your colleagues and/or your team. Encourage people to explore, think, and debate. What do these results mean for your organization or work unit? Do these results truly reflect how people feel about their work environment? What would you like to know more about?
3. **Make changes strategically**  
Inaction can cause organizations to stagnate, while change executed too hastily can have a boomerang effect. Think carefully about short and long-term actions. Be patient. Successful changes need time.
4. **Support each other through change**  
This is sensitive material, but it has the power to transform. People need consistent support to make change happen and to be comfortable with the changes. This applies to employees, managers, and executives.

# APPENDICES

## Appendices

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## APPENDIX A

### Detailed Survey Results

This section presents the results of all of the survey questions shown as percentages (Table 6), and as average scores (Table 7). Results are based on those employees who expressed an opinion. Percentages may not sum to 100%, due to rounding.

Since work units change from year-to-year, it is not recommended that work unit results be compared across years. For this reason, previous years' work unit results are not provided in this report.

In both Table 6 and Table 7, the column labelled *Linkage to Model* identifies the questions that form drivers or characteristics within the Employee Engagement Model.

In Table 6, the column labelled *Difference* shows whether the percent agree category differs meaningfully between your work unit and your organizational results, where:

- the (↑) arrow shows increases of 5 percentage points or more than your organizational results
- the (↓) arrow shows decreases of 5 percentage points or more than your organizational results

While the column labelled *Difference* highlights the changes in the percent agree column, it is also important to look for changes in the percent disagree and percent neutral columns in order to fully interpret the data.

In Table 7, the column labelled *Compare to* shows how many points your work unit scores differ from your organization and from the BC Public Service overall. Rather than an arrow, this table displays +/- differences between the scores.

TABLE 6. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS PERCENTAGES

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY DAY-TO-DAY WORK						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	Organization	12%	17%	71%	
		Work Unit	13%	18%	69%	
Respectful Environment	My work unit values diversity.	Organization	6%	16%	78%	
		Work Unit	7%	18%	75%	
Respectful Environment	My work unit is free from discrimination and harassment.	Organization	7%	11%	83%	
		Work Unit	8%	12%	80%	
	I have adequate opportunities to candidly express ideas.	Organization	10%	15%	75%	
		Work Unit	11%	15%	74%	
Empowerment	I have opportunities to provide input into decisions that affect my work.	Organization	13%	18%	68%	
		Work Unit	15%	17%	69%	
Empowerment	I have the freedom to make the decisions necessary to do my job well.	Organization	12%	19%	70%	
		Work Unit	10%	18%	72%	
	Innovation is valued in my work.	Organization	10%	19%	72%	
		Work Unit	9%	21%	70%	
Empowerment	I am encouraged to be innovative in my work.	Organization	11%	18%	71%	
		Work Unit	9%	23%	68%	
	I have the opportunities I need to implement new ideas.	Organization	14%	24%	62%	
		Work Unit	13%	23%	64%	
	I am inspired to give my very best.	Organization	13%	20%	67%	
		Work Unit	14%	20%	66%	
	My work unit is well supported during times of change.	Organization	22%	27%	51%	
		Work Unit	18%	29%	53%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	Appropriate accountabilities are in place in my work unit.	Organization	18%	22%	60%	
		Work Unit	17%	26%	57%	
	I feel my job is secure.	Organization	24%	27%	50%	
		Work Unit	21%	26%	53%	
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	Organization	18%	21%	61%	
		Work Unit	20%	24%	55%	↓
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	Organization	16%	21%	63%	
		Work Unit	20%	23%	58%	↓
	I am appreciated for the contribution I make to my organization.	Organization	12%	20%	68%	
		Work Unit	13%	20%	66%	
Recognition	I receive meaningful recognition for work well done.	Organization	16%	24%	60%	
		Work Unit	18%	21%	61%	
Recognition	In my work unit, recognition is based on performance.	Organization	18%	23%	59%	
		Work Unit	19%	25%	56%	
Pay & Benefits	I am fairly paid for the work I do.	Organization	23%	26%	51%	
		Work Unit	25%	27%	47%	
Pay & Benefits	My benefits meet my (and my family's) needs well.	Organization	18%	24%	58%	
		Work Unit	19%	29%	53%	↓
	My work is meaningful.	Organization	8%	16%	76%	
		Work Unit	8%	17%	74%	
	My job is a good fit with my skills and interests.	Organization	11%	17%	72%	
		Work Unit	11%	18%	71%	
	I am proud of the work I do.	Organization	5%	11%	84%	
		Work Unit	5%	10%	85%	



LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	My workplace procedures allow me to use my time as effectively as possible.	Organization	14%	25%	61%	
		Work Unit	9%	24%	66%	↑
	The work I do gives citizens good value for their tax dollars.	Organization	4%	12%	83%	
		Work Unit	3%	13%	84%	
	Work is distributed fairly in my work unit.	Organization	19%	22%	59%	
		Work Unit	18%	21%	61%	
Stress & Workload	My workload is manageable.	Organization	16%	25%	59%	
		Work Unit	11%	28%	61%	
Stress & Workload	My work-related stress is manageable.	Organization	16%	26%	58%	
		Work Unit	12%	28%	59%	
	My job provides me with the right amount of challenge.	Organization	14%	24%	62%	
		Work Unit	12%	25%	63%	
	I have support at work to provide a high level of service.	Organization	13%	22%	65%	
		Work Unit	9%	24%	67%	
	I have support at work to balance my work and personal life.	Organization	12%	22%	66%	
		Work Unit	8%	23%	70%	
MY PHYSICAL ENVIRONMENT & RESOURCES						
Physical Environment & Tools	My physical work environment is satisfactory.	Organization	11%	19%	70%	
		Work Unit	9%	24%	67%	
	The physical security of my workplace is satisfactory.	Organization	5%	15%	80%	
		Work Unit	3%	16%	81%	
Physical Environment & Tools	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	Organization	8%	16%	76%	
		Work Unit	9%	17%	74%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	I have the information I need to do my job well.	Organization	11%	24%	65%	
		Work Unit	9%	21%	69%	
MY DEVELOPMENT & PERFORMANCE						
Professional Development	My organization supports my work related learning and development.	Organization	9%	18%	73%	
		Work Unit	10%	21%	69%	
Professional Development	The quality of training and development I have received is satisfactory.	Organization	12%	24%	65%	
		Work Unit	13%	28%	59%	↓
Professional Development	I have adequate opportunities to develop my skills.	Organization	14%	25%	61%	
		Work Unit	14%	26%	60%	
	I regularly receive feedback on my performance.	Organization	22%	27%	52%	
		Work Unit	27%	27%	45%	↓
	I have opportunities for career growth within the BC Public Service.	Organization	19%	27%	54%	
		Work Unit	23%	26%	51%	
	Have you had a performance review in the last 12 months?	Organization	16% No	--%	84% Yes	
		Work Unit	22% No	--%	78% Yes	↓
	Of those who have had a performance review in the last 12 months: My performance review helps me achieve my performance goals.	Organization	19%	30%	51%	
		Work Unit	25%	32%	44%	↓
MY CO-WORKERS						
Teamwork	When needed, members of my team help me get the job done.	Organization	6%	14%	80%	
		Work Unit	6%	13%	80%	
	My ideas are respected by others in my work unit.	Organization	6%	14%	80%	
		Work Unit	5%	15%	81%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
Teamwork	Members of my team communicate effectively with each other.	Organization	13%	20%	67%	
		Work Unit	12%	21%	67%	
Teamwork	I have positive working relationships with my co-workers.	Organization	4%	11%	85%	
		Work Unit	4%	11%	85%	
THE PERSON I REPORT TO						
	The person I report to listens to my suggestions and ideas for improvement.	Organization	9%	15%	76%	
		Work Unit	11%	15%	74%	
	The person I report to provides clear expectations regarding my work.	Organization	13%	20%	67%	
		Work Unit	16%	18%	67%	
Supervisory Level Management	The person I report to consults me on decisions that affect me.	Organization	15%	17%	67%	
		Work Unit	16%	17%	67%	
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	Organization	14%	19%	67%	
		Work Unit	15%	18%	68%	
	The person I report to is an effective manager.	Organization	15%	17%	68%	
		Work Unit	16%	15%	69%	
	The person I report to is an effective leader.	Organization	16%	18%	66%	
		Work Unit	17%	15%	67%	
	The person I report to maintains high standards of honesty and integrity.	Organization	8%	13%	79%	
		Work Unit	10%	13%	78%	
	The person I report to is open to flexible work arrangements to accommodate personal needs.	Organization	7%	13%	80%	
		Work Unit	6%	14%	80%	
	I am satisfied with the quality of supervision I receive.	Organization	11%	17%	72%	
		Work Unit	11%	15%	73%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY EXECUTIVES						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	Organization	13%	22%	65%	
		Work Unit	13%	25%	63%	
Executive Level Management	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	Organization	13%	24%	64%	
		Work Unit	12%	27%	61%	
Executive Level Management	Executives in my organization provide clear direction for the future.	Organization	17%	26%	56%	
		Work Unit	17%	26%	57%	
	Essential information flows efficiently from senior leadership to staff.	Organization	18%	25%	57%	
		Work Unit	21%	24%	55%	
	Essential information flows efficiently from staff to senior leadership.	Organization	17%	29%	53%	
		Work Unit	18%	29%	53%	
	I have confidence in the senior leadership of my organization.	Organization	13%	21%	66%	
		Work Unit	12%	22%	65%	
MY ORGANIZATION						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	Organization	9%	21%	70%	
		Work Unit	8%	22%	70%	
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	Organization	10%	23%	67%	
		Work Unit	11%	25%	64%	
	I know how my work contributes to the achievement of my organization's goals.	Organization	9%	21%	70%	
		Work Unit	8%	23%	68%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY EMPLOYMENT AS A BC PUBLIC SERVANT						
Job Satisfaction	I am satisfied with my job.	Organization	11%	19%	70%	
		Work Unit	9%	17%	74%	
	I am satisfied with my work unit.	Organization	9%	19%	73%	
		Work Unit	6%	20%	74%	
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	Organization	17%	18%	65%	
		Work Unit	15%	19%	67%	
Organization Satisfaction	I am satisfied with my organization.	Organization	11%	22%	67%	
		Work Unit	9%	23%	68%	
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	Organization	16%	21%	62%	
		Work Unit	13%	21%	66%	
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	Organization	7%	18%	76%	
		Work Unit	7%	15%	79%	
	I am proud to tell people I work for the BC Public Service.	Organization	9%	20%	71%	
		Work Unit	8%	20%	72%	
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	Organization	11%	19%	71%	
		Work Unit	10%	16%	74%	
	I would recommend the BC Public Service as a great place to work.	Organization	9%	21%	70%	
		Work Unit	8%	20%	72%	

TABLE 7. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS AVERAGE SCORES

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
<b>MY DAY-TO-DAY WORK</b>						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	72	73	68	-1	+4
Respectful Environment	My work unit values diversity.	76	78	73	-2	+3
Respectful Environment	My work unit is free from discrimination and harassment.	80	82	76	-2	+4
	I have adequate opportunities to candidly express ideas.	75	75	72	0	+3
Empowerment	I have opportunities to provide input into decisions that affect my work.	72	71	67	+1	+5
Empowerment	I have the freedom to make the decisions necessary to do my job well.	73	71	67	+2	+6
	Innovation is valued in my work.	73	74	68	-1	+5
Empowerment	I am encouraged to be innovative in my work.	72	73	67	-1	+5
	I have the opportunities I need to implement new ideas.	69	67	62	+2	+7
	I am inspired to give my very best.	71	71	66	0	+5
	My work unit is well supported during times of change.	62	60	55	+2	+7
	Appropriate accountabilities are in place in my work unit.	64	64	60	0	+4
	I feel my job is secure.	61	59	58	+2	+3

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	63	66	59	-3	+4
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	64	68	60	-4	+4
	I am appreciated for the contribution I make to my organization.	70	71	65	-1	+5
Recognition	I receive meaningful recognition for work well done.	65	66	61	-1	+4
Recognition	In my work unit, recognition is based on performance.	62	65	60	-3	+2
Pay & Benefits	I am fairly paid for the work I do.	56	59	52	-3	+4
Pay & Benefits	My benefits meet my (and my family's) needs well.	62	64	58	-2	+4
	My work is meaningful.	74	75	75	-1	-1
	My job is a good fit with my skills and interests.	72	73	74	-1	-2
	I am proud of the work I do.	82	82	82	0	0
	My workplace procedures allow me to use my time as effectively as possible.	70	66	63	+4	+7
	The work I do gives citizens good value for their tax dollars.	81	81	78	0	+3
	Work is distributed fairly in my work unit.	65	64	60	+1	+5

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
Stress & Workload	My workload is manageable.	67	64	59	+3	+8
Stress & Workload	My work-related stress is manageable.	66	64	59	+2	+7
	My job provides me with the right amount of challenge.	68	66	64	+2	+4
	I have support at work to provide a high level of service.	71	69	64	+2	+7
	I have support at work to balance my work and personal life.	73	70	66	+3	+7
<b>MY PHYSICAL ENVIRONMENT &amp; RESOURCES</b>						
Physical Environment & Tools	My physical work environment is satisfactory.	70	71	67	-1	+3
	The physical security of my workplace is satisfactory.	79	79	72	0	+7
Physical Environment & Tools	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	74	75	68	-1	+6
	I have the information I need to do my job well.	71	68	66	+3	+5
<b>MY DEVELOPMENT &amp; PERFORMANCE</b>						
Professional Development	My organization supports my work related learning and development.	72	73	65	-1	+7
Professional Development	The quality of training and development I have received is satisfactory.	66	68	62	-2	+4
Professional Development	I have adequate opportunities to develop my skills.	66	67	60	-1	+6



LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
	I regularly receive feedback on my performance.	56	60	55	-4	+1
	I have opportunities for career growth within the BC Public Service.	60	62	55	-2	+5
	Of those who have had a performance review in the last 12 months: My performance review helps me achieve my performance goals.	54	60	57	-6	-3
<b>MY CO-WORKERS</b>						
Teamwork	When needed, members of my team help me get the job done.	80	80	78	0	+2
	My ideas are respected by others in my work unit.	78	78	75	0	+3
Teamwork	Members of my team communicate effectively with each other.	70	70	67	0	+3
Teamwork	I have positive working relationships with my co-workers.	82	82	80	0	+2
<b>THE PERSON I REPORT TO</b>						
	The person I report to listens to my suggestions and ideas for improvement.	75	76	74	-1	+1
	The person I report to provides clear expectations regarding my work.	71	71	68	0	+3
Supervisory Level Management	The person I report to consults me on decisions that affect me.	71	71	68	0	+3
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	71	71	68	0	+3
	The person I report to is an effective manager.	71	71	68	0	+3

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
	The person I report to is an effective leader.	70	70	67	0	+3
	The person I report to maintains high standards of honesty and integrity.	78	79	76	-1	+2
	The person I report to is open to flexible work arrangements to accommodate personal needs.	81	80	78	+1	+3
	I am satisfied with the quality of supervision I receive.	75	75	71	0	+4
<b>MY EXECUTIVES</b>						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	67	68	60	-1	+7
Executive Level Management	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	66	68	60	-2	+6
Executive Level Management	Executives in my organization provide clear direction for the future.	64	64	56	0	+8
	Essential information flows efficiently from senior leadership to staff.	62	64	56	-2	+6
	Essential information flows efficiently from staff to senior leadership.	62	62	54	0	+8
	I have confidence in the senior leadership of my organization.	69	69	61	0	+8

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
<b>MY ORGANIZATION</b>						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	73	72	64	+1	+9
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	70	71	63	-1	+7
	I know how my work contributes to the achievement of my organization's goals.	72	72	66	0	+6
<b>MY EMPLOYMENT AS A BC PUBLIC SERVANT</b>						
Job Satisfaction	I am satisfied with my job.	73	72	69	+1	+4
	I am satisfied with my work unit.	75	74	71	+1	+4
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	71	70	67	+1	+4
Organization Satisfaction	I am satisfied with my organization.	72	70	64	+2	+8
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	70	68	64	+2	+6
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	76	75	71	+1	+5
	I am proud to tell people I work for the BC Public Service.	75	74	69	+1	+6
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	76	74	69	+2	+7
	I would recommend the BC Public Service as a great place to work.	74	73	66	+1	+8

## APPENDIX B

### Driver Descriptions

The 12 drivers of engagement are defined as follows:

#### **Empowerment**

Employees believe they have opportunities and freedom to be innovative, provide input, and make decisions to do their job well.

#### **Stress & Workload**

Employees perceive that their work-related stress and workload are manageable.

#### **Vision, Mission & Goals**

Employees believe their organization's vision, mission, and goals are well communicated and 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 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, that they clearly communicate strategic changes and priorities, and that they provide clear direction for the future.

#### **Supervisory-level Management**

Employees believe the person they report to keeps them informed and consults them on decisions that affect their work.

## APPENDIX C

### Data Collection Methodology

#### Administering the Survey

BC Stats distributed the 2009 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, exempting agencies, boards or commissions.

The 2009 survey is the fourth cycle of the Work Environment Survey. This cycle of the survey was administered between April 6-29, 2009. The vast majority of employees received an internet-based survey.

A small proportion of employees who do not have access to the internet at their workplace were sent a mail survey. To allow more time for mailing, the mail surveys were sent to employees on March 25, 2009. All mail survey recipients were also provided with the option of completing the survey online.

#### 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 survey administration team. All BC Stats employees are sworn under the *Statistics Act*.

Each response was coded with a confidential number, which allows BC Stats to attach demographic information, such as organization, work unit, age, years of service, and occupation.

No names or contact information are stored with the responses and only aggregate results are provided in reports. All information collected in the survey is protected by the *Statistics Act*. Individual responses or information that could identify an individual cannot be disclosed to anyone.

## Questionnaire Development

This section presents the definitions used in the 2009 BC Public Service Work Environment Survey.

### 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	- religion	- sex
- colour	- marital status	- sexual orientation
- ancestry	- family status	- physical or mental disability
- place of origin	- age	- unrelated criminal conviction
- political belief		
- *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 explain or describe how to complete a task or accomplish a result.
- Your *workplace* refers to your immediate physical surroundings in which you work (e.g., branch office, regional office, district office). Your workplace may have one or more work units.
- Your *organization* refers to your ministry, agency, office, or commission of the Province.
- “*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.

## APPENDIX D

### History and Background

In 2001 and 2003, the Office of the Auditor General (OAG) undertook studies of the BC government work environment. After the first study, the Auditor General reported:

*"I believe a well performing government, one that meets the service expectations of British Columbians, can only be achieved through a strong, highly competent and committed public service."*

In 2005, the BC Public Service Agency committed to measure the public service work environment annually. The commitment to annual government-wide measurement is reinforced in the BC Public Service Corporate Human Resources Plan, released in October 2006:

*"...We will gauge our progress annually through a Work Environment Survey overseen by the BC Public Service Agency, and share these results with all employees."*

In early 2006, BC Stats and the BC Public Service Agency conducted the first annual government-wide Work Environment Survey. Annual surveys have been conducted since. The Work Environment Survey is now considered to be an annual measurement program.

#### Employee Engagement and the Service Value Chain

In the private sector, research shows that companies with highly engaged employees are more productive, experience less absenteeism, and retain more employees than other companies do.

Higher employee engagement also translates into better services and/or products, more satisfied customers, and ultimately, higher profits. These relationships, identified in 1994 by James Heskett and his colleagues at Harvard University, are described as the *Service Profit Chain*.

A similar set of linkages applies in the public sector. Public organizations with higher levels of employee engagement have less turnover, are more productive, and provide better service to citizens and businesses.

While the 'bottom line' is easy to identify and measure for private companies, there is no simple bottom line for the public sector, particularly given the multiple roles played by government.

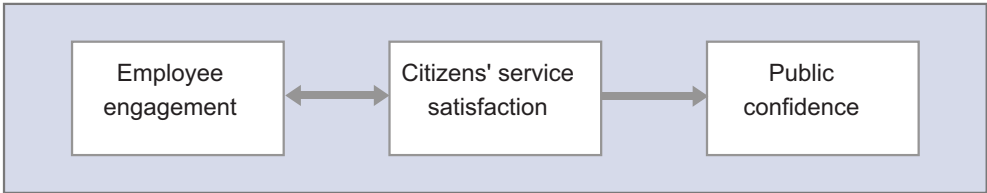
**Public confidence  
is our 'bottom line'**

However, the success of government is related to the trust and confidence that citizens have in their government. The link between citizens' service satisfaction with government services and their trust and confidence in government has been established by Canadian researchers in the *Citizens First* study.

Using public confidence as government’s bottom line, a public sector version of the service profit chain can be used to describe relationships between employee engagement, citizens’ service satisfaction, and public confidence. These linkages are known as the *Service Value Chain*, identified by Brian Marson and Ralph Heintzman in 2005.

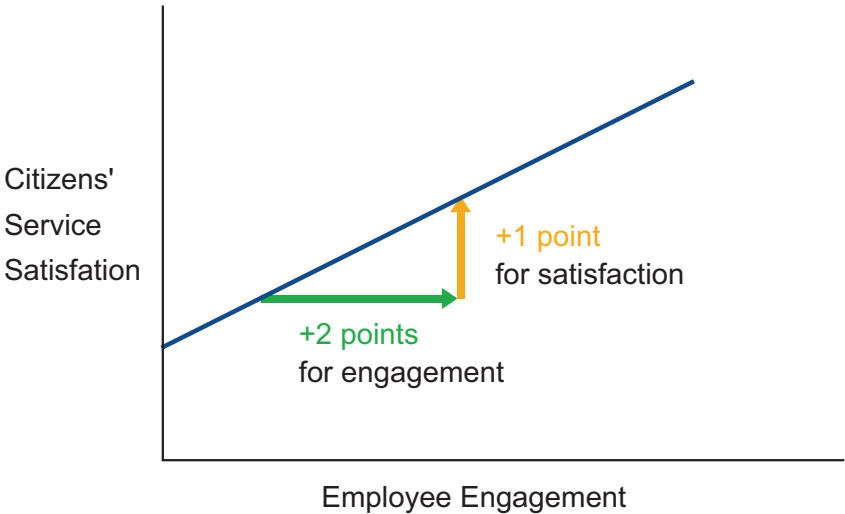
In the chain, a two-way link exists between employee engagement and citizens’ service satisfaction (Figure 4).

FIGURE 4. SERVICE VALUE CHAIN



Recently, BC Stats tested this link for the BC Public Service by analysing employee engagement scores with citizens’ service satisfaction scores from 41 work units in the BC Public Service and the Region of Peel. The analysis concluded that a positive relationship exists between the two components. In other words, employees have a direct quantifiable impact on citizens’ service satisfaction. Specifically, it was revealed that for every 2-point increase in employee engagement, there was a corresponding 1-point increase in citizens’ service satisfaction (Figure 5).

FIGURE 5. SATISFACTION-ENGAGEMENT RELATIONSHIP





## APPENDIX E

### Response Rates

In your organization this year, 78% of employees completed the survey.

TABLE 8. RESPONSE RATES

	Your Work Unit	Your Organization	BC Public Service
Completed surveys	443	1,779	23,574
Total employees	570	1,988	26,985
Response rate	78%	89%	87%

**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 and reliable data.

## APPENDIX F

### Identifying Your Work Unit

Using department IDs (also called payroll numbers) from the Corporate Human Resource Information System (CHIPS), BC Stats worked together with your Strategic Human Resource representative to identify your specific work units. The department IDs included in this reports are shown in Table 9.

TABLE 9. DEPARTMENT IDS INCLUDED IN THIS WORK UNIT

DEPARTMENT IDS					
067-5000	067-5001	067-5100	067-5101	067-5102	067-5103
067-5104	067-5105	067-5106	067-5107	067-5144	067-5145
067-5146	067-5148	067-5149	067-5150	067-5151	067-5155
067-5158	067-5159	067-5161	067-5162	067-5163	067-5164
067-5165	067-5166	067-5167	067-5168	067-5169	067-5170
067-5172	067-5174	067-5175	067-5178	067-5179	067-5180
067-5182	067-7802	067-7803	067-7805	067-7808	067-7809
067-7810	067-7812	067-7813	067-7814	067-7815	067-7816
067-7817	067-7819	067-7820	067-7822	112-2610	112-2612
112-2614	112-2618				

Given that the Work Environment Survey is now considered an annual measurement program, a set of firm reporting criteria have been established. To obtain a report, a work unit must have at least 20 employees and achieve a minimum 50% response rate. Larger work units must have at least 50 employees and achieve a minimum 40% response rate to obtain a report. These criteria were implemented to ensure respondent confidentiality.

Within the last year, the department IDs have changed considerably in several ministries. For this reason, it is not recommended that work unit results be compared across years.

## APPENDIX G

### Additional Reading and References

If you are interested in more information, please refer to the articles below:

Adams, S. 2009. Defining and Measuring Employee Engagement in the BC Public Service. Research paper prepared for the Desautels Faculty of Management, MBA program.

Blessing White, Inc. 2008. The State of Employee Engagement: North American Overview.

Grawitch, M.J., Gottschalk, M., & Munz, D.C. 2006. The Path to a Healthy Workplace: A Critical Review Linking Healthy Workplace Practices, Employee Well-being and Organizational Improvement. *Consulting Psychology Journal*, 58(3), 129-147.

Henley, A.B., Shook, C.L., Peterson, M. 2006. The Presence of Equivalent Models in Strategic Management Research using Structural Equation Modeling: Assessing and Addressing the Problem. *Organizational Research Methods*, 9(4), 516-535.

Heintzman, R. and Marson, B. 2006. People, Service and Trust: Links in a Public Sector Service Value Chain. *Canadian Government Executive*. Vol 12 (5).

Schmidt, F. and Marson, B. 2007. Employee Engagement: A Foundation for Organizational Performance. *Canadian Government Executive*. Vol 13 (2).

Spears, G. 2006. *Finding Common Ground: Drivers of Employee Satisfaction in the Public Service*. Paper prepared for the Treasury Board Secretariat. Erin: Ontario, Erin Research Inc.

Vance, R.J. 2006. Employee Engagement and Commitment: A Guide to Understanding, Measuring and Increasing Engagement in your Organization. Society for Human Resource Management.

### Acknowledgements

BC Stats wishes to acknowledge the expertise, advice, and contributions of Dr. Faye Schmidt (Schmidt & Carbol Consulting Inc.) and Dr. George Spears (Erin Research Inc.). Their contributions were essential during the questionnaire development, structural equation modeling, and reporting. BC Stats also wishes to thank all team members and partners of the BC Public Service Work Environment Survey Program.

If you have any questions  
about the information in this report,  
please contact the  
Work Environment Survey team at BC Stats.  
250-952-6822





Where ideas work

# exploring employee engagement

in your organization

June 2009

Citizens' Services

WTS

Work Environment Survey 2009





## Introduction to Employee Engagement

Engagement Scores at a Glance	
Your work unit	72
Your organization	72
BC Public Service	68
Compared to your organization	0
Compared to BC Public Service	+4

Employee engagement is a concept that refers to an employee's satisfaction with their job, organization and level of organizational commitment. In the BC Public Service, employee engagement is critical to everything we do. The quality of the service we provide to citizens and businesses depends on how engaged and passionate our employees are about what they do.

To unleash their potential, people need a work environment that is supportive and empowering, where respect is the foundation and teamwork the norm, where communication is clear and honest, where diversity of perspective is welcomed, and where people are meaningfully recognized for the outcomes of their work. This is the kind of environment that the BC Public Service strives to create in each work unit, and in each ministry.

The business case for employee engagement is strong. Research shows that organizations with highly engaged employees are more productive, retain more employees, and provide better service than other organizations do.

## Organization of this Report

This report presents the results of the Work Environment Survey in several formats, starting with the big picture and working towards a detailed understanding of the results:

- **Evaluating Performance:** A summary of your work unit and organizational results can be found on page 4. These results are also illustrated on pages 6 and 7, respectively.
- **Summary of Your 2009 Results:** See Table 2 on page 11 to dig deeper into your results, by looking at the survey questions that underlie the engagement model.
- **Focusing on the Detail:** Turn to Appendix A for detailed results of all survey questions over the years. Results are shown as percentages (page A-2) and as average scores (page A-9).
- **Additional Information:** Appendices B through G provide definitions, information on data collection, history, and additional resources.

## How to Interpret Your Results

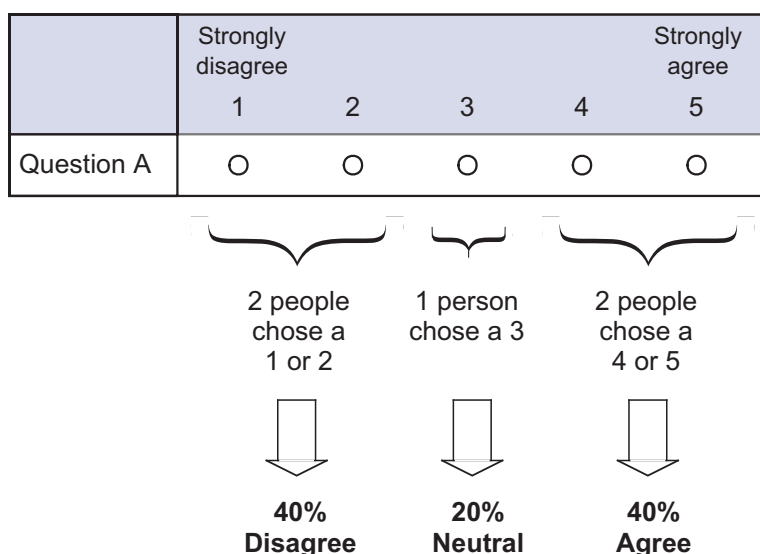
In this report, the survey results are presented in two different but complementary ways: as percentages and as average scores.

- **Percentages** show the proportion of employees who disagreed, agreed, or gave a neutral response to each survey question. The percentages will help you understand the *range* of different opinions about a question.
- **Average scores** are a single number (*not a percentage*) that express all the responses to a survey question. We use average scores in the Employee Engagement Model because they are ideal for making comparisons within and between organizations.

In order to help you interpret the results properly, we've provided the following simple description of how we calculated these figures, using a hypothetical survey sample of five respondents.

### Calculating Percentages

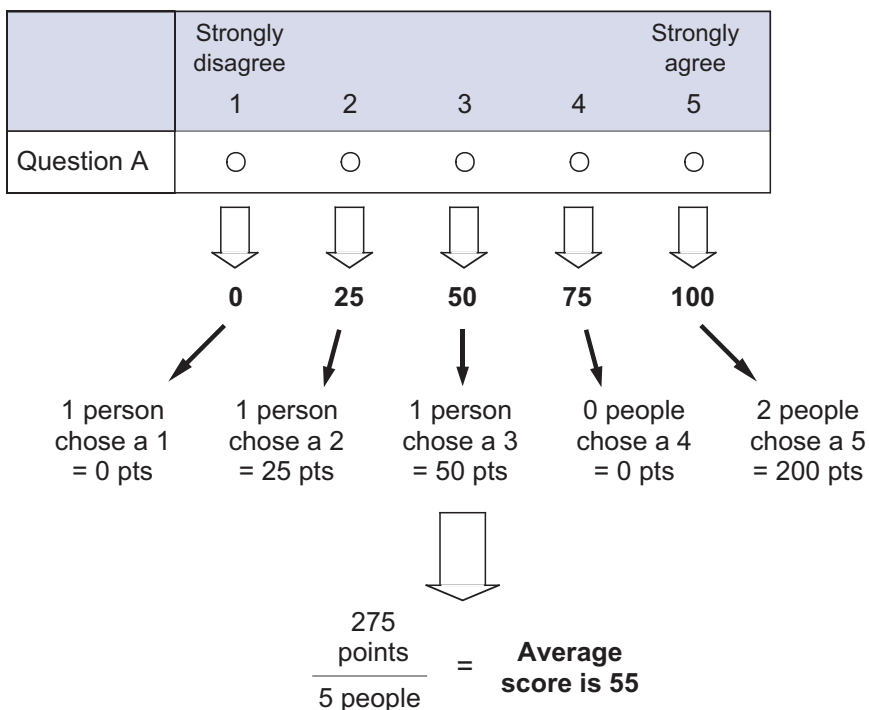
For each question, we totalled the number of times each response has been selected by respondents. The five-point scale is then collapsed into three categories in order to simplify and streamline the amount of information that is shown in the detailed tables. We then grouped the responses into one of the three categories, and divided by the total number of respondents, to arrive at the percentages.





## Calculating Average Scores

To calculate average scores, we followed another two-step process. First, we converted the 5-point scale to 0, 25, 50, 75 and 100 points. Then, we added up all the points and divided by the number of people in the group. This gives us the average score for each question.



As you dig deeper into the results presented throughout this report, you will use percentages and average scores to understand the story being told by the Work Environment Survey results.

Please keep in mind that although the scores and results are important, they only provide part of the picture. It is also important to understand how the results and all the parts of the Employee Engagement Model fit together conceptually and in practice. Read each section carefully so you know how to use the information most effectively.

## Evaluating Performance in your Work Unit

Table 1 presents the engagement model scores for your work unit, your organization and that of the BC Public Service.

Using this table, you can make the following comparisons:

- **to organization:** Compare your work unit results with the results of your organization. Your *organization* refers to your ministry, agency, office, or commission of the Province.
- **to overall:** Compare your work unit results with the results of the BC Public Service overall.

TABLE 1. EVALUATING PERFORMANCE

	Your Work Unit	Your Organization	BC Public Service	COMPARE TO	
				Organization	Overall
<b>ENGAGEMENT SCORE</b>	<b>72</b>	<b>72</b>	<b>68</b>	<b>0</b>	<b>+4</b>
<b>ROOF</b>					
BC Public Service Commitment	76	75	70	+1	+6
Job Satisfaction	70	72	69	-2	+1
Organization Satisfaction	69	70	64	-1	+5
<b>BUILDING BLOCKS</b>					
Empowerment	70	72	67	-2	+3
Stress & Workload	61	64	59	-3	+2
Vision, Mission & Goals	71	72	63	-1	+8
Teamwork	76	77	75	-1	+1
Physical Environment & Tools	70	73	67	-3	+3
Recognition	65	66	61	-1	+4
Professional Development	70	69	62	+1	+8
Pay & Benefits	64	61	55	+3	+9
Staffing Practices	67	67	60	0	+7
Respectful Environment	76	77	73	-1	+3
<b>FOUNDATION</b>					
Executive-level Management	67	67	59	0	+8
Supervisory-level Management	70	71	68	-1	+2

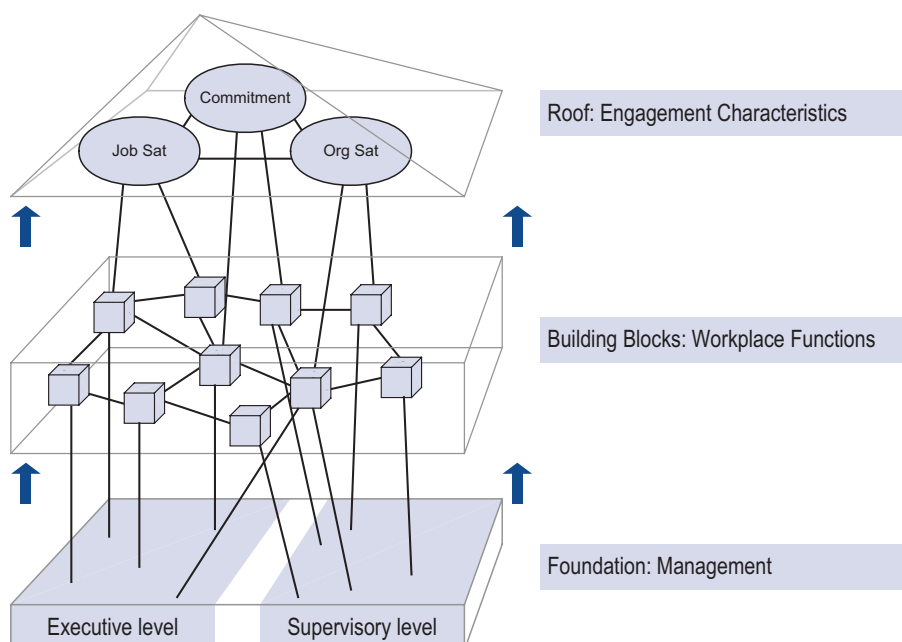
## Employee Engagement Model Framework

BC Stats built the Employee Engagement Model using a statistical technique called structural equation modelling. The model has three parts:

- **Foundation:** The foundation of the model consists of both executive and supervisory-level management. The foundation supports all the building blocks and as such, has a large impact on overall employee engagement.
- **Building blocks:** The building blocks represent the various parts of the work environment that have the greatest impact on employee engagement. Each building block is developed from a cluster of survey questions that define a workplace concept.
- **Roof:** The roof of the house, supported by the foundation and building blocks, represents *employee engagement*. At its core, three characteristics define engagement: job satisfaction, organization satisfaction, and commitment to the BC Public Service.

To visually represent the model, the *house diagram* was designed to show what is most important in the workplace and how all the pieces fit together. As Figure 1 illustrates, the model is complex and should be thought of as multi-dimensional.

FIGURE 1. OVERVIEW OF THE MODEL

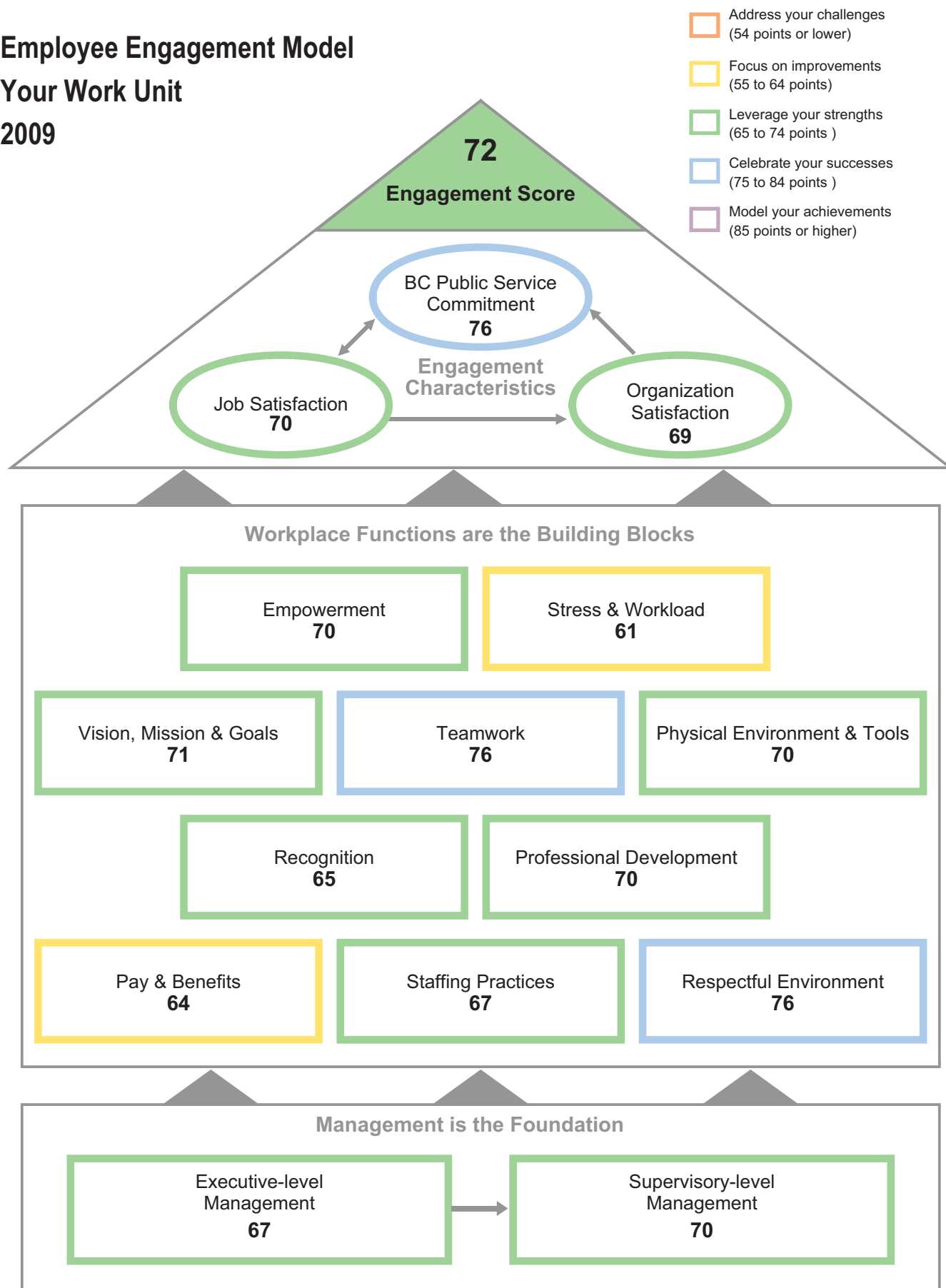


For visual clarity, the model is shown as a two-dimensional diagram on the next two pages. The diagrams show your work unit and organizational scores, respectively.

# Employee Engagement Model

## Your Work Unit

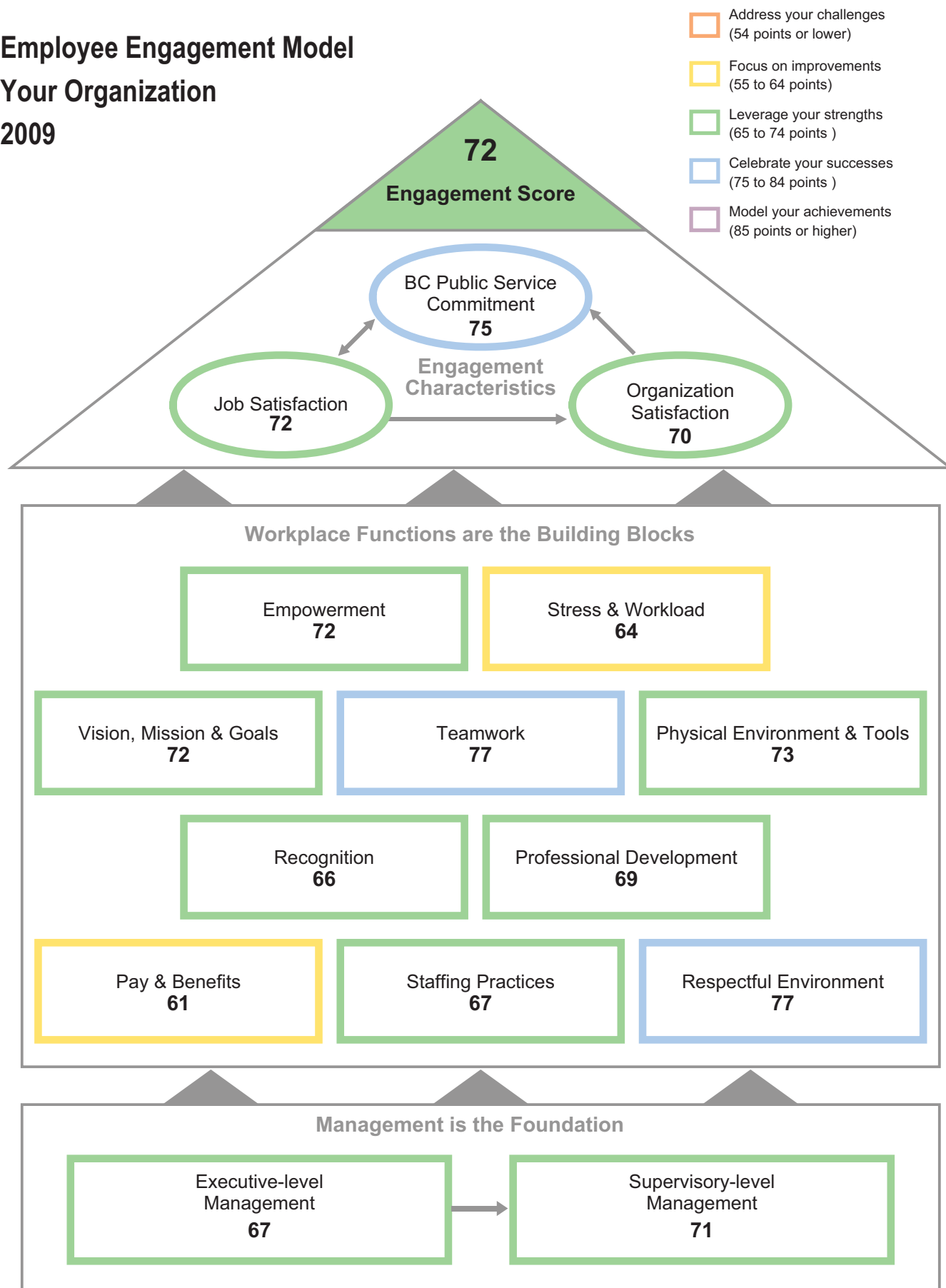
### 2009



# Employee Engagement Model

## Your Organization

### 2009



## Understanding the Engagement Model

Components of the model, including the foundation, building blocks and engagement characteristics have remained the same across the last three years. This means that even with new data each year, the relationships between the pieces of the model remain quite static. This adds to the strength of the model and the confidence we have in it.

The house diagrams on the previous pages have been simplified for clarity, but there is actually considerable depth to the model and your results. To gain more insight, we need to explore the model in two steps:

- **Step 1.** Explore specific concepts shown in the model. For example, what does the *recognition* building block really mean?
- **Step 2.** Trace the relationships between concepts in the model. For example, how does *recognition* connect to and influence other building blocks in the model?

### Step 1. Explore Model Concepts

Using structural equation modelling to analyse the survey responses, BC Stats identified questions that express a topic or concept in the workplace. Each group of related questions combines to form a driver, meaning that, through a complex web of relationships with other concepts, it has the capacity to drive engagement upward or downward.

Drivers express workplace topics or concepts. These concepts drive overall engagement upward or downward.

In the model diagram, we expressed each driver as a single concept, such as *recognition*. Although recognition can mean different things to different people, two questions were shown to directly influence employee engagement. Specifically, they are:

- “I receive meaningful recognition for the work I do.”
- “In my work unit, recognition is based on performance.”

From the inclusion of these two questions in the model (among the 33 model questions in total), we concluded that meaningful and performance-based recognition has an impact on an employee’s level of engagement.

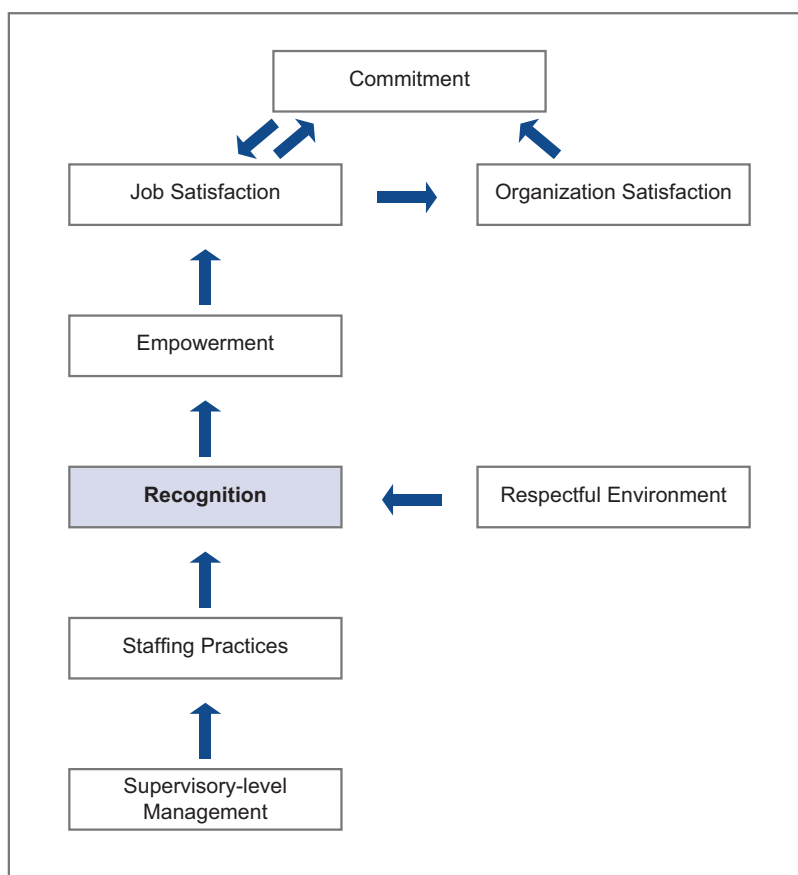
## Step 2. Trace Model Relationships

We should pay attention not only to the engagement model scores, but also to the variety of ways drivers can impact each other. By analysing how people answered the driver questions, we are able to determine the relationships between the drivers.

These relationships are important because they help us understand how the drivers work together to impact engagement. Each of these connections flow in a specific direction. The connections link drivers to form over 30 unique pathways that create the architecture of the model.

Let's take a look at an actual example of one of these pathways. For simplicity, let's take a look at one of the strongest pathways in the engagement model that contains recognition. As shown in Figure 2, supervisory-level management has an *indirect* impact on recognition via the staffing practices driver. Comparatively, staffing practices and respectful environment have a *direct* impact on the recognition driver. Recognition, in turn, impacts empowerment, which then impacts job satisfaction. As one of the defining characteristics of engagement, job satisfaction impacts both organization satisfaction and commitment. Commitment, in turn, impacts organization satisfaction.

FIGURE 2. ONE PATHWAY IN THE MODEL: RECOGNITION



The relationship between supervisory-level management and recognition makes sense intuitively. While recognition can take many forms and come from different places, supervisors are well-positioned to provide meaningful recognition for an employee as supervisors are typically closest to an employee's work.

Similarly, we can understand the relationship between staffing practices and recognition. Promotions based on job performance are a powerful form of recognition. Staffing actions within a work unit and organization, conducted through a fair and merit-based selection process, can send a strong message about how managers and supervisors recognize their employees.

Working in a respectful environment also impacts recognition. Employees feel more recognized in an environment that is healthy, diverse and free from discrimination and harassment.

Drivers work  
together to impact  
engagement

Recognition, in turn, plays a role in empowerment. When people receive meaningful and performance-based recognition, they are more likely to feel empowered with their work. When recognized and valued, employees are more likely to feel they have the opportunities and freedom to provide input, make decisions, and be innovative.

Empowerment has a direct connection to job satisfaction. Those individuals who feel empowered with their work tend to have greater job satisfaction. They are more satisfied with their jobs because they are presented with opportunities to influence outcomes in their work by making the decisions necessary to do their jobs well.

People who are satisfied with their jobs tend to be more satisfied with their organizations. Those who are satisfied with their organizations tend to be more committed. People who are committed tend to be satisfied with their jobs and thus, are more engaged. Conversely, these characteristics can also spiral downwards in a poorly functioning work environment.

This example, using one pathway, provides insight into how you may interpret and act on your results. It is acceptable to isolate a group of drivers in order to focus thinking in one area, as long as it is recognized that each pathway is also connected to others. Organizations are complex – as complex as the collection of individuals that make them up! Therefore, each unique work environment requires a tailored set of responses. The next section turns to putting your results together to uncover these unique stories.



## Putting it all Together

As a final step, it is important to understand how to put all the results together. To illustrate, let's look at another example. Since the questions in the table below all have an average score of 60, we might initially conclude that the responses to all three questions are equivalent. However, the distribution of responses *within* each of the three categories tells a very different story than simply looking at the average score.

	Average Score	PERCENTAGES		
		Disagree	Neutral	Agree
Innovation is valued in my work.	60	20%	30%	50%
Work is distributed fairly in my work unit.	60	40%	10%	50%
I have the information I need to do my job well.	60	10%	60%	30%

The first question shows a typical distribution of responses, where one-half of the respondents agreed with the statement. In the second question, opinion is quite polarized as most people either disagreed or agreed. In the third question, there are a large number of neutral responses. This tells us that while people did not actively disagree with the question, there may be reasons why they could not fully agree with the statement. Thus, neutral responses are also worthy of attention.

## Summary of Your Driver Results

The following table lists all the survey questions that underlie each driver in the model – these are referred to as the *model questions*. For each question, we have provided the average score and percentages.

TABLE 2. SUMMARY OF YOUR DRIVER RESULTS

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
ENGAGEMENT SCORE		72			
ENGAGEMENT (Roof)	BC Public Service Commitment	76			
	Overall, I am satisfied in my work as a BC Public Service employee.	76	6%	17%	77%
	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	77	6%	19%	75%
	Job Satisfaction	70			
	I am satisfied with my job.	70	12%	21%	66%
	Organization Satisfaction	69			
	I am satisfied with my organization.	69	11%	24%	65%

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
WORKPLACE FUNCTIONS (Building Blocks)	<b>Empowerment</b>	<b>70</b>			
	I have opportunities to provide input into decisions that affect my work.	71	12%	19%	69%
	I have the freedom to make the decisions necessary to do my job well.	70	11%	21%	69%
	I am encouraged to be innovative in my work.	71	11%	20%	68%
	<b>Stress &amp; Workload</b>	<b>61</b>			
	My workload is manageable.	61	17%	29%	53%
	My work-related stress is manageable.	61	18%	27%	55%
	<b>Vision, Mission &amp; Goals</b>	<b>71</b>			
	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	71	9%	22%	70%
	The vision, mission and goals of my organization are communicated well.	71	9%	22%	68%
	<b>Teamwork</b>	<b>76</b>			
	When needed, members of my team help me get the job done.	78	7%	12%	80%
	Members of my team communicate effectively with each other.	69	13%	20%	67%
	I have positive working relationships with my co-workers.	80	4%	11%	86%
	<b>Physical Environment &amp; Tools</b>	<b>70</b>			
	My physical work environment is satisfactory.	66	16%	21%	63%
	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	75	8%	17%	74%
	<b>Recognition</b>	<b>65</b>			
	I receive meaningful recognition for work well done.	66	14%	27%	58%
	In my work unit, recognition is based on performance.	65	16%	26%	58%

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
WORKPLACE FUNCTIONS Continued...	<b>Professional Development</b>	<b>70</b>			
	My organization supports my work related learning and development.	73	8%	17%	75%
	The quality of training and development I have received is satisfactory.	70	10%	21%	69%
	I have adequate opportunities to develop my skills.	67	12%	25%	62%
	<b>Pay &amp; Benefits</b>	<b>64</b>			
	I am fairly paid for the work I do.	63	19%	24%	57%
	My benefits meet my (and my family's) needs well.	64	16%	26%	58%
	<b>Staffing Practices</b>	<b>67</b>			
	In my work unit, the selection of a person for a position is based on merit.	66	17%	20%	63%
	In my work unit, the process of selecting a person for a position is fair.	68	15%	19%	65%
	<b>Respectful Environment</b>	<b>76</b>			
	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	72	13%	18%	69%
MANAGEMENT (Foundation)	My work unit values diversity.	76	6%	17%	76%
	My work unit is free from discrimination and harassment.	80	6%	13%	81%
	<b>Executive-level Management</b>	<b>67</b>			
	Executives in my organization communicate decisions in a timely manner.	69	9%	26%	65%
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	68	11%	25%	65%
	Executives in my organization provide clear direction for the future.	64	15%	30%	55%
	<b>Supervisory-level Management</b>	<b>70</b>			
	The person I report to consults me on decisions that affect me.	70	14%	17%	68%
	The person I report to keeps me informed of things I need to know.	70	14%	20%	66%

## Workplace Change and Engagement

In the last two cycles of the Work Environment Survey, several questions measuring the amount, type and impact of workplace change were asked. The following analysis is for the BC Public Service overall.

### Overall Trends in the BC Public Service

#### Moderate Amounts of Change Result in Highest Engagement

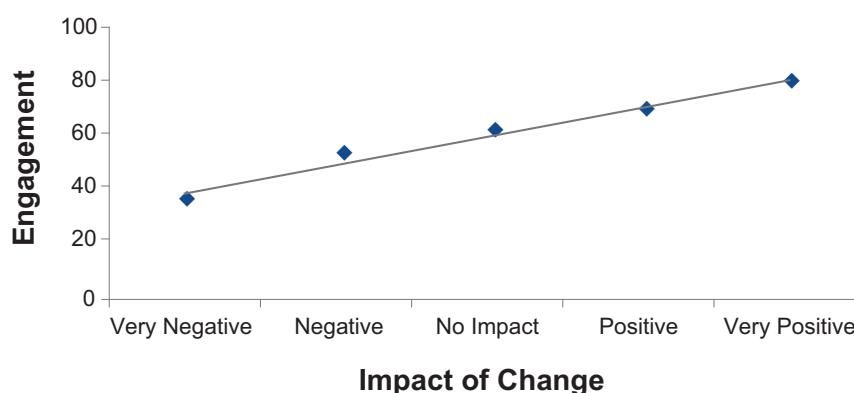
Within the last year, organizations have experienced different types of workplace change, including ministry name changes and shuffling of work units. It was found that the amount of workplace change an employee experiences has a minimal level of influence on overall engagement. In general, it was observed that employees seem to value moderate levels of change. Those who reported at the extreme ends of the scale (either none or substantial change) exhibited lower engagement scores than those who experienced less extreme amounts of change.

#### Engagement by Perceived Impact of Change

How an employee perceives the impact of change was found to affect their level of engagement. It was observed that employees' perceptions on the impact of workplace change are divided, where approximately equal proportions of employees perceived the change(s) that occurred to be negative, to have no impact, or to be positive.

As illustrated in Figure 3 below, a clear linear relationship exists between an employee's perceived impact of change and their level of engagement. On average, for every increase in the perceived impact of change (e.g., from *negative* to *no impact*), there is an average increase of 10 points on engagement.

FIGURE 3. ENGAGEMENT BY PERCEIVED IMPACT OF CHANGE



It was interesting to note, that despite the amount of change this year, the overall trends remained unchanged when compared to last year. These findings, in combination with an improvement in the executive-level management driver suggests that executives and senior leaders overall are effectively managing and supporting staff through this year of change.

## Workplace Change in Your Work Unit

The tables below present the results to the change questions for your work unit, your organization and the BC Public Service.

TABLE 3. AMOUNT OF WORKPLACE CHANGE

Change Amount	Your Work Unit	Your Organization	BC Public Service
None	2%	2%	3%
Small amount	6%	7%	9%
Moderate amount	21%	23%	29%
Large amount	26%	25%	23%
Substantial amount	45%	42%	36%

TABLE 4. TYPES OF CHANGE EXPERIENCED

Type of Workplace Change	% Yes		
	Your Work Unit	Your Organization	BC Public Service
Your job (e.g., new job, promotion, transfer, etc.)	58%	46%	43%
Your duties or responsibilities in your existing job	67%	70%	67%
Your workplace procedures or policies	74%	72%	70%
Your workplace budget	82%	81%	82%
Your physical environment	48%	52%	48%
Your salary and/or benefits	44%	42%	44%
Your executive	62%	48%	56%
The person you report to	56%	43%	43%
Staff resulting in a net loss of talent/experience	64%	58%	59%
Staff resulting in a net gain of talent/experience	49%	38%	34%
Organizational structure	75%	61%	50%

The *positive* category in the table below contains the combined responses of positive and very positive. The same is true for the category labelled *negative*.

TABLE 5. IMPACT OF WORKPLACE CHANGE

Change Impact	Your Work Unit	Your Organization	BC Public Service
Positive	38%	39%	34%
No Impact	26%	26%	28%
Negative	35%	34%	38%

## Next Actions and Considerations

While changes or improvements at the highest level of an organization can and do make a difference to employee engagement, the most important changes happen at the local level, within work units and between people. Since there are different needs within each work unit, there is no single solution to increasing employee engagement.

The lack of a single solution should not be viewed as a limitation, but rather as an opportunity because it means there are many effective actions or changes that can be used to increase engagement.

It is important to keep in mind that the people within each work unit are experts in their local environments. For this reason, employees often know the most appropriate solutions for their circumstances and can assist in developing suitable plans of action. By involving employees in planning, you will not only arrive at fitting solutions, but you will also be empowering them to make a difference.

There are four actions that can be undertaken in any organization or work unit to help build employee engagement.

1. **Work through the results**  
There is a lot of information in this report. As you work through the report, take notes, write in the margins, or draw diagrams. The more you can engage with the results, the better you will understand the employee engagement concepts and relationships.
2. **Use the results to start conversations**  
Discuss the results with your colleagues and/or your team. Encourage people to explore, think, and debate. What do these results mean for your organization or work unit? Do these results truly reflect how people feel about their work environment? What would you like to know more about?
3. **Make changes strategically**  
Inaction can cause organizations to stagnate, while change executed too hastily can have a boomerang effect. Think carefully about short and long-term actions. Be patient. Successful changes need time.
4. **Support each other through change**  
This is sensitive material, but it has the power to transform. People need consistent support to make change happen and to be comfortable with the changes. This applies to employees, managers, and executives.

# APPENDICES

## Appendices

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## APPENDIX A

### Detailed Survey Results

This section presents the results of all of the survey questions shown as percentages (Table 6), and as average scores (Table 7). Results are based on those employees who expressed an opinion. Percentages may not sum to 100%, due to rounding.

Since work units change from year-to-year, it is not recommended that work unit results be compared across years. For this reason, previous years' work unit results are not provided in this report.

In both Table 6 and Table 7, the column labelled *Linkage to Model* identifies the questions that form drivers or characteristics within the Employee Engagement Model.

In Table 6, the column labelled *Difference* shows whether the percent agree category differs meaningfully between your work unit and your organizational results, where:

- the (↑) arrow shows increases of 5 percentage points or more than your organizational results
- the (↓) arrow shows decreases of 5 percentage points or more than your organizational results

While the column labelled *Difference* highlights the changes in the percent agree column, it is also important to look for changes in the percent disagree and percent neutral columns in order to fully interpret the data.

In Table 7, the column labelled *Compare to* shows how many points your work unit scores differ from your organization and from the BC Public Service overall. Rather than an arrow, this table displays +/- differences between the scores.

TABLE 6. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS PERCENTAGES

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY DAY-TO-DAY WORK						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	Organization	12%	17%	71%	
		Work Unit	13%	18%	69%	
Respectful Environment	My work unit values diversity.	Organization	6%	16%	78%	
		Work Unit	6%	17%	76%	
Respectful Environment	My work unit is free from discrimination and harassment.	Organization	7%	11%	83%	
		Work Unit	6%	13%	81%	
	I have adequate opportunities to candidly express ideas.	Organization	10%	15%	75%	
		Work Unit	9%	16%	75%	
Empowerment	I have opportunities to provide input into decisions that affect my work.	Organization	13%	18%	68%	
		Work Unit	12%	19%	69%	
Empowerment	I have the freedom to make the decisions necessary to do my job well.	Organization	12%	19%	70%	
		Work Unit	11%	21%	69%	
	Innovation is valued in my work.	Organization	10%	19%	72%	
		Work Unit	10%	20%	70%	
Empowerment	I am encouraged to be innovative in my work.	Organization	11%	18%	71%	
		Work Unit	11%	20%	68%	
	I have the opportunities I need to implement new ideas.	Organization	14%	24%	62%	
		Work Unit	13%	28%	59%	
	I am inspired to give my very best.	Organization	13%	20%	67%	
		Work Unit	12%	22%	66%	
	My work unit is well supported during times of change.	Organization	22%	27%	51%	
		Work Unit	21%	27%	52%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	Appropriate accountabilities are in place in my work unit.	Organization	18%	22%	60%	
		Work Unit	19%	24%	57%	
	I feel my job is secure.	Organization	24%	27%	50%	
		Work Unit	24%	27%	49%	
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	Organization	18%	21%	61%	
		Work Unit	17%	20%	63%	
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	Organization	16%	21%	63%	
		Work Unit	15%	19%	65%	
	I am appreciated for the contribution I make to my organization.	Organization	12%	20%	68%	
		Work Unit	10%	23%	67%	
Recognition	I receive meaningful recognition for work well done.	Organization	16%	24%	60%	
		Work Unit	14%	27%	58%	
Recognition	In my work unit, recognition is based on performance.	Organization	18%	23%	59%	
		Work Unit	16%	26%	58%	
Pay & Benefits	I am fairly paid for the work I do.	Organization	23%	26%	51%	
		Work Unit	19%	24%	57%	↑
Pay & Benefits	My benefits meet my (and my family's) needs well.	Organization	18%	24%	58%	
		Work Unit	16%	26%	58%	
	My work is meaningful.	Organization	8%	16%	76%	
		Work Unit	9%	17%	74%	
	My job is a good fit with my skills and interests.	Organization	11%	17%	72%	
		Work Unit	11%	18%	70%	
	I am proud of the work I do.	Organization	5%	11%	84%	
		Work Unit	5%	13%	82%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	My workplace procedures allow me to use my time as effectively as possible.	Organization	14%	25%	61%	
		Work Unit	15%	28%	57%	
	The work I do gives citizens good value for their tax dollars.	Organization	4%	12%	83%	
		Work Unit	5%	16%	79%	
	Work is distributed fairly in my work unit.	Organization	19%	22%	59%	
		Work Unit	19%	24%	57%	
Stress & Workload	My workload is manageable.	Organization	16%	25%	59%	
		Work Unit	17%	29%	53%	↓
Stress & Workload	My work-related stress is manageable.	Organization	16%	26%	58%	
		Work Unit	18%	27%	55%	
	My job provides me with the right amount of challenge.	Organization	14%	24%	62%	
		Work Unit	16%	24%	60%	
	I have support at work to provide a high level of service.	Organization	13%	22%	65%	
		Work Unit	14%	22%	64%	
	I have support at work to balance my work and personal life.	Organization	12%	22%	66%	
		Work Unit	11%	20%	69%	
MY PHYSICAL ENVIRONMENT & RESOURCES						
Physical Environment & Tools	My physical work environment is satisfactory.	Organization	11%	19%	70%	
		Work Unit	16%	21%	63%	↓
	The physical security of my workplace is satisfactory.	Organization	5%	15%	80%	
		Work Unit	5%	14%	81%	
Physical Environment & Tools	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	Organization	8%	16%	76%	
		Work Unit	8%	17%	74%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
	I have the information I need to do my job well.	Organization	11%	24%	65%	
		Work Unit	14%	26%	60%	↓
MY DEVELOPMENT & PERFORMANCE						
Professional Development	My organization supports my work related learning and development.	Organization	9%	18%	73%	
		Work Unit	8%	17%	75%	
Professional Development	The quality of training and development I have received is satisfactory.	Organization	12%	24%	65%	
		Work Unit	10%	21%	69%	
Professional Development	I have adequate opportunities to develop my skills.	Organization	14%	25%	61%	
		Work Unit	12%	25%	62%	
	I regularly receive feedback on my performance.	Organization	22%	27%	52%	
		Work Unit	19%	27%	54%	
	I have opportunities for career growth within the BC Public Service.	Organization	19%	27%	54%	
		Work Unit	17%	24%	59%	↑
	Have you had a performance review in the last 12 months?	Organization	16% No	--%	84% Yes	
		Work Unit	18% No	--%	82% Yes	
	Of those who have had a performance review in the last 12 months: My performance review helps me achieve my performance goals.	Organization	19%	30%	51%	
		Work Unit	20%	31%	49%	
MY CO-WORKERS						
Teamwork	When needed, members of my team help me get the job done.	Organization	6%	14%	80%	
		Work Unit	7%	12%	80%	
	My ideas are respected by others in my work unit.	Organization	6%	14%	80%	
		Work Unit	7%	14%	79%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
Teamwork	Members of my team communicate effectively with each other.	Organization	13%	20%	67%	
		Work Unit	13%	20%	67%	
Teamwork	I have positive working relationships with my co-workers.	Organization	4%	11%	85%	
		Work Unit	4%	11%	86%	
THE PERSON I REPORT TO						
	The person I report to listens to my suggestions and ideas for improvement.	Organization	9%	15%	76%	
		Work Unit	10%	15%	75%	
	The person I report to provides clear expectations regarding my work.	Organization	13%	20%	67%	
		Work Unit	11%	24%	65%	
Supervisory Level Management	The person I report to consults me on decisions that affect me.	Organization	15%	17%	67%	
		Work Unit	14%	17%	68%	
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	Organization	14%	19%	67%	
		Work Unit	14%	20%	66%	
	The person I report to is an effective manager.	Organization	15%	17%	68%	
		Work Unit	13%	20%	66%	
	The person I report to is an effective leader.	Organization	16%	18%	66%	
		Work Unit	14%	23%	63%	
	The person I report to maintains high standards of honesty and integrity.	Organization	8%	13%	79%	
		Work Unit	9%	15%	76%	
	The person I report to is open to flexible work arrangements to accommodate personal needs.	Organization	7%	13%	80%	
		Work Unit	6%	13%	81%	
	I am satisfied with the quality of supervision I receive.	Organization	11%	17%	72%	
		Work Unit	11%	18%	71%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY EXECUTIVES						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	Organization	13%	22%	65%	
		Work Unit	9%	26%	65%	
Executive Level Management	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	Organization	13%	24%	64%	
		Work Unit	11%	25%	65%	
Executive Level Management	Executives in my organization provide clear direction for the future.	Organization	17%	26%	56%	
		Work Unit	15%	30%	55%	
	Essential information flows efficiently from senior leadership to staff.	Organization	18%	25%	57%	
		Work Unit	15%	25%	60%	
	Essential information flows efficiently from staff to senior leadership.	Organization	17%	29%	53%	
		Work Unit	15%	26%	59%	↑
	I have confidence in the senior leadership of my organization.	Organization	13%	21%	66%	
		Work Unit	13%	20%	67%	
MY ORGANIZATION						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	Organization	9%	21%	70%	
		Work Unit	9%	22%	70%	
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	Organization	10%	23%	67%	
		Work Unit	9%	22%	68%	
	I know how my work contributes to the achievement of my organization's goals.	Organization	9%	21%	70%	
		Work Unit	9%	22%	70%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY EMPLOYMENT AS A BC PUBLIC SERVANT						
Job Satisfaction	I am satisfied with my job.	Organization	11%	19%	70%	
		Work Unit	12%	21%	66%	
	I am satisfied with my work unit.	Organization	9%	19%	73%	
		Work Unit	11%	19%	71%	
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	Organization	17%	18%	65%	
		Work Unit	20%	19%	62%	
Organization Satisfaction	I am satisfied with my organization.	Organization	11%	22%	67%	
		Work Unit	11%	24%	65%	
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	Organization	16%	21%	62%	
		Work Unit	16%	22%	62%	
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	Organization	7%	18%	76%	
		Work Unit	6%	17%	77%	
	I am proud to tell people I work for the BC Public Service.	Organization	9%	20%	71%	
		Work Unit	9%	18%	74%	
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	Organization	11%	19%	71%	
		Work Unit	6%	19%	75%	
	I would recommend the BC Public Service as a great place to work.	Organization	9%	21%	70%	
		Work Unit	9%	19%	72%	



TABLE 7. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS AVERAGE SCORES

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
<b>MY DAY-TO-DAY WORK</b>						
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	72	73	68	-1	+4
Respectful Environment	My work unit values diversity.	76	78	73	-2	+3
Respectful Environment	My work unit is free from discrimination and harassment.	80	82	76	-2	+4
	I have adequate opportunities to candidly express ideas.	74	75	72	-1	+2
Empowerment	I have opportunities to provide input into decisions that affect my work.	71	71	67	0	+4
Empowerment	I have the freedom to make the decisions necessary to do my job well.	70	71	67	-1	+3
	Innovation is valued in my work.	72	74	68	-2	+4
Empowerment	I am encouraged to be innovative in my work.	71	73	67	-2	+4
	I have the opportunities I need to implement new ideas.	66	67	62	-1	+4
	I am inspired to give my very best.	69	71	66	-2	+3
	My work unit is well supported during times of change.	60	60	55	0	+5
	Appropriate accountabilities are in place in my work unit.	62	64	60	-2	+2
	I feel my job is secure.	58	59	58	-1	0

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	66	66	59	0	+7
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	68	68	60	0	+8
	I am appreciated for the contribution I make to my organization.	70	71	65	-1	+5
Recognition	I receive meaningful recognition for work well done.	66	66	61	0	+5
Recognition	In my work unit, recognition is based on performance.	65	65	60	0	+5
Pay & Benefits	I am fairly paid for the work I do.	63	59	52	+4	+11
Pay & Benefits	My benefits meet my (and my family's) needs well.	64	64	58	0	+6
	My work is meaningful.	74	75	75	-1	-1
	My job is a good fit with my skills and interests.	71	73	74	-2	-3
	I am proud of the work I do.	81	82	82	-1	-1
	My workplace procedures allow me to use my time as effectively as possible.	63	66	63	-3	0
	The work I do gives citizens good value for their tax dollars.	78	81	78	-3	0
	Work is distributed fairly in my work unit.	62	64	60	-2	+2

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
Stress & Workload	My workload is manageable.	61	64	59	-3	+2
Stress & Workload	My work-related stress is manageable.	61	64	59	-3	+2
	My job provides me with the right amount of challenge.	64	66	64	-2	0
	I have support at work to provide a high level of service.	67	69	64	-2	+3
	I have support at work to balance my work and personal life.	71	70	66	+1	+5
<b>MY PHYSICAL ENVIRONMENT &amp; RESOURCES</b>						
Physical Environment & Tools	My physical work environment is satisfactory.	66	71	67	-5	-1
	The physical security of my workplace is satisfactory.	79	79	72	0	+7
Physical Environment & Tools	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.	75	75	68	0	+7
	I have the information I need to do my job well.	64	68	66	-4	-2
<b>MY DEVELOPMENT &amp; PERFORMANCE</b>						
Professional Development	My organization supports my work related learning and development.	73	73	65	0	+8
Professional Development	The quality of training and development I have received is satisfactory.	70	68	62	+2	+8
Professional Development	I have adequate opportunities to develop my skills.	67	67	60	0	+7

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
	I regularly receive feedback on my performance.	62	60	55	+2	+7
	I have opportunities for career growth within the BC Public Service.	65	62	55	+3	+10
	Of those who have had a performance review in the last 12 months: My performance review helps me achieve my performance goals.	59	60	57	-1	+2
<b>MY CO-WORKERS</b>						
Teamwork	When needed, members of my team help me get the job done.	78	80	78	-2	0
	My ideas are respected by others in my work unit.	76	78	75	-2	+1
Teamwork	Members of my team communicate effectively with each other.	69	70	67	-1	+2
Teamwork	I have positive working relationships with my co-workers.	80	82	80	-2	0
<b>THE PERSON I REPORT TO</b>						
	The person I report to listens to my suggestions and ideas for improvement.	76	76	74	0	+2
	The person I report to provides clear expectations regarding my work.	70	71	68	-1	+2
Supervisory Level Management	The person I report to consults me on decisions that affect me.	70	71	68	-1	+2
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	70	71	68	-1	+2
	The person I report to is an effective manager.	69	71	68	-2	+1

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
	The person I report to is an effective leader.	69	70	67	-1	+2
	The person I report to maintains high standards of honesty and integrity.	78	79	76	-1	+2
	The person I report to is open to flexible work arrangements to accommodate personal needs.	81	80	78	+1	+3
	I am satisfied with the quality of supervision I receive.	73	75	71	-2	+2
<b>MY EXECUTIVES</b>						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	69	68	60	+1	+9
Executive Level Management	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	68	68	60	0	+8
Executive Level Management	Executives in my organization provide clear direction for the future.	64	64	56	0	+8
	Essential information flows efficiently from senior leadership to staff.	65	64	56	+1	+9
	Essential information flows efficiently from staff to senior leadership.	63	62	54	+1	+9
	I have confidence in the senior leadership of my organization.	69	69	61	0	+8

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare To Organization	Compare To Overall
<b>MY ORGANIZATION</b>						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	71	72	64	-1	+7
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	71	71	63	0	+8
	I know how my work contributes to the achievement of my organization's goals.	72	72	66	0	+6
<b>MY EMPLOYMENT AS A BC PUBLIC SERVANT</b>						
Job Satisfaction	I am satisfied with my job.	70	72	69	-2	+1
	I am satisfied with my work unit.	72	74	71	-2	+1
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	67	70	67	-3	0
Organization Satisfaction	I am satisfied with my organization.	69	70	64	-1	+5
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	68	68	64	0	+4
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	76	75	71	+1	+5
	I am proud to tell people I work for the BC Public Service.	75	74	69	+1	+6
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	77	74	69	+3	+8
	I would recommend the BC Public Service as a great place to work.	74	73	66	+1	+8

## APPENDIX B

### Driver Descriptions

The 12 drivers of engagement are defined as follows:

#### **Empowerment**

Employees believe they have opportunities and freedom to be innovative, provide input, and make decisions to do their job well.

#### **Stress & Workload**

Employees perceive that their work-related stress and workload are manageable.

#### **Vision, Mission & Goals**

Employees believe their organization's vision, mission, and goals are well communicated and 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 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, that they clearly communicate strategic changes and priorities, and that they provide clear direction for the future.

#### **Supervisory-level Management**

Employees believe the person they report to keeps them informed and consults them on decisions that affect their work.

## APPENDIX C

### Data Collection Methodology

#### Administering the Survey

BC Stats distributed the 2009 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, exempting agencies, boards or commissions.

The 2009 survey is the fourth cycle of the Work Environment Survey. This cycle of the survey was administered between April 6-29, 2009. The vast majority of employees received an internet-based survey.

A small proportion of employees who do not have access to the internet at their workplace were sent a mail survey. To allow more time for mailing, the mail surveys were sent to employees on March 25, 2009. All mail survey recipients were also provided with the option of completing the survey online.

#### 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 survey administration team. All BC Stats employees are sworn under the *Statistics Act*.

Each response was coded with a confidential number, which allows BC Stats to attach demographic information, such as organization, work unit, age, years of service, and occupation.

No names or contact information are stored with the responses and only aggregate results are provided in reports. All information collected in the survey is protected by the *Statistics Act*. Individual responses or information that could identify an individual cannot be disclosed to anyone.



## Questionnaire Development

This section presents the definitions used in the 2009 BC Public Service Work Environment Survey.

### 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	- religion	- sex
- colour	- marital status	- sexual orientation
- ancestry	- family status	- physical or mental disability
- place of origin	- age	- unrelated criminal conviction
- political belief		
- *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 explain or describe how to complete a task or accomplish a result.
- Your *workplace* refers to your immediate physical surroundings in which you work (e.g., branch office, regional office, district office). Your workplace may have one or more work units.
- Your *organization* refers to your ministry, agency, office, or commission of the Province.
- “*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.

## APPENDIX D

### History and Background

In 2001 and 2003, the Office of the Auditor General (OAG) undertook studies of the BC government work environment. After the first study, the Auditor General reported:

*"I believe a well performing government, one that meets the service expectations of British Columbians, can only be achieved through a strong, highly competent and committed public service."*

In 2005, the BC Public Service Agency committed to measure the public service work environment annually. The commitment to annual government-wide measurement is reinforced in the BC Public Service Corporate Human Resources Plan, released in October 2006:

*"...We will gauge our progress annually through a Work Environment Survey overseen by the BC Public Service Agency, and share these results with all employees."*

In early 2006, BC Stats and the BC Public Service Agency conducted the first annual government-wide Work Environment Survey. Annual surveys have been conducted since. The Work Environment Survey is now considered to be an annual measurement program.

#### Employee Engagement and the Service Value Chain

In the private sector, research shows that companies with highly engaged employees are more productive, experience less absenteeism, and retain more employees than other companies do.

Higher employee engagement also translates into better services and/or products, more satisfied customers, and ultimately, higher profits. These relationships, identified in 1994 by James Heskett and his colleagues at Harvard University, are described as the *Service Profit Chain*.

A similar set of linkages applies in the public sector. Public organizations with higher levels of employee engagement have less turnover, are more productive, and provide better service to citizens and businesses.

While the 'bottom line' is easy to identify and measure for private companies, there is no simple bottom line for the public sector, particularly given the multiple roles played by government.

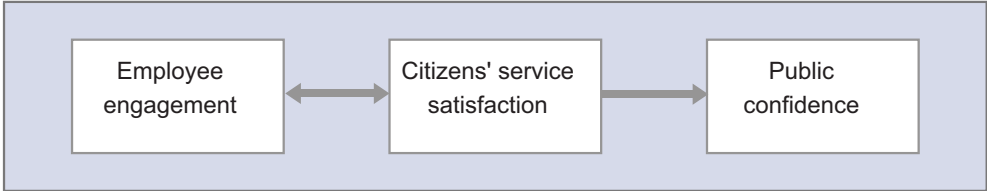
**Public confidence  
is our 'bottom line'**

However, the success of government is related to the trust and confidence that citizens have in their government. The link between citizens' service satisfaction with government services and their trust and confidence in government has been established by Canadian researchers in the *Citizens First* study.

Using public confidence as government’s bottom line, a public sector version of the service profit chain can be used to describe relationships between employee engagement, citizens’ service satisfaction, and public confidence. These linkages are known as the *Service Value Chain*, identified by Brian Marson and Ralph Heintzman in 2005.

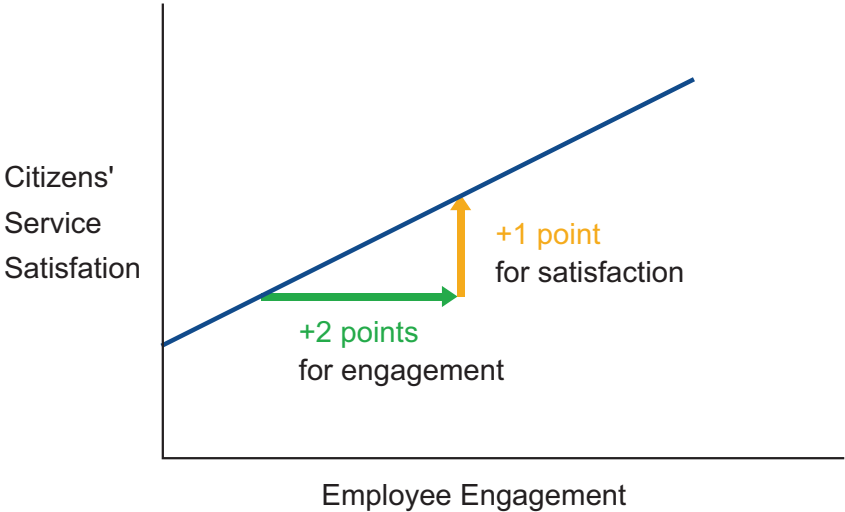
In the chain, a two-way link exists between employee engagement and citizens’ service satisfaction (Figure 4).

FIGURE 4. SERVICE VALUE CHAIN



Recently, BC Stats tested this link for the BC Public Service by analysing employee engagement scores with citizens’ service satisfaction scores from 41 work units in the BC Public Service and the Region of Peel. The analysis concluded that a positive relationship exists between the two components. In other words, employees have a direct quantifiable impact on citizens’ service satisfaction. Specifically, it was revealed that for every 2-point increase in employee engagement, there was a corresponding 1-point increase in citizens’ service satisfaction (Figure 5).

FIGURE 5. SATISFACTION-ENGAGEMENT RELATIONSHIP



## APPENDIX E

### Response Rates

In your organization this year, 94% of employees completed the survey.

TABLE 8. RESPONSE RATES

	Your Work Unit	Your Organization	BC Public Service
Completed surveys	478	1,779	23,574
Total employees	508	1,988	26,985
Response rate	94%	89%	87%

**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 and reliable data.

## APPENDIX F

### Identifying Your Work Unit

Using department IDs (also called payroll numbers) from the Corporate Human Resource Information System (CHIPS), BC Stats worked together with your Strategic Human Resource representative to identify your specific work units. The department IDs included in this reports are shown in Table 9.

TABLE 9. DEPARTMENT IDS INCLUDED IN THIS WORK UNIT

DEPARTMENT IDS					
112-0062	112-0074	112-0082	112-0088	112-0092	112-0093
112-0096	112-0098	112-0099	112-0125	112-0204	112-0205
112-1800	112-2203	112-2206	112-2208	112-5207	112-6000
112-6001	112-6010	112-6011	112-6012	112-6013	112-6014
112-6015	112-6030	112-6031	112-6032	112-6033	112-6034
112-6035	112-6036	112-6050	112-6051	112-6052	112-6056
112-6057	112-6059	112-6060	112-6061	112-6062	112-6063
112-6064	112-6065	112-6066	112-6067	112-6068	112-6069
112-6070	112-6080	112-6081	112-6082	112-6085	112-6087
112-6088	112-6091	112-6094	112-6110	112-6116	112-6130
112-6131	112-6132	112-6133	112-6135	112-6137	112-6170

Given that the Work Environment Survey is now considered an annual measurement program, a set of firm reporting criteria have been established. To obtain a report, a work unit must have at least 20 employees and achieve a minimum 50% response rate. Larger work units must have at least 50 employees and achieve a minimum 40% response rate to obtain a report. These criteria were implemented to ensure respondent confidentiality.

Within the last year, the department IDs have changed considerably in several ministries. For this reason, it is not recommended that work unit results be compared across years.

## APPENDIX G

### Additional Reading and References

If you are interested in more information, please refer to the articles below:

Adams, S. 2009. Defining and Measuring Employee Engagement in the BC Public Service. Research paper prepared for the Desautels Faculty of Management, MBA program.

Blessing White, Inc. 2008. The State of Employee Engagement: North American Overview.

Grawitch, M.J., Gottschalk, M., & Munz, D.C. 2006. The Path to a Healthy Workplace: A Critical Review Linking Healthy Workplace Practices, Employee Well-being and Organizational Improvement. *Consulting Psychology Journal*, 58(3), 129-147.

Henley, A.B., Shook, C.L., Peterson, M. 2006. The Presence of Equivalent Models in Strategic Management Research using Structural Equation Modeling: Assessing and Addressing the Problem. *Organizational Research Methods*, 9(4), 516-535.

Heintzman, R. and Marson, B. 2006. People, Service and Trust: Links in a Public Sector Service Value Chain. *Canadian Government Executive*. Vol 12 (5).

Schmidt, F. and Marson, B. 2007. Employee Engagement: A Foundation for Organizational Performance. *Canadian Government Executive*. Vol 13 (2).

Spears, G. 2006. *Finding Common Ground: Drivers of Employee Satisfaction in the Public Service*. Paper prepared for the Treasury Board Secretariat. Erin: Ontario, Erin Research Inc.

Vance, R.J. 2006. Employee Engagement and Commitment: A Guide to Understanding, Measuring and Increasing Engagement in your Organization. Society for Human Resource Management.

### Acknowledgements

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If you have any questions  
about the information in this report,  
please contact the  
Work Environment Survey team at BC Stats.  
250-952-6822





Where ideas work

# Improving your work environment:

comments from within

july 2009

**Citizens' Services**

Work Environment Survey 2009



**BC Stats**

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## In the Words of Employees

This report is one of several BC Stats reports based on the Work Environment Survey. Other reports produced by BC Stats, such as *Exploring Employee Engagement in Your Organization*, provide statistical information for each survey question. This report complements the statistical data with greater detail provided by employee comments. This report, *Improving your Work Environment: Comments from Within*, is centered on the answers to one open-ended question:

*What one thing would you like your organization to focus on in the next 12 months to improve your work environment?*

Organizations committed to facilitating positive changes in the work environment benefit from listening to those who are most familiar with the work environment – the employees who work in it daily. Employees not only have an intimate understanding of their organization's priorities and histories, they also have insight about directions work units are going and ought to go in and what is needed to get there.

In addition to their organizational knowledge, staff are keenly aware of their personal workplace (and their coworkers) needs, and how these needs can translate into opportunities for positive change. For example, many employees already have ideas about how to accomplish tasks more efficiently or have ideas about how to strengthen communication between specific groups.

## Organization of This Report

In this report, your results are presented in three formats with varying levels of detail. Please consult each section for a comprehensive understanding of the results.

**Comment Results at a Glance:** A high level summary of the three most commonly mentioned major themes for your organization in 2009 and the BC Public Service overall in 2009.

### **Your Unique Organization:**

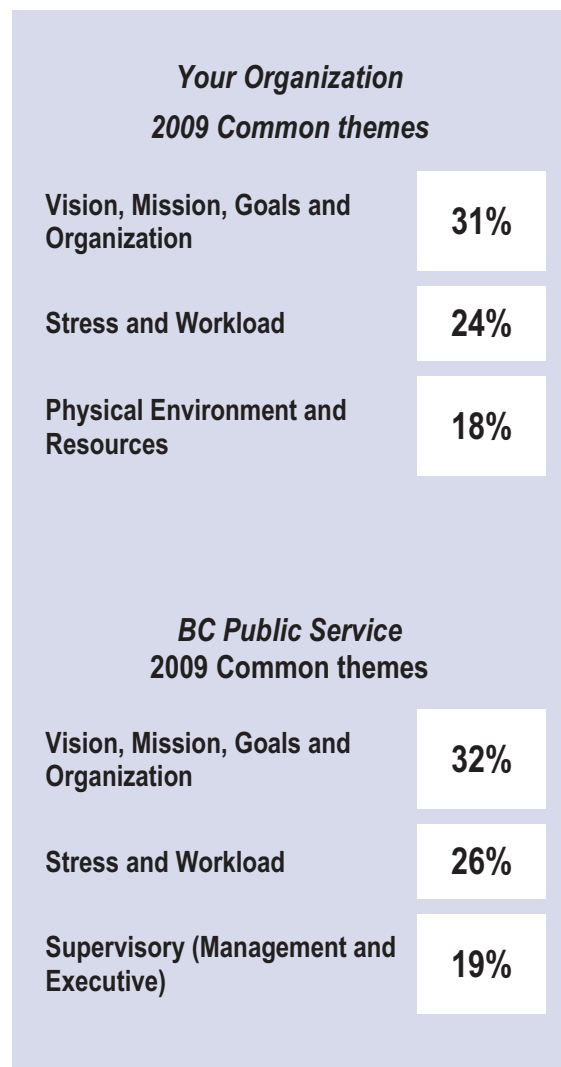
*Most Common Themes:* A summary table of the most common subthemes overall for your organization.

*Understanding the Interconnections:* An analysis of the interconnections between themes within your organization. This section of the report adds great value in understanding the overlaps in your organization's results.

**Comment Results in Detail:** A detailed table showing results of all major themes and subthemes including percentages of comments within each theme, and percentages of total comments.

*Examples from the Suggestion Box:* A set of example comments in the words of employees from your organization, for each subtheme.

## Comment Results at a Glance




To analyze the thousands of comments offered by respondents in the BC Public Service, each comment was read and coded (categorized) according to one or more themes.<sup>1</sup> While there were commonalities across the BC Public Service, a different set of concerns surfaced for each unique organization.

Major theme percentages and subtheme percentages within major themes illustrate the issues that were discussed more often than others, and point to the most prominent concerns in each organization.

Percentages for the BC Public Service will be smaller than for individual organizations because thematic counts are averages distributed across the entire BC Public Service.

In Citizens' Services, the main areas of concern noted by employees pertained to *Vision, Mission, Goals and Organization* (31%) followed by *Stress and Workload* (24%) and *Physical Environment and Resources* (18%). The theme of *Vision, Mission, Goals and Organization* is shared between Citizens' Services and the BC Public Service as the most commonly discussed topic area.

A look at the 2009 figures for the BC Public Service indicates that two of the central concerns across government are shared with your organization. The common themes are *Vision, Mission, Goals and Organization* and *Stress and Workload*. Of course, specific concerns within the major themes differ between all organizations.

 Year-over-year thematic comparisons must be made cautiously, despite the advantages of a high level summary provided in the adjacent table.<sup>1</sup>



<sup>1</sup> Please refer to Appendix B for more information on how the comments were coded thematically and what criteria define each major theme.

## Using Qualitative Research

The comment analysis portion of the Work Environment Survey is considered qualitative research. Qualitative research is exploratory and often seeks to answer how and why questions. Methods such as interviews, focus groups, open-ended questions, and observation allow researchers to obtain an in-depth understanding of participants' opinions, behaviours or experiences.

Qualitative research does not produce numbers that can be used for performance measures. Therefore, quantitative (statistical) research is usually favoured by performance-based organizations over exploratory or qualitative research. A commitment, however, to one single research approach does not necessarily meet all of an organization's information needs.

When conducting research, it is important to consider the suitability of each analytical approach in answering the research question. Quantitative research allows you to generalize about what people think or what people report doing. In comparison, qualitative inquiries offer a more detailed analysis of people's opinions and ideas, and frequently provide insightful information about issues not readily gathered through closed-ended survey questions. This type of information can be particularly valuable when an organization is focused on ways to facilitate positive changes in the work environment. Many long-term research projects harness the benefits of both approaches and use them as complementary sources of information.

The Work Environment Survey includes one open-ended question to provide balance to the statistical information gathered through the other survey questions. Even though only one open-ended question is incorporated into the survey (as opposed to 77 closed-ended questions), the single question solicits in-depth feedback from a very large group of employees.

In 2009, the open-ended question gathered 14,795 unique employee responses that present a level of detail that is impossible to obtain through statistical methods. The content of the responses is immensely valuable for gaining a more thorough understanding of the experience of employees in the work environment and for identifying new issues that would not otherwise be discovered through statistical analyses.

The 14,795 comments provide a level of detail that is impossible to obtain through statistical methods.

## Making the Most of Your Results

By directing action toward important issues identified by your staff, your organization can embark on initiatives that will benefit employee engagement within your organization and the BC Public Service.

### Annual Comparability

While it is quite straightforward and acceptable to compare statistical data from year to year, qualitative data does not lend itself to such direct comparisons. There are several important limitations to be aware of:

1. Different concerns emerge from the data from year-to-year, which affect whether themes are added to, or subtracted from, the codebook. The addition of new themes or subthemes consequently draws percentages away from the previous year's themes, falsely implying decreases in certain areas.
2. Each year different concerns and observations affect the contents included within the coding themes.
3. Results for each organization are based on responses from only those who chose to answer the question, and what each respondent chose to write about at the time.

For greater detail on annual thematic changes, please see Appendix B.

### Using the Results: It's in the Details

While it is important to take note of which themes are more common than others, it is equally important to gain a solid understanding of the specific comments within the themes and subthemes.

Readers need to dig deeper into the suggestions to find out what was written about specifically.

For example, for some organizations, improving the safety and security of employees may mean offering staff greater protection from abusive clientele. For other organizations, it may mean an addition of lighting in the parking lot. These varied comments would all fit into the subtheme, *ensure safety and security of employees*, but of course, each expresses very different issues.

For this reason, readers need to dig deeper into the comments to find out *what* was written about specifically, rather than just *how often* a topic area was commented on to gain full benefit from the results.

## Your Unique Organization

### Most Common Themes

Table 1 presents a selection of your organization's most common subthemes irrespective of their corresponding major themes. Major themes are not shown here because the ranking by major themes can be misleading in that some of the common subthemes appear further toward the bottom of the table since they are grouped under a major theme.

For each subtheme, the count of the total number of comments, as well as the percentage of the total comments, is provided in Table 1. In other words, out of the 1,034 comments provided, 11% of all Citizens' Services comments had to do with improving stability/managing change.

TABLE 1. YOUR ORGANIZATION: MOST COMMON SUBTHEMES (n= 1,034)

MOST COMMON SUBTHEMES		Count of Comments	(%) of Total
HIGHEST PRIORITY AREAS	Improve stability/manage change	116	11%
	Communication of vision, mission, goals and change	84	8%
	Positive Remarks	81	8%
	Assess plans, priorities and structure of the organization	78	8%
	Clarify, refine, and/or document procedures and expectations of work	71	7%

## Understanding the Interconnections

While the summary table above is useful for a big picture understanding of the highest priority areas to focus efforts for improvement, the power of the report is not in the numbers alone.

There are a number of relationships between the major and subthemes that make up the unique set of circumstances in your organization. The interconnections between the themes and subthemes are important in understanding how challenges in one area directly impact what happens in another area of your organization.

The top areas identified by survey respondents as needing improvement are Vision, Mission, Goals and Organization (31%), Stress and Workload (24%), and Physical Environment and Resources (18%).

The first set of interconnections concern the theme Vision, Mission, Goals and Organization. The subthemes *Improve stability/Manage change* and *Assess plans, priorities, and structure* account for 11% and 8% of your organization's total comments, respectively, and cumulatively nearly one-third (62%) of the theme. Several respondents suggest that due to the large number of changes in your organization, priorities need to be assessed and clarified. Related to the subtheme *Improve stability/Manage change*, is the Communication subtheme, *Communication of vision, mission, goals and change*. This Communication subtheme comprises 8% of your organization's total comments. Comments indicate that insufficient communication about organizational changes confuses clients and is an obstacle to delivering services to clients requiring information. Quite a few respondents want an increase in communication about changes to their day-to-day work and organizational structure:

*I realize that you cannot stop change within government, but I believe that it could be managed better, starting with clearer communications. We have had a lack of communication, unclear communication, and a lack of understanding about the changes that have been happening with in our branch, and division. All of this has the end result of stress, tension, and a lack of morale within the branch, as well as individual work units.*

Related to the Communication theme is the subtheme, *Clarify, refine, and/or document procedures* within the major theme, Day to Day Work. This subtheme accounts for 7% of your organization's total comments and nearly three-quarters (74%) of the Day to Day Work theme. Several respondents request that work unit and staff roles be identified and clarified. Comments within this subtheme also interconnect with the subtheme *Improve Internal and External Client/Public Service*; respondents indicate that procedures for staff and customers require clarification, standardization, and documentation.



The second set of interconnections center on the theme Stress and Workload. The subthemes *Increase staff/coverage* and *Review workload expectations* account for 23% and 21% of the Stress and Workload theme, respectively. Comments mention that an increase in staff resources is required in order to ease workloads. The subtheme *Increase staff/coverage* is also interrelated with the Stress and Workload subtheme *Manage work-related stress*. This subtheme comprises 12% of the Stress and Workload theme. Several comments indicate that staff are burnt out and stressed due to an insufficient number of staff to complete large workloads. In this way, workplace stress connects with unmanageable workloads.

The subtheme *Be flexible/promote work-life balance* comprises 22% of the Stress and Workload theme. *Be flexible/promote work-life balance* intersects with the subtheme, *Review workload expectations*. That is, comments mention that when workloads are consistently large, it is difficult for both managers and employees to maintain a healthy work-life balance.

The Stress and Workload subtheme *Improve productivity and efficiency* intersects with the subtheme *Review workload expectations*. Respondents indicate that making processes – such as filling out on-line forms and iStore functions – less complex will ease heavy workloads. Stress and Workload subthemes also interconnect with the Physical Environment and Resources subtheme *Upgrade/improve technology/software*. Comments suggest that modifying websites to become more user-friendly and streamlining online services for clients will also assist in alleviating large workloads. Finally, comments mention that testing new technological procedures prior to implementation is important for trouble-shooting, quality control, and time management.

Related to the Stress and Workload subtheme *Improve productivity and efficiency* is the subtheme *Provide better office or staff facilities/amenities*. This subtheme accounts for 6% of your organization's total comments and slightly over one-third (34%) of the theme Physical Environment and Resources. Comments indicate the being situated in cubicles – rather than in private offices – decreases productivity. Increases in noise and visual distractions while working in cubicles are some reasons for decreased productivity. Further, several comments in this category suggest that the office layout in “pods” is related to decreased productivity:

*I [would] like to know why we are being put into pods...they are way too noisy and there is always one who talks louder than the rest of us so you can't concentrate on your work. You don't have any privacy to speak with your customers...We knew a move was coming – we were NOT informed until recently we are being put into pods. We were not asked about how we felt or asked what our opinion was on this move.*

Finally, respondents want management to change the poor lighting, poor ventilation, noise pollution, and non-ergonomic furniture. Several



comments point to improving office facilities and space planning through listening to employees' suggestions and experiences.

The third set of interconnections focus on the subtheme, *Minimize problems with out-sourcing and contracting*. This subtheme accounts for 7% of the Vision, Mission, Goals and Organization theme. Respondents expressed that privatization decreases the quality of customer service and depletes years of "in-house" knowledge. Other comments connect problems with privatization to the theme, Improve Job Security. This theme accounts for 4% of your organization's total comments. Respondents indicate that outsourcing work and entire employment positions negatively impacts their job security:

*Stabilize the work force. With outsourcing, [there are] too many doubts about future employment and how it will affect all of us contribute to a lack of performance and dissatisfaction with the employer. The Government recently mentioned layoffs because of the economic situation but at the same time is preparing to shovel money at the private sector to maintain or create jobs.*

Respondents need up-to-date and ongoing communication from management about job security and the structure of your organization in order to lessen anxiety and confusion, and to increase morale. In this way, Job Security intersects with the Supervisory (Management and Executive) theme.

It is interesting to note that in light of the number of comments requesting improvements, there are an uncommonly high number of positive comments. The theme Positive Remarks ranks as your highest single theme (8% of the total comments). The positive comments often acknowledge efforts to make organizational improvements in areas such as employee morale and communication throughout the organization. Other respondents suggest high levels of satisfaction with their immediate co-workers and work units. Several respondents indicate that in order to maintain positive experiences within your organization, some main areas to continue focusing on include improving communication about your organization's structure, office planning, job security, and workloads.

## Comment Results in Detail

Table 2 presents a more detailed summary of your organization's results based on the comments provided. To protect respondent confidentiality, the breakdown required a minimum count of comments per category.

The middle column presents the percentage of comments *within* the corresponding themes. Where 31% of all comments are related to the major theme *Vision, Mission, Goals and Organization*, 37% of comments *within* this major theme had to do with improving stability/managing change.

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 1,034 comments provided, 11% had to do with improving stability/managing change.

Individual comments that touched on several issues were coded to several themes and subthemes. Therefore, percentages within thematic categories do not sum to 100%. Subthemes that contain less than 1% within a major theme are not included in the table.

TABLE 2. COMMENT RESULTS IN DETAIL (n = 1,034)

(MAJOR THEME)  (Subtheme)	% WITHIN THEME	% OF COMMENTS
<b>VISION, MISSION, GOALS AND ORGANIZATION</b>		<b>31%</b>
Improve stability/manage change	37%	11%
Assess plans, priorities and structure of the organization	25%	8%
Improve policy and/or program implementation	12%	4%
Improve/review budget allocation/funding to programs/organization	11%	3%
Minimize problems with out-sourcing and contracting	7%	2%
Minimize political/bureaucratic interference	3%	1%
Improve accountability and transparency at the Ministry level	3%	1%
Look out for the public interest/ensure quality of public relations	3%	1%
Vision, mission and goals – other	1%	0%

(MAJOR THEME) (Subtheme)	% WITHIN THEME	% OF COMMENTS
<b>STRESS AND WORKLOAD</b>		<b>24%</b>
Increase staff/coverage	23%	6%
Be flexible/promote work-life balance	22%	5%
Improve productivity and efficiency	22%	5%
Review workload expectations	21%	5%
Manage work-related stress	12%	3%
<b>PHYSICAL ENVIRONMENT AND RESOURCES</b>		<b>18%</b>
Provide better office or staff facilities/amenities	34%	6%
Upgrade/improve technology/software in general	22%	4%
Ensure health and wellness of employees	13%	2%
Improve IT support and training	11%	2%
Provide better equipment/furniture	10%	2%
Physical environment and resources – other	8%	1%
Change the physical location of the workplace	2%	0%
Ensure safety and security of employees	1%	0%
<b>COMMUNICATION</b>		<b>17%</b>
Communication of vision, mission, goals and change	47%	8%
Improve communication between staff and supervisors	22%	4%
Improve communication and relationships between departments/other organizations	20%	3%
Communication (general, unspecified)	11%	2%
<b>SUPERVISORY (MANAGEMENT AND EXECUTIVE)</b>		<b>17%</b>
Strengthen quality of supervisory/management/executive	38%	6%
Hold managers and executives accountable/general accountability	18%	3%

<b>(MAJOR THEME)</b> (Subtheme)	<b>% WITHIN THEME</b>	<b>% OF COMMENTS</b>
Make yourselves visible/gain insight into day-to-day operations	11%	2%
Improve decision-making	9%	2%
Take action with problem employees/hold employees accountable	9%	2%
Stop micro-managing/over-managing	7%	1%
Support employees	6%	1%
Improve strategic/preventative planning	2%	0%
<b>STAFFING PRACTICES</b>		<b>15%</b>
Hiring and advancement processes/procedures	33%	5%
Address staff turnover/focus on retention	23%	3%
Focus on succession planning/recruitment	22%	3%
Focus on auxiliaries	12%	2%
Improve new employee training and orientation	5%	1%
Staffing practices – other	4%	1%
Concerns about BCGEU/union contract	1%	0%
<b>CAREER AND PROFESSIONAL DEVELOPMENT</b>		<b>11%</b>
Improve/increase training and development opportunities	53%	6%
Provide opportunities for career advancement/enhancement	47%	5%
Career and professional development-other	1%	0%
<b>DAY TO DAY WORK</b>		<b>9%</b>
Clarify, refine, and/or document procedures and expectations of work	74%	7%
Develop team-building	26%	2%

(MAJOR THEME) (Subtheme)	% WITHIN THEME	% OF COMMENTS
<b>POSITIVE REMARKS</b>		<b>8%</b>
<b>EMPOWERMENT AND ENGAGEMENT</b>		<b>8%</b>
Enable staff to make decisions and provide input/listen to staff	58%	4%
Maximize employees' skills and abilities	23%	2%
Increase engagement	16%	1%
Empowerment – other	3%	0%
<b>COMPENSATION AND BENEFITS</b>		<b>7%</b>
Ensure fair pay	54%	4%
Improve benefits package	24%	2%
Improve/review job descriptions/classifications	22%	2%
<b>PROFESSIONAL ENVIRONMENT</b>		<b>7%</b>
Improve morale and workplace culture	44%	3%
Treat employees and colleagues better/care about employees and colleagues	42%	3%
Address issues of discrimination and harassment	8%	1%
Respect long-term employees	3%	0%
Value diversity	3%	0%
<b>IMPROVE INTERNAL AND EXTERNAL CLIENT/PUBLIC SERVICE</b>		<b>5%</b>
<b>IMPROVE JOB SECURITY</b>		<b>4%</b>
<b>OPINIONS ABOUT SURVEY VALUE</b>		<b>3%</b>
<b>INCREASE/IMPROVE RECOGNITION</b>		<b>2%</b>

(MAJOR THEME)  (Subtheme)	% WITHIN THEME	% OF COMMENTS
NO COMMENT/ N/A		2%
PROVIDE ADEQUATE RESOURCES TO PERFORM JOB-RELATED DUTIES		1%

## Examples from the Suggestion Box

This section includes examples of employees' comments, in their own words, to illustrate the types of concerns employees identified.

Examples were selected carefully through an assessment of how representative each statement was for the corresponding theme. They were also selected to demonstrate the breadth and depth of each theme. Therefore, the set of examples included are an accurate representation of what many others also expressed, but in slightly different words. Themes lacking suitable examples are not shown in this table.

It is important to spend some time reading these comments as there are many differences between what employees mentioned from each organization even within the same themes.

TABLE 3. EXAMPLES FROM THE SUGGESTION BOX

MAJOR THEME	% OVERALL
Subtheme	% Within Theme
<b>VISION, MISSION, GOALS AND ORGANIZATION</b>	<b>31%</b>
<b>Improve stability/manage change</b>	<b>37%</b>
<ul style="list-style-type: none"> <li>“Over the last year changes have been fast and furious. This has had a net negative impact on the work unit as a whole and specifically for myself as I have found it extremely challenging to keep up. When I can't keep up I feel incompetent. Sometimes it feels that things are being changed for the sake of change. I would like the organization to focus on stability rather than change for the next year.”</li> <li>“Stability. Government, even in flush economic times and in between elections, is constantly in a state of change, and often for the sake of change itself it seems. These times are obviously worse in that sense. Resist the urge to constantly seek improvement and all the other catch phrases like ‘moving forward’ and just let us do the jobs we were hired to do for a change. Take away the constant barrage of new policy changes, procedure changes, work philosophy mantra changes, corporate culture modelling changes, organizational changes, unit changes, duty changes, building location changes, floor location changes, and desk location changes. If change is this frequent, it indicates planning and decision making is seriously lacking or has become an acceptable corporate management style, which is unfortunate, never mind highly inefficient.”</li> <li>“Change is inevitable. However, it seems with our organization we never take the time to look at the effects of change and make the necessary adjustments. Instead, we continue to change and let the pieces fall where they may. This makes it difficult, as an employee, to embrace new changes as nothing stays static long enough. I would like to see the organization focus on each change to</li> </ul>	

ensure it works before moving on to something new.”

- “Ensuring change is fully tested and true before implementing.”
- “WTS and LCS do not seem to be able to sustain a direction or set of strategic objectives. Strategic Priorities are shelved as fast as they are produced. This has been happening [for a specified period of time] and as a result, reduced any credibility I had in the strategic planning ability in executive. Organization and focus changes seem driven by names of functions in boxes rather than by a good understanding of the business, as if executive do not really understand what is happening within the organization or what is contributing to service delivery problems.”
- “Our work unit needs consistent management and leadership. In the last year we have had [a number of] different managers. In the previous year, there was [a number of] different managers also!”

#### Assess plans, priorities and structure of the organization

25%

- “To provide a better picture of the division’s organizational structure so I can see who does what [and] what the responsibilities are of each unit. Having a hard time seeing the master plan for our division and how things align, coordinate and complement each other.”
- “Focus on achieving our long-term goals throughout continuous on-going change.”
- “Achievement of cost reduction objectives and clarity of roles and responsibilities across the ministry.”
- “A big picture of how our Program area ties in with WTS. Understanding our budget constraints – will we become a complete cost recovery program area or remain on a budget? If cost recovery, how will that impact our FTEs and services we provide?”
- “Less lofty goals and more realistic actions that will lead to tangible changes – starting with more accountability with senior management council, including a record of what decisions they are making, tracking these decisions, and communicating them more effectively.”
- “Now is the time to make the changes that need to be made to make this ministry more efficient. Don’t waste that opportunity. This ministry is top heavy, has significant duplication, and unbalanced allocation of resources. We can do better!”
- “Fewer priorities and stop changing the priorities. The leadership in ARES does not have the capacity to consider and implement new ideas because of too many priorities and a constant change of priorities. Without organizational capacity to process new ideas. ‘Where ideas work’ is just an empty slogan.”
- “Ensuring that Service Contracts with other Client Ministries reflect accurately the workload and responsibilities that are put on to front line employees. Often, the scope of work is tremendous and contracts are left in place for a year before workload volumes are reviewed. We need to get the recognition and dollar value for the work we do for other ministries.”

#### Improve policy and/or program implementation

12%

- “Standardizing some procedures such that each of us completes the identical



documentation, forms, reports, etc. to move a project through the pipeline. In short: process standardization.”

- “Implement a program to measure the quality of service we deliver to our clients and stakeholders, not just in dollars but in building strategic value to everyday life in the province for all.”
- “The Organization I work for is excellent at planning, however, implementation of those plans seem to get lost in the constant changes and sometimes the demands of some of the executive directors.”
- “Focusing on projects with around one year duration will help in achieving a more stable work environment for me and others. Many projects are very short two to three months and although they have a higher prospect of success, longer projects are more trying and require more Project Management involvement and input and are eventually more rewarding both to the organization and the team.”
- “Take a better look of how policies and procedures must be approved. We spend too much time making sure everyone who might remotely one day stumble across the policy/procedure has to be informed right from the get go. Let the people who are affected day to day make the decision and move on.”

#### Improve/review budget allocation/funding to programs/organization

11%

- “To move away from the focus on cost-recovery by having an adequate base budget.”
- “Recently it was announced by [the Premier’s Office] that there may be some auxiliary and regular layoffs. I thought it was very distasteful for new furniture to show up at 4000 Seymour. Leather chairs, couches, coffee tables, etc. This sends the wrong message if we are truly trying to cut costs.”
- “The thing I am having the biggest problem dealing with is all the talk about cuts to budgets and reducing our ability to do our jobs but we are all getting new computers when our old ones worked fine.”
- “Find a way to stabilize the budget issues and organizational changes. Having budgets that [change] year over year makes it very difficult to manage services to citizens and internal clients.”
- “ARES is a Real Estate entity. ARES needs a budget to be made available for making good strategic decisions that impacts the people of British Columbia in the long term and strategic relocations for clients, occupying owned properties versus renewing leases, etc.”
- “Finding more money to hire co-op students.”
- “I [would] like to know why we are being put into pods. This is a huge expense to move everyone...”
- “Every time when the BC Government is looking for ways to reduce costs they are taking advantage of the public servants by imposing reduced benefits, work hours, no salary increase, etc., whereas the senior government officials have received a fifty percent increase in salary.”
- “Refining the budget process so decisions can be made in a timely manner avoiding disruptions of services and operational contracts. The present recovery funding model results in uncertainties, poor planning and excessive time negotiating internally and administering.”

Minimize problems with out-sourcing and contracting	7%
<ul style="list-style-type: none"> <li>• <i>"Provide us with the details of what was agreed to in the STMS outsourcing of Hosting. We have been hearing a number of rumours of what it contains and if true then WES 2010 won't be pretty."</i></li> <li>• <i>"I am concerned that our organization is heading down the wrong path to centralized marketing and customer service, especially self services. Self services that have been introduced such as 'At Your Service' are a huge failure. Personal contact, a live person to actually talk to, is much more important in providing superior customer service. Talking to someone who is knowledgeable and not having calls transferred is important."</i></li> <li>• <i>"Stop outsourcing functions that should remain in government."</i></li> <li>• <i>"Politicians – i.e. the Liberal government – need to realize what they have in the people that carry out the day to day work that makes this province what it is. Out-sourcing causes anxiety and statements that the next union contract will contain no wage increases due to restraint does not help the overall...perhaps the government should take a look in their own closet when they decide to give the ministers a 43% raise to quote 'keep quality people'. That tells me that I am not worth much."</i></li> <li>• <i>"Build strong in-house technical expertise instead of dismantling it and farming it out to the private sector."</i></li> <li>• <i>"Retain staff with specialized skills and reduce reliance on contractors..."</i></li> <li>• <i>"There are 2 types of consultants used in our organization: 1) The consultants that help us run our business and 2) the consultants that tell us how to run our business. I think we need a break from the latter and our management team should use our business planning process to decide what changes need to be made in the organization."</i></li> </ul>	
Minimize political/bureaucratic interference	3%
<ul style="list-style-type: none"> <li>• <i>"Trimming bureaucratic red tape to achieve the end result, i.e. less steps to order a product/service."</i></li> <li>• <i>"Too many restrictions and bureaucratic procedures adversely affect staff morale and result in decreased productivity."</i></li> <li>• <i>"Bureaucracy, red tape, constant reshuffling and restructuring, and systems and software that are ill-suited all add to make employees less effective."</i></li> <li>• <i>"Stop demeaning and devaluing executive, management, and staff with further rounds of foolish administrative burden and the repeated phrase that 'unless you get x, y, or z done to the budget numbers, then the budget will be taken away from you'. What does such a threat aim to achieve?"</i></li> </ul>	
Improve accountability and transparency at the Ministry level	3%
<ul style="list-style-type: none"> <li>• <i>"This whole government is built on lies and propaganda. Politicians give themselves huge raises and then tell us that there is no money for a salary increase for our new contract? What a sick joke. This government keeps bragging about opportunity and training. Well when you check into it – there is nothing there!"</i></li> </ul>	

<ul style="list-style-type: none"> <li>• <i>"The Government recently mentioned layoffs because of the economic situation but at the same time is preparing to shovel money at the private sector to maintain or create jobs. This causes one to infer we in the public sector are worth less than the private sector in the eyes of our employer."</i></li> <li>• <i>"I'd like to have confidence that our political and senior public service masters were being truthful with us; I know they're not telling us the truth, I just don't know what the truth is and it's very unsettling."</i></li> <li>• <i>"I just don't feel that my organization practices what they preach. It feels like we are expected to follow a set of guidelines and rules but we don't get the same in return..."</i></li> </ul>	
<b>Look out for the public interest/ensure quality of public relations</b>	<b>3%</b>
<ul style="list-style-type: none"> <li>• <i>"Promotion of the value of our branch..."</i></li> <li>• <i>"Stable strategic direction leading to clear parameters for prioritizing, scheduling and resourcing for value added work that will most benefit citizens of B.C."</i></li> </ul>	
<b>Vision, mission and goals – other</b>	<b>1%</b>
<ul style="list-style-type: none"> <li>• <i>"A more positive outlook regarding how the economy is shaping our work environment – these challenges have happened in the past, will happen again, and can be met."</i></li> </ul>	
<b>STRESS AND WORKLOAD</b>	<b>24%</b>
<b>Increase staff/coverage</b>	<b>23%</b>
<ul style="list-style-type: none"> <li>• <i>"Staffing levels. We are expected to provide more and more services with less staff which in turn puts a strain on the remaining staff."</i></li> <li>• <i>"Focus on supporting staff by providing resources (time/backfill) to allow them to learn and adapt to all the changes in procedures and policies that our various clients require of us."</i></li> <li>• <i>"Filling management positions ASAP or hiring/transferring a temp until such times as a new manager can be hired. Not having a manager puts more pressure on supervisors and staff which could eventually affect the quality of work from these employees."</i></li> <li>• <i>"Due to cut backs and illness in the work place we operate short staffed a lot of the time. The stress level is very HIGH and the ability to KEEP UP is difficult."</i></li> <li>• <i>"The major thing that needs to be looked at, and if possible, remedied is the shortage of staffing. Our staffing levels have decreased over the past year to the point that it is difficult to keep our customer service levels up..."</i></li> <li>• <i>"Additional staffing. This would allow us more time to keep up with the CONSTANT changes that occur with procedures in the many programs we assist the public with..."</i></li> <li>• <i>"Manage staffing levels better: Hire enough staff to manage the current workload at an exceptional level (results and service oriented). If new projects are taken on, plan ahead and hire new staff (do not try to manage new work given current workloads – assuming there is no availability). Ask current staff to take on new roles/responsibilities only if they have the capacity to do it AND the availability to</i></li> </ul>	

*do it (do not try to fit the square peg in the round hole)..."*

### **Be flexible/promote work-life balance**

**22%**

- *"Work on more work/life balance. Maybe something with child care?"*
- *"Flexible work hours, not being forced to work from a set start to set end time when the hours do not provide a supportive work/personal life balance."*
- *"Consider allowing employees to work at least one day a week from home. A good idea environmentally."*
- *"As a manager I would like to have the opportunity to work a flex schedule. There is really no work life balance for managers. We work longer hours and sometimes weekends to get our work done with no remuneration. I believe most managers would like some time off for compensation."*
- *"Address work life balance through increased resources (i.e. hire more staff) or through efficiencies such as policies to reduced email."*
- *"I would like to see them allow people to use more of their holiday time which they are entitled to."*
- *"How can you tell staff there is a work/life balance when the organization is under such stress that most people are working extra hours every day to the point people are surprised if they can't reach you outside of regular office hours? I imagine if our staff (executive and most staff) were paid for the time they worked, the tax payers would have a fit. They are getting a bargain from the ARES staff and I think it's quite a rip off and abuse of employees...I have so much work that must get done, and I just cannot give anymore extra to the job. I have a life, a family, commitments and I'm tired at the end of the day."*
- *"Providing excluded staff with the ability to work longer hours and take a day off every three weeks, like the included staff have – the modified work week."*
- *"..I have aging parents and they do not live in the same community that I do...I need some flexibility in caring for them. I would like a 'leave without pay' program that would allow me to be there when they need me..."*

### **Improve productivity and efficiency**

**22%**

- *"WTS/istore/7-7000 needs to streamline the way they do business. It should not take a week for a new employee to get access to their email, shared drives, etc. So much money (salaries) and time is wasted when new employees start and have no access to a computer or phone, especially if the employee is transferring within the ministry or within government..."*
- *"We have too many on-line applications that we have to use, TOL, EPDP, etc. These applications are time consuming and really hard to use. Please fix them!"*
- *"Reducing the negative impacts on productivity the U2 refresh will have on our branch. Far, far too much attention has been paid to security, with NO attention (that I can see) being paid to the impact on workers of new security measures. It cannot be no security vs. total security. It must be a balance..."*
- *"Continue the consolidation of functions within the ministry to streamline and integrate processes within the organization."*
- *"Too much time is spent by managers (and staff in some circumstances) in electronic applications such as: TOL, EPDP, online travel, WTS. Extremely time*

*consuming and very difficult to navigate through. Too much time is spent on this rather than 'getting the job done', which is what we all want to do."*

- *"Business processes – ensuring there are processes, ensuring those processes are clearly articulated to all staff, and streamlining processes, some of which are overly complicated and onerous."*

#### **Review workload expectations**

**21%**

- *"Watch the workload levels. Seems the work/training demands, and changes to procedures, coming down are more and more frequent with tight turnaround times."*
- *"Eliminating the organization's current expectation for managers to spend the majority of their time undertaking established clerical job description activities."*
- *"Resolve inequities in workload. Some people work very hard while others goof off."*
- *"Prioritize workload and provide adequate resources to complete work."*
- *"Reduce workload and reduce volume of unpaid/unscheduled overtime."*
- *"Focus on identifying the key priorities and limiting workload. We have limited resources and capacity and the restrictions being placed on the work environment will make it difficult to achieve results."*
- *"Adding additional staff/resources to deal with increased workload."*

#### **Manage work-related stress**

**12%**

- *"Workload management. It is not possible to maintain services while dramatically decreasing the number of employees without burning out the remaining employees."*
- *"Stress caused by huge workloads. Current message of 'tighten your belt and see us through this tough economic time' has been a constant message at [office location]. People are exhausted and stressed and pizza lunches aren't going to fix that or improve morale."*
- *"Review the amount of work allocated to staff. Customer service is a high priority, however, too much work for the staff currently in place and unrealistic deadlines adds to the daily stress and the inability to have a realistic work-life balance."*
- *"It would be positive for all members of the work unit to make sure that we have enough staff members to complete our daily work load, lessening the stress on the overall work unit."*
- *"Improving customer service while at the same time helping the workers adapted and cope with the rising stress of having to do an even better job with no increase or fewer people and resources."*
- *"Change is good, but too change much in a short time is not, and it has occurred in my work environment, which has been very hard on our unit. The workload has been very high, deadlines were overwhelming, and increased the stress level tremendously..."*



PHYSICAL ENVIRONMENT AND RESOURCES	18%
<b>Provide better office or staff facilities/amenities</b>	<b>34%</b>
<ul style="list-style-type: none"> <li>• <i>"Let's have the senior management/leaders sit in a pod for a few days and try to do their job. Let's see how much work they can get done with all the noise, interruptions and traffic flow going thru the pod. Productivity does not mean PODS..."</i></li> <li>• <i>"Space planning is poor: lack of private offices for work requiring same is substandard. Tiny cubicles and pods are dehumanizing and prevent profession interaction with colleagues. Cubicles and pods have proven in the private sector to be significantly counter-productive."</i></li> <li>• <i>"Improving the physical working environment for our small section – it is not good. We are crammed into too small of a space and the layout wasn't well thought out, plus most of the furniture seems to be hand-me-downs, I don't even have a proper desk, let alone a book shelf..."</i></li> <li>• <i>"Improve physical conditions in the building that include lighting (fluorescent bulbs contribute to eye fatigue), noise (air conditioning fans are noisy), humidity levels (extremely dry), ventilation (uneven air distribution with venting blows air directly on top of working area), and seating (non-ergonomic chairs lead to back strain)."</i></li> <li>• <i>"Bigger and better lunch room."</i></li> <li>• <i>"Subsidized child care facility."</i></li> <li>• <i>"We need windows in the office. There is no natural light and the lighting we have is dismal. It's very dark and dreary in here."</i></li> <li>• <i>"Address the space planning issue to provide equitable workspace for all staff members within their current work units. This issue has been discussed many times over the past year with little results and is at the point where space is becoming a key consideration in hiring practices – we do not have desks for new staff...We are also having to place some staff into inappropriate spaces (e.g., hallway) with minimal privacy and constant interruptions due to traffic..."</i></li> <li>• <i>"Workplace temperature control. Too many days [it is] either too cold or too hot."</i></li> </ul>	
<b>Upgrade/improve technology/software in general</b>	<b>22%</b>
<ul style="list-style-type: none"> <li>• <i>"Upgrading some of the computer programs, i.e. Medical Services and Rural Property Tax systems. Programs are hard to understand and hard to navigate through."</i></li> <li>• <i>"U2 upgrade and increased use of technology, i.e. video conferencing ability, smart board access, and wireless access in board rooms would all improve efficiency."</i></li> <li>• <i>"Revamp the WTS website so it's user friendly and so that clients (and ourselves) can find information readily and easily (1-2 clicks)."</i></li> <li>• <i>"More internet test time, before going live. Extremely difficult on staff/vendors/clients when the system crashes, and we can't properly do our jobs..."</i></li> <li>• <i>"Fix the v2 machine upgrade. The new machines are unstable, unreliable, slow, continually breaking down, and result in a loss of about 20 – 25% of productivity"</i></li> </ul>	

*while waiting for staggeringly slow reboots. We are stretched to our limits with work volume and tight delivery timeframes and this program is like hanging an anchor around our throats. The old machines worked just fine."*

- *"Ensure new systems are tested in an appropriate environment and have the support of the public before it is implemented, i.e., E-Licensing."*

### Ensure health and wellness of employees

13%

- *"Encourage staffs to take eye breaks and to do stretching exercises."*
- *"Pipe music into the stairwell along with art work and plants to encourage people to take the stairs."*
- *"Financial support for outside gym memberships (such as the YMCA, etc.)"*
- *"4000 Seymour is a sick building. The dust accumulation and air circulation is surprisingly poor. I would like to see this addressed."*
- *"Air quality...Some afternoons it gets very stuffy."*
- *"A serious shift toward environmental stewardship would be seen organization-wide and publically as a true commitment to the citizens of BC. A serious shift would include everything from using 100% recycled paper, to moving to public service wide enhanced recycling."*
- *"More exercise programs and initiatives for balancing work and health."*
- *"Provide a no scent environment."*

### Improve IT support and training

11%

- *"The one thing that could be focused on would be adequate training or exposure to new systems or procedures prior to their implementation. A suggestion might be an on-line step by step required tutorial for staff that will be affected by upgrades or changes. Staff are generally very busy and tend to push opportunities to examine changes to the back burner leaving themselves disadvantaged and stressed or if they do take a few minutes to explore they don't often know what exactly to look for thus a step by step tutorial and a required completion might be of value in these cases."*
- *"Provide adequate training to ensure the collaborative tools available via the U2 refresh are well understood and used. Make sure the skills necessary to maximize the technology are taught and embedded in daily practice."*
- *"Printer issues: When I have an issue with my printer, I phone the ICBC Help-Desk and they say it is an Shared Services Help Desk issue and I get passed between both help desks."*
- *"Many aspects of change seem to be poorly thought through from client ministries replete with errors and wonky software. Support from WSI, WTS, and client ministries seems to be declining."*
- *"I would prefer to see local systems support rather than waiting for assistance when things are critical to employing high standards of customer service. Systems support and other technical support (multiple line phone systems) should be immediate and same day turn around, as this can impact delivery of service and reduction in standard levels to customers."*
- *"It would be good to offer more training in some of the aspects of the job as*

<p><i>technology is moving incredibly fast, there should be more test sites that you can just practice in."</i></p> <ul style="list-style-type: none"> <li><i>"I would like to see [an] increased focus on using technology to get the word out to ministries and other public sector clients on the offerings of Shared Services BC. We are experiencing feedback that indicates many new staff in government are not aware of the complete range of services we can offer. [So], something along the lines of Shared Services web seminars, training videos, etc. They (new staff) are also experiencing a disconnect from how to use the processes in place...Step-by-step instructions would also help this, I think."</i></li> </ul>	
<b>Provide better equipment/furniture</b>	<b>10%</b>
<ul style="list-style-type: none"> <li><i>"Good chairs or a selection of chairs."</i></li> <li><i>"Get a new fax machine."</i></li> <li><i>"Newer office furniture, especially cubicle walls and desks/cabinets."</i></li> <li><i>"Our workplace has outdated workstations, which causes employees to stand for hours and walk constantly."</i></li> <li><i>"Upgraded Anti-fatigue Matting on concrete work areas. Better support chairs for hand stuffing product."</i></li> <li><i>"We have some older equipment that should be replaced or phased out..."</i></li> <li><i>"...additional refrigerators in department areas in an attempt to stop the thievery of lunches and other items from the common kitchen!"</i></li> </ul>	
<b>Physical environment and resources – other</b>	<b>8%</b>
<ul style="list-style-type: none"> <li><i>"...ensuring WTS has the resources to do the work efficiently without undue stress..."</i></li> <li><i>"Prioritize workload and provide adequate resources to complete work."</i></li> <li><i>"Purchasing adequate resources and tools to do job more effectively."</i></li> </ul>	
<b>Change the physical location of the workplace</b>	<b>2%</b>
<ul style="list-style-type: none"> <li><i>"Currently our work unit office is located a considerable distance from the central office. It would be more convenient to be physically located with the majority of our unit."</i></li> <li><i>"Re-location of organizational unit staff to one 'pod' location on the same floor."</i></li> <li><i>"Change [the] physical location to improve safety and security."</i></li> </ul>	
<b>Ensure safety and security of employees</b>	<b>1%</b>
<ul style="list-style-type: none"> <li><i>"I would like the security for all work units to be comparable to all other locations. I find that the level of security from one office to another, one building to another is NOT standardized. I feel that my safety would/could be in jeopardy if there was an undesirable person that showed up in front of my desk. [This] is possible at my building because there is NO security at the entrance to the building or the floor."</i></li> </ul>	



COMMUNICATION	17%
<b>Communication of vision, mission, goals and change</b>	<b>47%</b>
<ul style="list-style-type: none"> <li>• <i>"My organization has provided ongoing updates about the current fiscal situation, which is great in terms of keeping people informed. However most of it has been too vague to relieve any kind of stress people may be feeling due to this situation. Putting on a happy face in order to keep up morale in the workplace may work for some people, but I would personally prefer to see the real picture and not have the information sugar coated."</i></li> <li>• <i>"It is apparent that our Executive Director/ADM/DM have a direction in mind for our organization. However, we receive very little info. related to the big picture. Changes are made that don't appear to make sense and we do not receive enough information to fully understand the decisions..."</i></li> <li>• <i>"Continued communication on the changes for Shared Services."</i></li> <li>• <i>"Clarify new organization roles and responsibilities and encourage sharing of the new vision."</i></li> <li>• <i>"Better verbal communication of the direction of LCS and WTS. Will the Network be outsourced like Hosting?"</i></li> <li>• <i>"Re-organization communications INCLUDING budget impacts, decisions, and so on."</i></li> <li>• <i>"There is a serious lack of communication, starting at the top and continuing through supervisory levels. Everyone is always waiting for the other shoe to drop, never knowing what to expect and having to guess how it will impact you. With such a lack of information, rumours become the truth."</i></li> </ul>	
<b>Improve communication between staff and supervisors</b>	<b>22%</b>
<ul style="list-style-type: none"> <li>• <i>"Providing information, communication to all staff not just to directors/managers. The executive should realize that information is not being forwarded to the staff - it just stays in the inbox of management."</i></li> <li>• <i>"Better communications from senior exec. on issues that affect our work (like exec. decisions and direction) and less communications that are not directly related to work (like blogs on directors or announcements on earth day)..."</i></li> <li>• <i>"...Over the next year, it would be good if managers and executive paid extra attention to ensuring that communication lines are open and that staff receive important information that may affect their workplace in a timely manner..."</i></li> <li>• <i>"COMMUNICATION: between management and workers. FOLLOW UP: on issues which are discussed..."</i></li> <li>• <i>"Better communication and visibility from the CIO and executive, timely communication, and support from management for staff thinking outside the box, and generating ideas that won't be dismissed in a staff meeting in front of peers..."</i></li> <li>• <i>"Better communication between supervisors and staff."</i></li> </ul>	
<b>Improve communication and relationships between departments/other organizations</b>	<b>20%</b>
<ul style="list-style-type: none"> <li>• <i>"I would like to see my organization communicate better to all other ministries"</i></li> </ul>	

*how we can help achieve economies of scale and efficiencies due to our specialized shared services offering."*

- *"Further effort to encourage integration, I find the hardest thing about working in government is that despite being surrounded by so many people, it is often hard to know who does what, who you need to talk to about. There isn't enough understanding between work units about who does what – silo effect."*
- *"Focus on integration and collaboration. We need to work better together as an organization in order to serve the customer and citizen. There are too many silos and not enough cooperation."*
- *"Communication between various branches within the organization. It would be great to be introduced to the various branches – maybe a weekly spotlight on a different work unit so that we get a better understanding of who does what."*
- *"Communication between different departments, common sense of purpose, and feedback on successes and failures of the different departments within the organization and how we can work together to improve things."*
- *"Better communications among the various divisions in WTS. We do not necessarily understand what other groups are responsible for or who key contacts are."*
- *"More First Nations community involvement. Inform First Nations of changes in government programs and services. Build relationships through community meetings!"*

#### **Communication (general, unspecified)**

**11%**

- *"More timely communications. There are situations where clients receive communications before staff or staff don't see the communications sent to ministries."*
- *"Continue working towards a solid flow of communications."*
- *"Clear, timely and effective communications."*

#### **SUPERVISORY (MANAGEMENT AND EXECUTIVE)**

**17%**

##### **Strengthen quality of supervisory/management/executive**

**38%**

- *"Training for managers to be able to deal with 'problem' situations in a more effective and professional manner."*
- *"Properly trained management. Trained in management, not on technical skill level or buddy system."*
- *"Work on trust – many managers are not trusted in my workplace."*
- *"Leadership and management training, specifically in regards to managing employees effectively. This includes recognition, empathy, and flexibility when it comes to work life balance, motivating teams and providing effective feedback."*
- *"Executive must continue to be open, transparent, and timely in communication to staff during this period of fiscal restraint and uncertainty."*
- *"Hire executive directors who know how to run the business and are willing to work together as a team."*
- *"I don't feel upper management in our Ministry really cares what staff think. It has*

*been my experience that we go through these things but at the end of the day things haven't changed with respect to management's attitude toward the staff. EPDPs were such a high priority to get done but from my point of view it was pushed through so upper management got their bonus..."*

### **Hold managers and executives accountable/general accountability**

**18%**

- *"There should be EPDPs applied to managers/supervisors from their office staff. Some managers/supervisors are not open to hearing any possible suggestions to their management style or the way they interact with their staff. If the only person who evaluates the managers/supervisors performance is not in the office to see how they interact with staff first hand, then how can they provide an accurate performance evaluation? Performance evaluations for managers should be based not just on how well they can balance budgets or prepare reports..."*
- *"Verbal accountability from middle management. Stop inappropriate and counterproductive comments being made to employees. Sarcasm is not a good thing from management."*
- *"Talk is cheap. I'm still waiting to see some results with our managers and director; I have seen none. The 'old boys club' exists here and they look after each other, cover their backs and refuse to do anything about the lack of leadership from managers and directors..."*
- *"360-reviews for senior managers."*
- *"Poll staff re: supervision. Personal impact not seen through EPDPs. Abuse of power does occur, especially in small offices where one has no backup."*
- *"I strongly suggest that the team leaders and managers should be evaluated by employee. Currently, the supervisor is an out of control evil! Discrimination is a nightmare in my team!"*
- *"I have been reluctant to complete this survey but feel the need to somehow express my concern in some senior management conduct...My concerns are this, I feel that there is too much drinking on company time and at after work functions where the conduct of some people in charge is less than appropriate....Due to the drinking there is a perceived favouritism to those who drink..."*

### **Make yourselves visible/gain insight into day-to-day operations**

**11%**

- *"The Executive Director is rarely around and has continuously cancelled monthly staff meetings..."*
- *"Management here are combative and intimidating and don't understand the day to day work."*
- *"Managers and supervisors seem to have a lack of understanding of what their staff members do on a daily basis. They also seem to not have an interest in getting to know their employees better."*
- *"I would like to see executive staff take more of an interest in their individual staff members. While I realize it is impossible to get to know each and every staff on a personal level, making an appearance and talking with staff every month or two would be a great way to keep employees engaged."*
- *"...I think this is where there is a disconnect between front line staff and*

<p><i>executive. Executive tries hard to keep us informed and send us updates etc, but I feel (and I know many clerks feel) that we are now inundated with information that doesn't affect our front line duties and we simply can't keep up with the information and changes."</i></p> <ul style="list-style-type: none"> <li>• <i>"A manager that is cognizant of what I do on a day to day basis."</i></li> </ul>	
<b>Improve decision-making</b>	<b>9%</b>
<ul style="list-style-type: none"> <li>• <i>"Recommend that the senior organizational leadership focus on improving the timeliness of decision-making on matters brought to them related to projects."</i></li> <li>• <i>"Make timely decisions that are in the best interest of the organization with consideration to the impact it may have on staff."</i></li> <li>• <i>"Make decisions on time and inform them once impacts/benefits have been assessed..."</i></li> <li>• <i>"Improved taking and implementation of decisions by organisation senior management and executive. Too many decisions either don't get made, or never get implemented, so the status quo rolls on."</i></li> <li>• <i>"Focus on being realistic about our business unit and stop trying to do everything. Tough decisions need to be made and I just wish someone had the guts to make them. I am tired of being the only one around the table making strategic decisions."</i></li> <li>• <i>"Abrupt and not well-thought decisions made by executives affected my work load and style and manner of work. Such decisions made by pressure of budget constraints undermines any time and efforts put by an employ with high seniority and deletes all motivation and ignores all creative and talented work dumped on us rapidly with a rapid decision to take on more work..."</i></li> </ul>	
<b>Take action with problem employees/hold employees accountable</b>	<b>9%</b>
<ul style="list-style-type: none"> <li>• <i>"When someone is displaying behavioural issues (e.g., disrespecting colleagues etc.), it should be dealt with immediately (especially when management is fully aware of the problem). I think that sometimes employees are not aware that their behaviour is seen as an issue. If management acted quickly, these problems would not get out of hand."</i></li> <li>• <i>"...I would like to see some kind of tracking of workload and numbers of transactions done because there are some people that avoid work and seem to get away with it."</i></li> <li>• <i>"I would like to see managers/leaders/executives start to deal effectively with poor and inappropriate behaviour. Not dealing with problems significantly impacts those employees that are strong contributors. We need to avoid the tendency to set low expectations of our co-workers and leaders. People need to be held more accountable."</i></li> <li>• <i>"Enable management to remove non-performers from the workforce – both unionized and non-union."</i></li> </ul>	
<b>Stop micro-managing/over-managing</b>	<b>7%</b>
<ul style="list-style-type: none"> <li>• <i>"...One of the stressful things in my job is the level of micro-management I get</i></li> </ul>	

*with my job from the executive director. That micro-management style made me lose all my motivation, since I felt that my hands are tied for any creative and meaningful work!"*

- *"My executive director should stop trying to micro-manage everything in the branch, show faith in his staff instead, and stop using intimidation as a normal management practise."*
- *"...Level of trust and respect. Already 'under the gun' with the job, don't need to be under the microscope too. Working from home should not be based on distance from the work site – equal opportunity should be applied."*
- *"Higher sense of personal empowerment and the ability for more freedom. Restrictions on usage of personal time makes me feel much less motivated to do work when I'm 'forced' to."*
- *"Ease up on the level of budgetary micro-management currently being exercised. Set work unit budget and performance targets but let program managers determine the most efficient mix of factor inputs to achieve output targets. The current over regulated operating environment, which is intended to squeeze out cost savings, is a typical response by government regulators, but results in inefficiencies as well as reduced levels of innovation in many operations. Let the managers manage – if individual program managers don't meet their budget and output targets, then deal with those managers. Don't paralyze the entire system with excessive red tape!"*

#### **Support employees**

**6%**

- *"Stronger leadership that directs and supports staff in getting the job done."*
- *"More understanding and support from supervisor, seems to concentrate more on the petty things rather than the real issues..."*
- *"...We had momentum and opportunity when the new organization was formed to build a great team, and instead we continue having a small group of individuals behind the scenes making decisions, many of them self serving. Staff need to be putting into practice teamwork day to day, and need that support from their senior executive."*

#### **Improve strategic/preventative planning**

**2%**

- *"More planning and organizational performance evaluation."*

### **STAFFING PRACTICES**

**15%**

#### **Hiring and advancement processes/procedures**

**33%**

- *"It would be better if there was greater flexibility in government to support a manager's decision to promote a staff member based on their performance, rather than having to go through the standard hiring procedures."*
- *"In some cases people at higher pay grid levels are placed into our business unit and given new titles without an interview process, which in turn does not provide an opportunity for people (seeking more responsibilities, or a workplace change) the opportunity to apply for these positions."*
- *"Fairness in job promotion. Job opportunities should be posted properly, instead*



people are groomed for promotions that don't necessarily have the right qualifications. Management favours certain people and they get ahead, whereas other don't who should. Interview questions are geared to favour the person management wants for the position."

- "Streamline the hiring process so that we don't have to wait months to replace people who leave or move on to other positions. Gaps in our team make it hard to keep working effectively from day to day."
- "Allow temporary appointments of permanent positions to be filled permanently with the employees currently acting in them (including auxiliary employees). Posting and completing a competition for a position that has had an employee acting in it for over a year is a waste time and tax payers money. The incumbent almost always gets awarded the position anyway."
- "Making sure the right people are in the right jobs."

#### Address staff turnover/focus on retention

23%

- "The workload and job stress should be kept to a minimum if you wish to keep good employees."
- "Retain staff with years of knowledge and experience. These are valuable to our organization and the province as a whole and we can't sit back and watch them all walk out the door."
- "Our organization needs to focus on its people, their potential and abilities. Talented and experienced employees leave our organization and new retention strategies are necessary. What you do for or to people is often forgotten; how you make them feel is what lasts."
- "In our group we have had and continue to have significant staff turnover. This is partly due to being in a fairly stressful environment but it is also due to the fact that there really isn't room for advancement."

#### Focus on succession planning/recruitment

22%

- "Maintaining current knowledge base by making it more attractive for staff to remain here and by transferring knowledge to current and new staff (given that vacancies are filled)."
- "I would like to see a greater emphasis on transferring work based skills and knowledge to individuals within the organization as more senior individuals either retire or migrate to other employment..."
- "Consistent use of recruitment techniques throughout the province. Hiring is different from office to office, region to region, never mind provincial government as a whole. Consistency!"
- "Succession strategies/planning is one thing my organization needs to focus on in the next year to improve the work environment..."
- "Looking at the long term picture, there will still be a considerable number of civil servants retiring in the next five years, so we still need to focus on retaining and attracting talent to our organization."

<b>Focus on auxiliaries</b>	<b>12%</b>
<ul style="list-style-type: none"> <li>• <i>"Creating permanent positions for more of the auxiliary staff in BC Public Service."</i></li> <li>• <i>"Auxiliaries should not have to wait and wait and wait before they become permanent employees. Auxiliaries should also not have to pay union dues as you get absolutely nothing in return."</i></li> <li>• <i>"As an auxiliary employee, I have little job security, low wage relative to my expertise and the quality of work I do, and no benefits. Budget cuts mean that I have little opportunity to move into a more secure position in the public service. This affects my workplace engagement, despite the fact that I enjoy the work I do and I enjoy my work unit."</i></li> <li>• <i>"When an auxiliary reaches the [hours] within the 33 pay periods for their benefits to start at the right time and not have to go through hoops for them."</i></li> </ul>	
<b>Improve new employee training and orientation</b>	<b>5%</b>
<ul style="list-style-type: none"> <li>• <i>"TRAINING of new employees: Define the work (general nature, specifics of portfolio/project, business processes), tools, and mentor or buddy/peer system..."</i></li> <li>• <i>"The training I received was next to nothing. I still have a lot of questions and am not sure of all the processes. There are quite a few newer people in the office. It would be nice to have one person that we could go to that is the trainer for all the new people in the office."</i></li> <li>• <i>"Implement an 'Orientation to the Ministry of Labour and Citizens' Services' session for staff hired within the last year."</i></li> <li>• <i>"To provide more communication and support with new employees, especially if they are new to the career role."</i></li> </ul>	
<b>Staffing practices – other</b>	<b>4%</b>
<ul style="list-style-type: none"> <li>• <i>"Internal labour market growth."</i></li> <li>• <i>"Put a Human Resources office and staff at 4000 Seymour Place. Too much time is taken by employees trying to: locate HR information, understand various HR coding/rules/policies, and record HR activities (vacation/time-off/shifts/overtime, pay records, benefit plans)."</i></li> <li>• <i>"More staff/retirements in my unit would improve my work environment."</i></li> </ul>	
<b>Concerns about BCGEU/union contract</b>	<b>1%</b>
<ul style="list-style-type: none"> <li>• <i>"At the moment, the biggest issue facing many of my co-workers and myself is that we are being forced back into BCGEU with little or no representation and it is very frustrating. We do not know how our benefits, pay, and vacation will be affected...and it is causing issues in the workplace and trust issues with management..."</i></li> </ul>	

CAREER AND PROFESSIONAL DEVELOPMENT	11%
<b>Improve/increase training and development opportunities</b>	<b>53%</b>
<ul style="list-style-type: none"> <li>• <i>"Continue to provide development and training courses, especially in leadership skills for all staff not only those in the leadership program."</i></li> <li>• <i>"All Shared Services employees should learn about skills in providing a high level of customer service in everything they do."</i></li> <li>• <i>"Employee Development and or cross training so that staff can assist overloaded areas in times of high volume or demand. This could also increase employee engagement."</i></li> <li>• <i>"More emphasis could be placed on training individuals within our organization. To do so could result in a decrease in the amount of tasks contracted out to third parties and minimize the expenses of coordinating with these groups..."</i></li> <li>• <i>"More training and development opportunities – I feel like we're not allowed to do any training in the current fiscal environment."</i></li> <li>• <i>"I would like to see more opportunities for growth and more encouragement from supervisors and executives that yes, there is a training budget and we do have the opportunity to go to school and improve on our education. This doesn't seem to be clearly communicated in our organization in my opinion."</i></li> </ul>	
<b>Provide opportunities for career advancement/enhancement</b>	<b>47%</b>
<ul style="list-style-type: none"> <li>• <i>"Finding processes to help existing staff find direction in their career path, and to take into consideration performance, when providing opportunities for promotion/advancement."</i></li> <li>• <i>"More opportunities to take on new challenges and work with individuals outside of my immediate branch. I find that we get individuals in our organization who have tons of knowledge and so supervisors and managers do not want to lose that individual and therefore do not let them take temporary assignments and do not give them new challenges. I think our organization needs to open their eyes a little and realize that if they do not provide more opportunities for their staff they will lose them to other organisations."</i></li> <li>• <i>"...Regarding EPDPs – this process is something that should be done 'face to face' on a daily basis with your employee, not something that is a mandatory directive from the Public Service Agency. Reward your employees as and when needed and if there is a problem discuss face to face when the problem occurs."</i></li> <li>• <i>"EPDP process is a waste of time. The way the performances were done in the past were better, this new EPDP process is of no benefit to employees. I was shocked to hear the EPDP can be viewed without consent when applying for a position. As well, the site itself is not easy and I believe in personal one on one meetings. Having the EPDP done in this process only causes more barriers in communication with management."</i></li> <li>• <i>"Stop forcing us to complete these cookie cutter EPDPs which are geared towards employees with aggressive career aspirations. Many of us don't appreciate having to justify how we meet job competencies or how we meet such bizarre goals such as displaying 'courage'. Get real! We just want a simple evaluation from our supervisor on a regular basis to discuss our strong and weak areas of performance and get advice on how to improve where needed."</i></li> </ul>	



<i>This is what being a supervisor used to involve. Please give us the option of an 'EPDP lite'...</i>	
<b>Career and professional development-other</b>	<b>1%</b>
<ul style="list-style-type: none"> <li><i>"To realize that some people do NOT want to advance their career – some of us are happy where we are. So, please stop pushing career advancement on us..."</i></li> </ul>	
<b>DAY TO DAY WORK</b>	<b>9%</b>
<b>Clarify, refine, and/or document procedures and expectations of work</b>	<b>74%</b>
<ul style="list-style-type: none"> <li><i>"Creating customer documentation and standards that need to be follow. Clear roles and responsibilities within each group, with sign off."</i></li> <li><i>"Creating a procedures manual for positions..."</i></li> <li><i>"Clarifying roles and responsibilities of work unit and staff."</i></li> <li><i>"People stop using answering machines and start answering their phones."</i></li> </ul>	
<b>Develop team-building</b>	<b>26%</b>
<ul style="list-style-type: none"> <li><i>"... This group needs team spirit and internal work unit conflicts need to be resolved..."</i></li> <li><i>"Staff meetings have been few and very infrequent. No sense of team due to dispersed assignments..."</i></li> <li><i>"More internal communication."</i></li> <li><i>"Have the management team work better together so there's a single vision and focus and the whole team attempts to achieve it."</i></li> <li><i>"Being physically separate from our main group, more communication from remote team members..."</i></li> <li><i>"Department bonding."</i></li> </ul>	
<b>POSITIVE REMARKS</b>	<b>8%</b>
<ul style="list-style-type: none"> <li><i>"Working at the Online Channel Office is one of the best career experiences I have ever had. Very strong team, both management and staff who are dedicated to service excellence."</i></li> <li><i>"While there is always room for improvement, overall, I feel the organization values improving the work environment of employees. I think executive is doing a good job in this area!"</i></li> <li><i>"The new breakout room at 4000 Seymour is an outstanding idea and I will use it extensively to build working relationships with our dept and to generate new and exciting ideas within a receptive energetic working area."</i></li> <li><i>"Out of all the places I have worked, this is the most comfortable and accepting work environment."</i></li> <li><i>"Now that we are forced to save money/reduce expenses, I am even more proud to be a Public Servant. I like and thrive on the challenge to be more cognizant of</i></li> </ul>	

spending, both internally and with clients.”

- “I have never felt such a close bond with co-workers elsewhere. Everyone in my department works very hard. I am very proud to be working for the government and plan to work here (possibly in the same department) until retirement.”
- “Keep going the way that they are going. [This is a] wonderful place to spend your working days.”
- “I have toured several other buildings [that] house government offices. Compared to space in many old or temporary buildings, the space that I occupy is deluxe. I am totally satisfied and am grateful to be here. Thanks.”

## EMPOWERMENT AND ENGAGEMENT

8%

### Enable staff to make decisions and provide input/listen to staff

58%

- “...Information about changes that affects us are never communicated by immediate supervisor. For instance, changes are made to put employees into shared cubicles called ‘pods’. Staff being affected were not consulted and staff were told about the decision the day before construction started...”
- “..For there to have been consultation regarding office space changes, which could affect working conditions. [A] lack of privacy can be dehumanizing and stressful to many.”
- “...Don't solicit input from staff if you really don't want it. If you have already made the decisions just communicate what they are instead of having working sessions that end up being a waste of time and lead to mass disappointment and frustration.”
- “Focus on listening and understanding to their employees' needs.”

### Maximize employees' skills and abilities

23%

- “To align staff skills, education, and abilities with roles required to support our changing work environment and compensate accordingly.”
- “Pay more attention to the skills of the people currently working in the work unit and organization and provide them with the opportunity to do new, more challenging jobs.”
- “Greater focus on identifying and utilizing the skills, talents, and strengths of staff...”
- “...Being noticed that I have the skills and abilities to do more (in a higher position) than what I currently am doing.”

### Increase engagement

16%

- “Do more to engage employees in the business issues that are critical to the organization. Invite different people from throughout the organization to participate in taskforces/session to identify the most critical issues that need to be dealt with and empower people from throughout the organization to take action.”
- “...It is important to ensure that strategic initiatives and any related changes are communicated clearly and in a timely manner in order to ensure that everyone is

*working together, to calm fears, to ensure that potentially negative impacts are identified and mitigated at the earliest possible point as well as to foster employee engagement."*

- *"Engaging staff at all level in finding creative solutions to address our funding pressures."*
- *"Employee Engagement. In these tougher economic times it is even more important that staff are recognized for the great work they do and for the value that they bring to the team to foster our growth. We need to focus on balancing our work better to reduce levels in stress and showing our staff how much of a positive influence they have within our work environment."*

#### **Empowerment – other**

**3%**

- *"...Executive decisions are killing innovation and disempowering staff. The entire organization has become disturbingly risk averse. Where we in the trenches were once empowered to be innovative and service-oriented within risk-tolerant guidelines, we now operate under risk-averse rules that stifle creativity and innovation..."*

#### **COMPENSATION AND BENEFITS**

**7%**

#### **Ensure fair pay**

**54%**

- *"The issue of pay equity still needs to be addressed at the next round of bargaining. I myself as a manager find it increasingly difficult to attract and retain professionals..."*
- *"...Particularly in our organization, we are competing with the private sector where employees are generally better paid and taken care of, in government, it seems we are more concerned with stuffing everyone into the same little cubicles or pods with no regard for the work they actually do and their requirements."*
- *"More pay to reflect the cost of living."*
- *"More meaningful recognitions. Fewer cake and ice cream recognitions for everyone, just so you don't leave everyone out. Those lose their meaning after a while. The smaller recognitions per team are more meaningful. Better yet, give cash bonuses...show me the money!"*
- *"Increase in salary and better extended health benefits package. Similar positions in Municipal offices pay a minimum of \$10,000 more per year for similar work."*
- *"I'd like to be paid for hours work. The practice of requiring workers to perform unpaid overtime must stop."*
- *"Getting paid for the amount of work you do. If you work extra hours/overtime during a busy time, you should get compensated in pay for the work. Contractors get paid to work extra time, how come employees constantly put in extra hours and rarely get compensated?"*
- *"Address inequity in salary/benefits for similar responsibilities."*

<b>Improve benefits package</b>	<b>24%</b>
<ul style="list-style-type: none"> <li>• <i>"The current benefits package for union employees is absolutely INADEQUATE. The flexible benefits package for the excluded employees is a much better option and should be implemented across the board."</i></li> <li>• <i>"...[I] would respectfully request that you consider offering an option of 100% on prescriptions for employees that wish to have 100% versus 80%..."</i></li> <li>• <i>"Better benefits. We need a more flexible plan to fit each employees need."</i></li> <li>• <i>"Increase salary and benefits."</i></li> </ul>	
<b>Improve/review job descriptions/classifications</b>	<b>22%</b>
<ul style="list-style-type: none"> <li>• <i>"Re-classify people to the level of the work they do. I find I'm doing work at a higher level but not being paid for it."</i></li> <li>• <i>"Create more job opportunities at the mid-range grid levels to staff wishing to bridge between lower grid levels and upper grid levels. The mid-range levels appear few and far between. A majority of the mid-range grid 18 appear to be re-classed as grid 24."</i></li> <li>• <i>"Have all on line agents receiving the same rate of pay and classification."</i></li> <li>• <i>"I want our management to review our position title as Stockworkers as oppose to Warehouse workers. Why do Stockworkers make less money than Warehouse workers when Stockworkers' duties and responsibilities require more skills, talent, and accountability?"</i></li> </ul>	
<b>PROFESSIONAL ENVIRONMENT</b>	<b>7%</b>
<b>Improve morale and workplace culture</b>	<b>44%</b>
<ul style="list-style-type: none"> <li>• <i>"My co-workers create a very toxic work environment."</i></li> <li>• <i>"More positive co-workers!"</i></li> <li>• <i>"Appropriate workspace accommodation is important; overcrowding 'kills' morale."</i></li> <li>• <i>"Keep our current supervisors/managers who are a valuable asset to our work environment and staff morale."</i></li> <li>• <i>"Embrace [a] safe and secure environment to express innovative ideas and opinions being heard regardless of the authority levels, age, gender, length of service, seniority, positions, and ethnic background..."</i></li> <li>• <i>"More room for advancement and better, happier office dynamics which needs better leadership and team attitudes to become more positive. I work in a very negative environment and I used to love going to work..."</i></li> </ul>	
<b>Treat employees and colleagues better/care about employees and colleagues</b>	<b>42%</b>
<ul style="list-style-type: none"> <li>• <i>"Treat everyone fairly and support everyone."</i></li> <li>• <i>"...Supervisors favouring their friends – this happens a lot here. Respecting each other – not everyone can be in the 'boys club'..."</i></li> </ul>	

<ul style="list-style-type: none"> <li>“...some people in my ‘work unit’ I have seen are disrespectful to people of equal or lower job status, or sometimes even to managers who are females (I have never seen this behaviour with these people to male managers, but perhaps, I just have never seen it). When I say disrespectful, some of the ways I am able to define this is: Talking with aggressively raised voices (near yelling) or ignoring requests repeatedly...”</li> </ul>	
<b>Address issues of discrimination and harassment</b>	<b>8%</b>
<ul style="list-style-type: none"> <li>“...Harassment (sexual and verbal) to be dealt with in a timely and professional matter and with the upmost concern...”</li> <li>“...There would need to be more than just one thing to change this environment. This is the worst bullying and back stabbing behaviour that I have ever encountered at a place of employment.”</li> <li>“Bullying.”</li> </ul>	
<b>Respect long-term employees</b>	<b>3%</b>
<ul style="list-style-type: none"> <li>“Start showing more appreciation for long-term employees rather than catering to new staff. Stop stressing the importance of hiring the best and the brightest and realize that they are already here!”</li> <li>“I would like to see more respect for mature, long term staff...”</li> </ul>	
<b>Value diversity</b>	<b>3%</b>
<ul style="list-style-type: none"> <li>“...Not to be so hung up about people having different views and approaches.”</li> <li>“I would like the Public Service to be [a] true representative of the British Columbian ethnic diversity.”</li> </ul>	
<b>IMPROVE INTERNAL AND EXTERNAL CLIENT/PUBLIC SERVICE</b>	<b>5%</b>
<ul style="list-style-type: none"> <li>“Telling our clients no sooner to new services and new service requests, as a result of the recent STOB 59 loads and direction and stopping the churn in this organization focussed on preparing quotes and proposals for everything the clients can dream up.”</li> <li>“Shared Services needs to work together to provide, manage and maintain services to all of our clients. We need to make requesting and understanding them simple and provide value added services to ensure we are provided the right services for our clients...”</li> <li>“Ensuring a strong focus on managing the outsourced services to provide the best possible service to our clients...”</li> <li>“Customer service transformation – to become an organization whose customer service is legendary. To develop a culture where the customer is number one and every client request we get is an opportunity for us to demonstrate the Province of BC has legendary client service.”</li> <li>“...I think that WTS needs to rethink the service level agreements put in place with 7-7000. They do not meet the needs of the client. 7-7000's only concern is closing tickets. They do not care about the customer on the other end, their</li> </ul>	

*main objective is to close that ticket. I have heard numerous times where tickets are closed and then re-opened so that it appears they have met their SLA...*

- *"Our office is in desperate need of work stations. There is no privacy for customers when we deal with their confidential issues and I feel horrible for customers that have to 'share' their info with the rest of the customers in the line-up or on the cats terminals. We are a very busy office and it makes no sense to me why we are one of the only offices that are not updated and more secure."*
- *"I would like my organization to focus on ensuring that service delivery levels to our clients and customers rise. In addition, I would like to see my organization confirm the rise in service levels in real world ways, and in doing so know that our clients and customers are happy with our service levels."*

#### IMPROVE JOB SECURITY

4%

- *"We hear more cuts/efficiencies are to come in 2010 – staff need to be assured that their jobs are not part of these cuts/efficiencies. At times it doesn't seem jobs are being protected."*
- *"Not firing young workers."*
- *"Job security – with shrinking budgets and increased workloads the added burden of a decreasing workforce is an additional stress..."*
- *"Do something to ease the unrest about job losses, pay cuts, etc. We were informed none of these things would happen to the bargaining unit only excluded positions would be impacted like ADM's, executive directors, etc."*
- *"Continue messaging that employees are vital and that jobs will not be dumped to save budgets."*

#### OPINIONS ABOUT SURVEY VALUE

3%

- *"...We keep doing these surveys and nothing is done to improve things – only more work, less staff, less money, crappy physical work environment (working in pods with people who are not even in your work unit). Watching money being spent on things (i.e.: building reorganization) and then being told that there is no money for something that you need to do your job..."*
- *"...Thank you for your time. If there is a better forum to express these concerns, in particular the inappropriate drinking, I would appreciate knowing what that forum is..."*
- *"The opportunity to be more specific answering these survey questions. I don't like to participate because the results can be misconstrued."*
- *"Whatever happened to the results from the meetings, etc. from the last time we completed this survey?"*
- *"It would be nice if the changes that were identified from the workshops of the 2008 survey were implemented. Explain to employees what changes were done as a result of the previous survey."*
- *"In light of the current economic environment I believe the WES results may reflect negatively. I think it's important to reassure staff as much as possible that we will ride this storm out rather than projecting gloom and doom."*



- *"Thank you for including me in the survey."*

#### INCREASE/IMPROVE RECOGNITION

2%

- *"More recognition of the value of the work we do and a recognition that providing the same level of service with significantly less staff will be extremely challenging and stressful to those who remain. We need more confirmation from our political leaders that the BC Public Service is a valued resource."*
- *"Reward and recognition."*
- *"To continue to recognize staff but for it to be meaningful always."*
- *"One thing I would like the organization to focus on would be to show appreciation and support to existing staff. Often the public service shies away from spending public money to recognize and appreciate staff fearing a negative public image, however, it is a vital part of maintaining a happy and productive workplace. The public service will need to make this a priority."*
- *"I would like to be noticed for the work I provide in my job as of now and what I could provide given the opportunity, to ensure that I will have a positive future here with the Provincial Government."*

#### NO COMMENT/ N/A

2%

- *"Nothing comes to mind right now."*
- *"No comment."*
- *"Too many to mention one above the other."*
- *"Too new to comment."*
- *"I'm not sure."*

#### PROVIDE ADEQUATE RESOURCES TO PERFORM JOB-RELATED DUTIES

1%

- *"We are a research unit expected to access up-to-date research, yet we do not have access to journal articles that contain the information we need to do our work effectively... the BC Public Service does not provide the resources we need to actually do the job asked of us..."*
- *"More internet test time, before going live. Extremely difficult on staff/vendors /clients when the system crashes, and we can't properly do our jobs..."*
- *"...The branch is so frugal that not having the right supplies gets in the way of getting the job done, which actually has a greater cost than purchasing a...reusable calendar or a proper boardroom to meet in..."*

## Next Actions and Considerations

While changes or improvements at the highest level can and do make a difference to employee engagement, the most important changes happen at the local level, within work units and between people. A key ingredient for improving the work environment, and subsequently, employee engagement, is understanding the issues and ideas people have at this level.

The people within each work unit often know the most appropriate solutions for their circumstances, and can assist in developing suitable plans for improvements in the work environment. Their comments are the first step in gathering this information.

Here are four actions you can undertake to make the best use of your results.

### 1. Engage With the Results

There is a lot of information in this report. As you work through the report, refer to the comment examples and the theme percentages. The more you engage with the results, the better you will understand employee concerns.

### 2. Make Use of all Reports

Contrast the information in this report with the quantitative report, *Exploring Employee Engagement in Your Organization*. The two reports complement each other, where data in one will shed light on data in the other.

### 3. Consult Employees

Consider options for further employee consultation on their ideas about how to improve their work environments. Options take a variety of forms; employee forums and facilitated discussions are just two examples.

### 4. Support Each Other Through Change

This is sensitive material but it has the power to transform. People need consistent support to make change happen and to be comfortable with the changes.





# APPENDICES

## Appendices

A	Information about Data Collection	A-1
B	Comment Analysis	A-3

## APPENDIX A

### Information about Data Collection

#### Response Rates

BC Stats distributed the 2009 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 or equivalent (i.e., not agencies, boards or commissions).

The 2009 survey is the fourth cycle of the Work Environment Survey. The first cycle of the survey was administered between January 30 and March 31, 2006.

This year, the survey was administered via the internet between April 6-29, 2009. While the vast majority of employees received an internet-based survey, a small proportion of employees did not have access to the internet at their workplace and were sent a mail survey. To allow more time for mailing, the mail surveys were delivered on March 25, 2009. All mail surveys recipients were also provided with the option of completing the survey online.

23,574 out of 26,985 (87%) BC Public Service employees completed the survey in 2009. In your organization, 1,779 out of 1,988 (89%) of employees completed the 2009 survey.

As illustrated in Table 4, 14,795 out of 26,985 (63%) employees who completed the survey, offered a comment via the final question in the survey. In your organization, 58% of survey respondents offered a comment via the final question in the survey, contributing to a total of 1,034 open-ended responses from your organization.

TABLE 4. RESPONSE RATES IN 2009.

	Year	Total Employees	Completed Surveys	Comments Offered	Comment Response Rate <sup>2</sup>
<b>CS</b>	<b>2009</b>	<b>1,988</b>	<b>1,779</b>	<b>1,034</b>	<b>58%</b>
<b>BC Public Service</b>	<b>2009</b>	<b>26,985</b>	<b>23,574</b>	<b>14,795</b>	<b>63%</b>

<sup>2</sup> The comment response rate is calculated based on the number of completed surveys.

## A Note about Confidentiality

During the 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 survey administration team.

No names or contact information are stored with the responses and only aggregate results are provided in reports. All information collected in the survey is protected by the *Statistics Act, RSBC 1996*. Individual responses or information that could identify an individual cannot be disclosed to anyone. All BC Stats employees are sworn in under the *Statistics Act*.

Each response was coded with a confidential number, which allowed the BC Stats survey administration team to attach additional information, such as organization, work unit, age, years of service, and occupation.

To further protect respondents who answered the open-ended question, potentially identifying information written in the comments was removed and replaced with a substitute word in square [ ] brackets.

## APPENDIX B

### Comment Analysis

BC Stats read and analysed every comment provided by respondents across the BC Public Service, and found that 21 major themes and 74 subthemes encompassed what was offered. Efforts were made to establish high inter-coder reliability between analysts to ensure analytical consistency.

Comments were coded (categorized) for their cause, and not for their effect. It is the cause of the comment that is the issue and requires attention. For example, while the following comment, *“having our computers constantly crash affects my productivity,”* identifies productivity as being a problem, the comment is really addressing a problem with the computers.

There are a few factors to note when reviewing the results contained in this report:

- Not all themes and subthemes were present in every organization's response set. Some organizations received unique themes to fit with unique responses.
- Some employee's comments were coded into multiple categories where several distinct concerns were offered within the one comment.
- This analysis represents only those employees who took the time to provide a comment. The absence of a comment does not imply that a particular theme is irrelevant or not applicable.

#### Unpacking the Codebook

The open-ended question at the end of the survey provides an opportunity for survey respondents to candidly share concerns or observations that would otherwise go unexpressed in the rest of the survey. The open-ended question format stimulates unstructured responses and it is these types of frank and open comments that provide a rich source of information about how employees feel about their work environment.

BC Stats uses content analysis to analyze the thousands of comments gathered through the open-ended question. Content analysis is a reflexive process that allows the codes, or categories, to change as the results from the question change from year-to-year. For instance, while certain themes are likely to stay static over the years, new issues often surface or become more prominent. Therefore it is important for the analysis to take these changes into account.

The comment analysis process for 2009 initiated moderate changes to the codebook. The modifications comprised the addition of two new major themes and slight alterations to two already existing major themes. Six new subthemes were created and minor changes were made to several subtheme definitions and titles. These changes were made to expand or refine subtheme definitions and to ensure that results were captured in a meaningful and useful way. Details and examples of these changes are described below.

One of the new major themes captures comments concerned with addressing regional issues. In 2008, comments that raised issues related to the relationships between regional operations and headquarters (mostly offices in Victoria) were generally coded under the subthemes *make yourselves visible/gain insight into day-to-day operations* or *assess plans, priorities and structure of organization*. In 2009, all comments related to this issue are coded under a new theme, *Address Regional Issues*, which will draw percentages away from the themes under which these comments were previously coded.

The major theme, *Vision, Mission and Goals*, was expanded in 2009 to *Vision, Mission, Goals and Organization*. This change was made to clarify that the majority of the issues coded under this theme are rooted at the organizational level. This will have little effect on the percentage of comments within this theme.

Six new subthemes were also added to the 2009 codebook. In general, these subthemes were created to address an increase in the frequency of some issues and to isolate certain themes because of their relationship to engagement characteristics. For example, in 2008, the issue of accountability at the ministry or organizational level was coded under the subtheme *assess plans, priorities and structure of the organization*. This year, comments that discuss issues related to accountability and transparency are coded under the new subtheme *improve general accountability and transparency at the ministry level*. The creation of this subtheme lowered the percentage in the original subtheme (compared to 2008) but not in the overall major theme.

Another example has to do with comments concerned with employee safety. In previous years, comments which raised concerns with employee safety were coded under the subtheme *ensure health/wellness, safety and security of staff*. What this meant was that serious safety issues, such as the need to be protected from violent clients, were subsumed in a category that also included requests for employee fitness initiatives and issues with air quality. While these types of issues are important in their own right, physical safety and being protected from violent behaviour require more immediate attention. Separating out issues to do with safety and security will make identifying and addressing these concerns through targeted initiatives easier. Therefore, issues to do with safety and security are now coded under the subtheme *ensure safety and security of employees*. The creation of this subtheme lowered

the percentages from the original subtheme (compared to 2008), but not the overall percentage for the major theme.

While many subtheme definitions did not change, a number of the definitions were expanded or their language was clarified. For example, in 2008, the definition of the subtheme *stop micro-managing/over-managing* in the major theme Supervisory assumed that this management style only applied to reporting relationships at the managers/supervisors/employees level. However, it became clear in 2009 that micro-managing appears at all reporting levels as many respondents who identified themselves as managers, directors, and so on, commented on how they were micro-managed by their direct supervisors (other senior managers and executives). The definition for the subtheme *stop micro-managing/over managing* was changed to incorporate any level of micro-managing whether it be between a supervisor and an employee or an executive director and a director.

An additional example is from the major theme, Professional Environment. In 2008, one of the subthemes in this major theme was titled: *improve morale*. While this was still a concern for survey respondents in 2009, respondents also shared their observations of workplace culture, and the connection between overall morale and workplace culture. Therefore, the title of the subtheme was changed to *improve morale/workplace culture* in recognition of this connection.

For more information on changes made to the codebook or for information about the codebook in general, please contact the Work Environment Survey Team.



## Major Theme Contents

The 21 major themes are listed below with brief descriptions of their contents and scope within. For a more exhaustive depiction of thematic and sub-thematic variation, please consult the comment examples provided by employees on page 14.

Themes listed below encompass comments related to:

### Address Regional Issues

Perceptions of different treatment and/or resource allocation between offices located in Victoria and the regions.

### Career and Professional Development

Increasing/improving training opportunities and ensuring opportunities are available to all employees – including opportunities to enhance and/or develop their careers in the Public Service.

### Communication

Increasing/improving communication within and between organizations and departments; improved communication between supervisors and staff (open door policy, more feedback offered), and on the ministry's vision, mission, goals and organizational change.

### Compensation and Benefits

The need for a wage increase (to match cost of living, rate of inflation, workload expectations or parity with the private sector), improvement to the benefits package (increasing coverage and reimbursements), or job (re)classifications.

### Day to Day Work

The need for an increase in teamwork/teambuilding, and comments regarding the need for the clarification, refinement and documentation of roles, responsibilities and procedures in day-to-day operations.

### Empowerment and Engagement

Employees feeling they have the opportunity and freedom to be innovative, provide input, and make decisions to do their jobs well; employees wishing to have their skills and abilities maximized; the need for increasing engagement, following through with engagement initiatives and work being meaningful.

### Improve Internal and External Client/Public Service

Improving client service and the delivery of contracted services, prioritizing levels of client service, including services provided to citizens.

### Improve Job Security

Job security in general, issues involving fears surrounding privatization as well as concerns related to the out-sourcing of ministry

tasks and the need for more communication about job security and human resources initiatives.

### Increase/Improve Recognition

The desire for employees to be given tangible recognition for good work, extra hours, years of service; promotion for improving the forms or quality of recognition given to employees. This theme also includes request for the recognition of work units, branches and divisions.

### Miscellaneous

Issues that do not address the question but hold some meaning.

### No Comment/Not Applicable

Comments that are not applicable.

### Opinions about Survey Value

Positive or negative remarks about the survey and its merit for improving the work environment or comments about specific questions/sections.

### Organization Specific

A category available for a ministry/organization-specific issue that no other category could encompass.

### Physical Environment and Resources

The inadequacy of the physical work environment (space, security, staff facilities, office location) and equipment (ergonomic furniture, computers, software, etc.); and green initiatives.

### Positive Remarks

Any positive comments made by employees regarding their job, their work environment and/or their co-workers.

### Professional Environment

The need for employees to be treated fairly and equally without being subject to any forms of harassment or discrimination regardless of age, gender, ethnicity or experience.

### Provide Adequate Resources to Perform Job-related Duties

Comments relating to a lack of resources necessary for employees to do their job and comments expressing shame, frustration and embarrassment relating to a lack of ability to perform their job.

### Staffing Practices

The fairness of hiring and promotion procedures, staff retention and recruitment as well as general concerns about the BCGEU contract.

### Stress and Workload

Workload, equal distribution of work, sufficient staffing levels to provide coverage for vacations, sick days or training seminars without falling behind; the need for increased flexibility and work/life balance.

### Supervisory (Management and Executive)

Supervisory roles such as: improving strategic planning, strengthening the quality of leadership and decision making, having management visible on the 'ground level,' ensuring that management effectively deals with under-performing employees, and criticism with micro-management techniques.

### Vision, Mission, Goals and Organization

Aggregate characteristics of the ministry such as its structures, plans and organizational and budgetary priorities. This could entail maintaining organizational stability, reducing the levels of bureaucracy or making policy changes that affect organizational operations. Also in this category are comments relating to the need for improving public relations and maintaining policies that act in the interest of the general public.

If you have any questions  
about the information in this report,  
please contact the  
Work Environment Survey Team at BC Stats.  
250.356.8050

