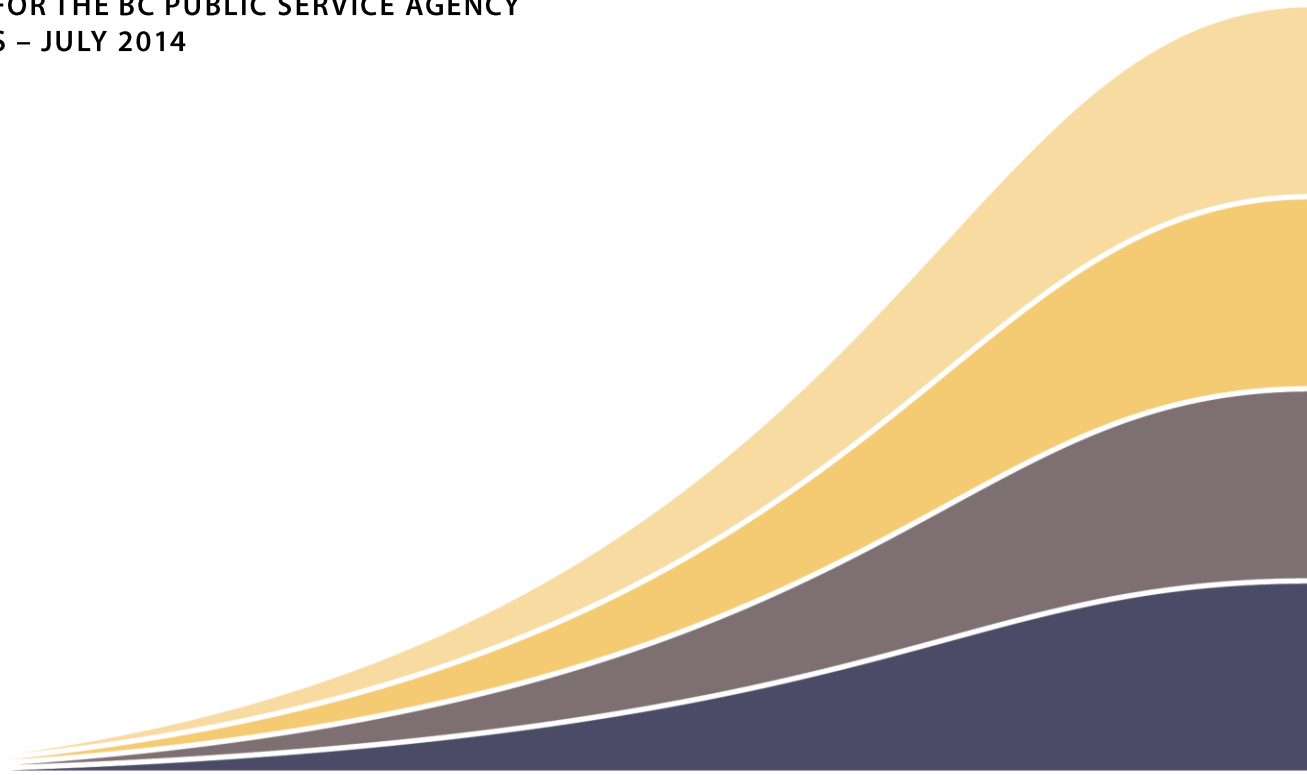


# 2013/14 Employee Exit Survey

BC Public Service Resignations and Retirements

**METHODOLOGY AND TABLES**

**PREPARED FOR THE BC PUBLIC SERVICE AGENCY  
BY BC STATS – JULY 2014**



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# 1. Introduction

This report outlines the methodology used in the data collection, analysis and reporting of results for the 2013/14 BC Public Service Exit Survey. The results from the survey, presented as a series of data tables, are also included, in addition to the survey invitation and questionnaire itself. This document is designed to be used as a supplement to the main report, the BC Public Service Resignations and Retirements: **Summary of Findings**.

## 2. Data Collection

### 2.1. Survey scope

The population definition for the Exit Survey is as follows:

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

All in-scope exiting employees are added on an ongoing basis to BC Stats’ dynamic surveying database<sup>1</sup>. Once they are added, they are invited to complete the survey over a period of up to six months prior to their departure date.<sup>2</sup> For FY 2013/14, BC Stats distributed the Employee Exit Survey to all regular and auxiliary employees who voluntarily exited (retired or resigned) the BC Public Service between April 1, 2013 and March 31, 2014, within the scope of the population as defined above.

Employees who were re-added to the CHIPS database prior to the end of the fiscal year were considered out of scope and excluded from the survey population, as their re-entrance into the database indicated that they were not leaving the BC Public Service. An exception to this was if an employee completed the survey while he/she had an active departure date, and later decided to stay with the BC Public Service. In that case, it was deemed

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

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

by the BC Stats research team that such responses still provide valuable insight into employees' perspectives as at the time of completion they felt that they were indeed leaving the BC Public Service.

## 2.2. Survey distribution

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

Two sets of mailed reminder letters were sent out, one in October 2013 to those departing in the first half of the fiscal year and one in May 2014 after the conclusion of the latter half of the fiscal year. During each wave, non-respondents were mailed an invitation letter with a subsequent reminder letter asking them to complete the survey online (see Appendix A).

## 3. Response Rates

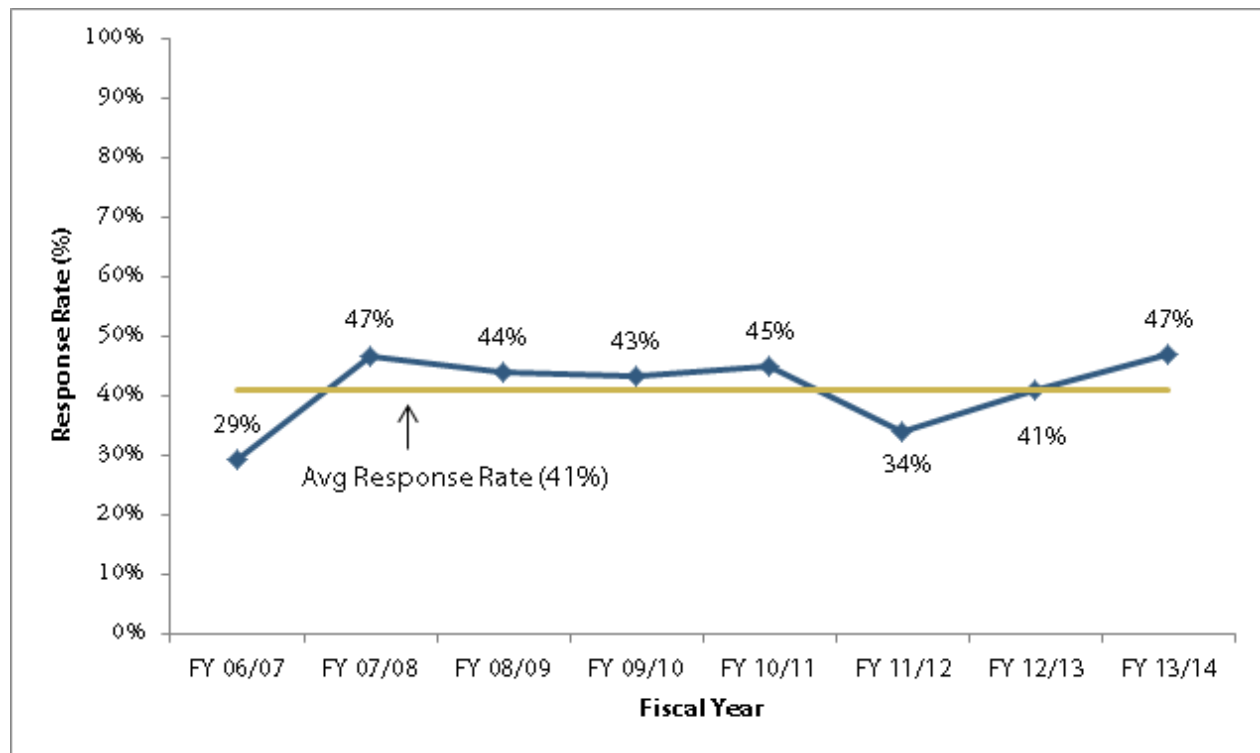
As shown in Figures 1 and 2, the response rates for FY 2013/14 were considerably higher than in previous cycles overall and for the retired population. While this could be in part due to the decision to exclude employees who were re-entered into the CHIPS database by the end of the fiscal year, (except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

**TABLE 1: RESPONSE RATES**

	Population	Respondents	Response Rate
<b>Total Exits</b>	<b>1,419</b>	<b>662</b>	<b>47%</b>
Resigned	788	296	<b>38%</b>
Retired	631	366	<b>58%</b>

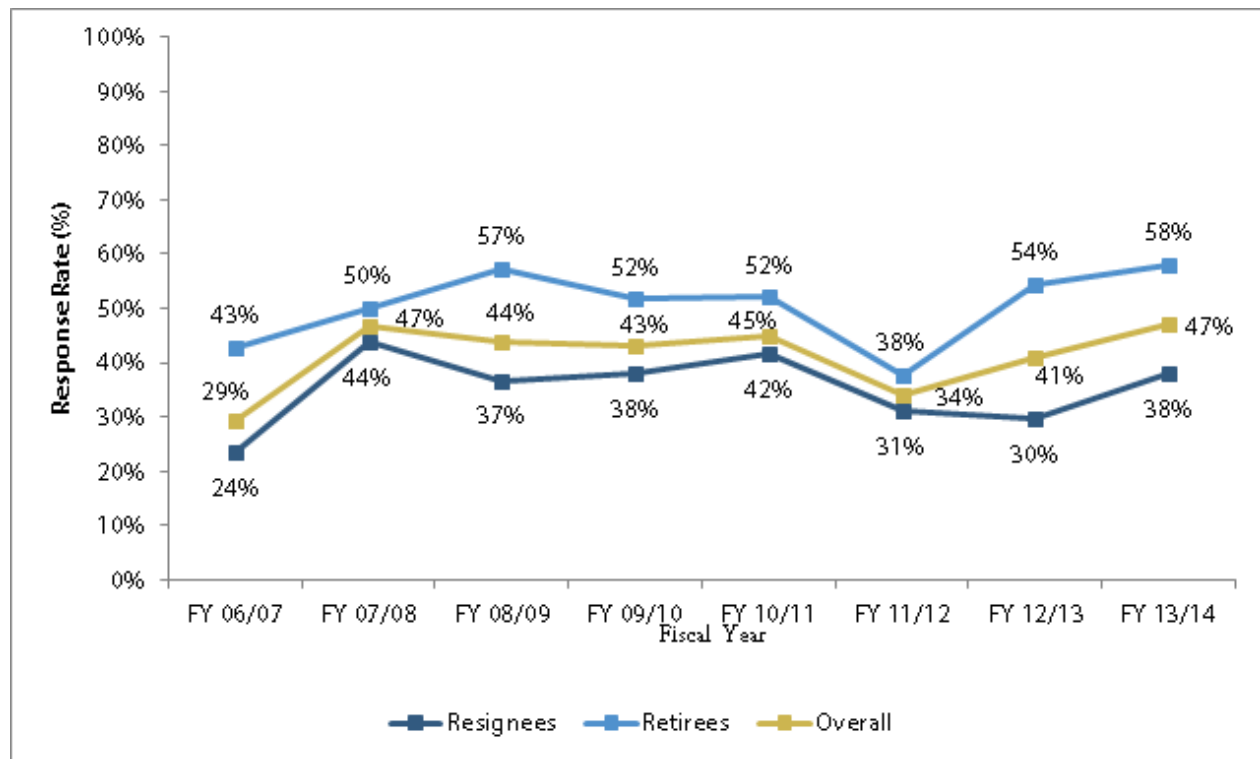
### 3.1. Year-over-Year Response Trends

The overall response rate increased from FY 12/13 to FY 13/14 by 6 percentage points, which is the highest response rate since FY 07/08.

**FIGURE 1: YEAR-OVER-YEAR RESPONSE TRENDS**

### 3.1.1. Resigning and retiring employees

The overall response trends for resigning and retiring employees can be found in Figure 2. FY 13/14 displayed a similar trend to FY 07/08 in that both the resignee response rate and the retiree response rate increased. It is evident that the increase in the retiree response rate was wholly responsible for the overall response rate increase for FY 13/14.

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

## 4. Analysis and reporting

### 4.1. Quantitative approach

Quantitative survey results are presented as percentages. In the survey, there were two sets of questions where respondents were asked to respond using a scale. There were two scale types used in this survey questionnaire including a 5-point scale of agreement (i.e., 1=strongly disagree and 5=strongly agree) and a 5-point scale where respondents were asked to rate factors that contributed to their decision to leave from ‘not at all’ to ‘a great deal’ (i.e., 1=not at all, 5=a great deal). For responses to both question types, only the top two positive categories were presented. Some percentages may not sum to 100% due to rounding. The tables display only valid responses (i.e., the “not applicable” or invalid responses were omitted from all analyses).

In the survey, there were two sets of questions where respondents were prompted to select all that applied from a main list, and then asked a series of follow-up questions based on the categories they selected.<sup>3</sup> In this report, both the categories and subcategories display the overall percent of respondents that selected an item from the

<sup>3</sup>For example, if they selected “Compensation” as something they liked about working with the BCPS, they were then prompted to select from a list of aspects of compensation.

list, regardless of whether they were prompted to select from a subcategory or not. While this is useful in showing the overall relative importance of various factors to the respondent group as a whole, it is also beneficial to look at the sub-category percentages as a proportion of the parent category exclusively, as only this subset of the respondents were actually asked the question. As such, the **Summary of Findings** report also uses this technique of representing the subcategories as a percentage of the category itself as opposed to the overall response group.

The **Summary of Findings** report contains a modified analytic approach this fiscal year. In FY 11/12, the format of the report was substantially redesigned as the first step in making the report clearer, more concise, and more relevant to its readers. These improvements continue with the current **FY 13/14 Summary of Findings report**, which both adopts the new format, along with a greater depth of data analysis. This includes an expanded demographic section, which looks at some of the key and significant patterns emerging from the population as a whole (i.e., all of the voluntary departures for this fiscal year).

The Chi-Square test was used to assess the response distribution for specific demographic groups of interest (i.e., resignees versus retirees, age, occupation, rural vs. urban location, level of education, number of service years). This technique thus identified whether or not the variations of responses were similar or different from one another (i.e., did different groups of employees respond the same way). Differences in response distributions were deemed statistically significant at the 95% confidence interval ( $p < .05$ ). However Chi-Squared results, even those of strong statistical significance, cannot be used in statements about causation. This technique indicates how confident we can be that the response differences between groups are real and not simply due to chance, but the technique cannot tell us why the differences exist.

Given the volume of statistically significant trends identified by the tests, only significant differences that possessed at least a 20 percentage point difference between groups were discussed in the **Summary of Findings** report (i.e., where respondents from one demographic group are at least 20 percentage points more likely to respond in a certain way compared to all other respondents).

## 4.2. Qualitative approach

For FY 2013/14, two open-ended comments were included in the analysis:

- ▶ “What would/could have prevented you from leaving your position,” which was asked of those who responded neutrally or affirmatively when asked if there was anything that could have prevented them from leaving; and
- ▶ “What suggestion would you offer to improve your (former) workplace,” which was asked of all respondents.

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

Individual comments that touched on several issues were coded into several major themes and sub-themes. Therefore, percentages of overall themes and sub themes do not sum to 100%. Only major themes commented upon by 5% or more of the respondents are represented in Table 7 and Table 14, and only sub-themes comprising 5% or more of the overall theme are included.

## 5. Survey Results

This section presents the results of the survey in tabular format. Quantitative results are presented longitudinally for the previous four fiscal years (09/10, 10/11, 11/12, and 12/13) for comparative purposes.

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

### 5.1. Resigning employees

**TABLE 2: RESIGNATIONS – OVERALL CIRCUMSTANCES FOR LEAVING**

Under what circumstance are you leaving your position?

	Percentage of Respondents				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Found another employment opportunity	47%	56%	47%	51%	<b>48%</b>
None of the above	16%	15%	17%	13%	<b>24%</b>
Seeking another employment opportunity	7%	7%	9%	9%	<b>9%</b>
Family circumstances	14%	13%	16%	14%	<b>9%</b>
Returning to school/completed my career/health reasons	16%	9%	12%	13%	<b>11%</b>
Total	361	347	257	225	<b>294</b>

**TABLE 3A: RESIGNATIONS – TYPE OF EMPLOYMENT OPPORTUNITY<sup>4</sup>**

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

	Percentage of Respondents				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Private sector	20%	35%	21%	32%	<b>38%</b>
Federal/municipal government	31%	22%	15%	13%	<b>14%</b>
Non-profit/non-governmental organization (NGO)	11%	8%	18%	8%	<b>13%</b>
School district, university, or colleges	8%	4%	8%	13%	<b>10%</b>
None of the above	9%	8%	11%	9%	<b>9%</b>
Health authorities	6%	7%	15%	15%	<b>7%</b>
Crown corporations	12%	12%	8%	9%	<b>7%</b>
Started business as self-employed or working owner	3%	4%	4%	2%	<b>3%</b>
Total respondent count	171	194	119	114	<b>141</b>

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<sup>4</sup> For Tables 3A and 3B, only respondents who selected “Found another employment opportunity” in Table 2 were included in these percentages and counts.

**TABLE 3B: RESIGNATIONS – ATTRACTION TO NEW EMPLOYMENT**

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

	Percentage of Respondents				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
<b>Career and Professional Development Opportunities</b>	80%	79%	71%	71%	<b>76%</b>
Career advancement	74%	75%	64%	69%	<b>72%</b>
Training	39%	41%	36%	33%	<b>36%</b>
<b>Job Characteristics</b>	66%	60%	63%	64%	<b>58%</b>
Job fit with skills and/or interests	56%	52%	50%	52%	<b>48%</b>
Ability to make a difference and/or feeling valued	53%	48%	50%	48%	<b>43%</b>
Job autonomy and/or innovation	34%	35%	34%	38%	<b>31%</b>
Job location	26%	24%	20%	31%	<b>18%</b>
Flexible/different work arrangements	23%	24%	25%	26%	<b>26%</b>
Physical environment (surroundings, security, tools, or equipment)	17%	16%	20%	19%	<b>19%</b>
<b>Compensation</b>	57%	60%	60%	66%	<b>56%</b>
Salary	54%	60%	59%	65%	<b>56%</b>
Benefits	36%	37%	31%	39%	<b>34%</b>
Union membership	8%	3%	4%	7%	<b>7%</b>
<b>Organizational Qualities</b>	49%	42%	45%	42%	<b>46%</b>
Supervisory management and leadership	36%	33%	31%	34%	<b>29%</b>
Healthy atmosphere (e.g., trust, mutual respect)	38%	36%	37%	32%	<b>33%</b>
Organizational mandate	30%	28%	29%	27%	<b>23%</b>
Work processes, procedures and/or systems	31%	24%	24%	25%	<b>21%</b>
<b>Job Security &amp; Stability</b>	42%	30%	24%	29%	<b>24%</b>
Total respondent count	171	194	120	114	<b>140</b>

**TABLE 4: RESIGNATIONS – TOP REASONS FOR LEAVING**

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

	Percentage of Respondents who answered “A lot” and “A Great Deal”				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
<b>Job-Specific Reasons</b>					
Career advancement	47%	60%	51%	55%	<b>52%</b>
Job fit with skills/interests	46%	54%	39%	50%	<b>41%</b>
Job fit with expectations	39%	45%	37%	47%	<b>41%</b>
Training & development	33%	42%	34%	39%	<b>39%</b>
Work arrangements	29%	34%	31%	38%	<b>39%</b>
Job location	24%	23%	24%	28%	<b>20%</b>
Job -related medical issues	7%	5%	9%	6%	<b>9%</b>
<b>People-Based Reasons</b>					
Senior leadership	27%	32%	40%	36%	<b>45%</b>
Immediate supervisor/manager	30%	28%	32%	33%	<b>32%</b>
Co-workers	11%	13%	12%	10%	<b>15%</b>
Clients/customers	8%	6%	5%	3%	<b>8%</b>
Contractors	1%	1%	2%	3%	<b>2%</b>
<b>Work Environment Reasons</b>					
Organizational processes, procedures and/or systems	38%	40%	46%	43%	<b>42%</b>
Salary	30%	40%	32%	36%	<b>31%</b>
Workload	17%	19%	17%	20%	<b>24%</b>
Job security & stability	24%	20%	13%	15%	<b>18%</b>
Physical environment	12%	8%	8%	8%	<b>12%</b>
Benefits (other than pension)	13%	11%	10%	14%	<b>7%</b>
Pension-related rules	5%	5%	4%	5%	<b>4%</b>

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

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

	Percentage of Respondents				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Less than 2 weeks	13%	6%	14%	12%	<b>9%</b>
2 weeks to 4 weeks	8%	9%	9%	11%	<b>11%</b>
1 month to 6 months	49%	44%	40%	41%	<b>38%</b>
7 months to 12 months	12%	17%	13%	14%	<b>18%</b>
One year or more	18%	24%	24%	22%	<b>24%</b>
Total count (valid responses)	360	347	254	225	<b>296</b>

**TABLE 6: RESIGNATIONS – OVERALL PAST AND FUTURE CONSIDERATIONS**

	Percentage of Respondents who answered “Definitely” and “Probably”				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Q14. Is there anything that could have prevented you from leaving your position?	49%	51%	57%	53%	<b>64%</b>
Q24. Based on your experience working at your (former) organization would you recommend it as a great place to work?	45%	40%	43%	44%	<b>38%</b>
Q25. Would you recommend the BC Public Service as a great place to work?	50%	50%	51%	52%	<b>45%</b>

TABLE 7: RESIGNATIONS – SUGGESTIONS FOR IMPROVEMENT AND RETENTION<sup>5</sup>

	Percentage of Respondents	
	% Within Theme <sup>6</sup>	% of Resignees <sup>7</sup>
<b>Changes with Human Resources</b>		<b>75%</b>
Better/more flexible work arrangements	28%	21%
Increase salary or improve benefits/compensation	28%	21%
Reduction in workload and/or more staff to handle workload	22%	17%
Better/more training & development opportunities	11%	8%
Improve non-workload staffing issues (classification, recruitment, retention)	9%	7%
<b>Changes with Supervisors/Managers</b>		<b>30%</b>
Better management skills	31%	9%
More involvement and support	28%	8%
Fostered a more respectful environment	24%	7%
Better leadership and accountability	17%	5%
<b>Changes in Job Fit, Security &amp; Advancement Opportunities</b>		<b>29%</b>
Better/more career advancement opportunities	52%	15%
More job security	33%	10%
<b>Changes with Senior Leaders</b>		<b>18%</b>
Demonstrated better leadership & accountability	32%	6%
Fostered a more supportive and respectful environment	32%	6%
Better communicators (in general) and/or more involved	30%	5%
<b>Changes with Work Environment</b>		<b>18%</b>
More supportive and respectful environment	41%	8%

<sup>5</sup> See section 4.2 Qualitative Approach for a description on how these categories were determined and for what questions.

<sup>6</sup> The middle column presents the percentage of comments within the corresponding themes. For instance, where 75% of all comments are related to the major theme Changes with Human Resources, 28% of comments within this major theme had to do with providing better or more flexible work arrangements. The right-hand column displays the percentage of comments within the corresponding themes out of the total number of resignees who commented. In other words, 21% of resignees who provided comments suggested an improvement in the type or flexibility of work arrangements.

<sup>7</sup> 238 resignees provided a valid comment.

	Percentage of Respondents	
	% Within Theme <sup>6</sup>	% of Resignees <sup>7</sup>
Have employees feel that contributions matter/are valued	25%	5%
Improve physical environment and/or resources	25%	5%
Changes to Systemic Organizational Challenges		14%
Improved policies, processes & procedures (less bureaucracy)	39%	5%
More concern for mandate, and/or public interest/clients	33%	5%

TABLE 8: RESIGNATIONS – OVERALL LIKES

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

	Percentage of Respondents				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
<b>The People I Worked With</b>	<b>75%</b>	<b>76%</b>	<b>74%</b>	<b>73%</b>	<b>70%</b>
<b>Job Security &amp; Stability</b>	<b>36%</b>	<b>39%</b>	<b>46%</b>	<b>44%</b>	<b>48%</b>
<b>Job Characteristics</b>	<b>34%</b>	<b>36%</b>	<b>38%</b>	<b>40%</b>	<b>41%</b>
Job fit with skills and/or interests	26%	30%	30%	32%	<b>31%</b>
Making a difference and/or feeling valued	24%	23%	27%	29%	<b>29%</b>
Flexible work arrangements	20%	21%	19%	18%	<b>16%</b>
Job autonomy and/or innovation	18%	19%	16%	15%	<b>16%</b>
Physical environment & equipment	13%	15%	12%	13%	<b>13%</b>
Travel opportunities	7%	9%	5%	8%	<b>6%</b>
<b>My Career and Professional Development Opportunities</b>	<b>32%</b>	<b>25%</b>	<b>23%</b>	<b>29%</b>	<b>27%</b>
Training	22%	21%	18%	21%	<b>19%</b>
Variety of employment opportunities (e.g., transferring across/within organizations)	18%	16%	17%	18%	<b>17%</b>
Career advancement	13%	12%	10%	14%	<b>13%</b>
<b>My Compensation</b>	<b>32%</b>	<b>26%</b>	<b>25%</b>	<b>28%</b>	<b>22%</b>
Salary	28%	25%	21%	26%	<b>19%</b>
Benefits	21%	25%	19%	22%	<b>18%</b>
Union membership	7%	9%	5%	8%	<b>8%</b>
<b>Organizational Qualities</b>	<b>13%</b>	<b>15%</b>	<b>12%</b>	<b>17%</b>	<b>16%</b>
Organizational mandate	9%	11%	7%	10%	<b>9%</b>
Healthy atmosphere (e.g., trust, mutual respect)	11%	12%	8%	9%	<b>6%</b>
Work processes, procedures and/or systems	5%	9%	7%	8%	<b>5%</b>
Supervisory management and leadership	9%	11%	8%	7%	<b>7%</b>
<b>Total respondent count</b>	<b>364</b>	<b>351</b>	<b>257</b>	<b>225</b>	<b>296</b>

**TABLE 9: RESIGNATIONS – OVERALL SATISFACTION SCORES**

During my most recent position...

	Average Score (out of 100)				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
I was satisfied with my job.	54	56	59	57	<b>60</b>
I was satisfied with my organization.	48	46	46	47	<b>41</b>
Overall, I was satisfied in my work as a BC Public Service employee.	57	56	56	57	<b>53</b>

## 5.2. Retiring employees

**TABLE 10: RETIREMENTS - OVERALL CIRCUMSTANCES FOR LEAVING**Under what circumstance are you leaving your position?<sup>8</sup>

	Percentage of Respondents				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Completed my career	57%	55%	58%	57%	<b>61%</b>
None of the above	28%	30%	26%	27%	<b>20%</b>
Health reasons	6%	5%	6%	6%	<b>7%</b>
Seeking another employment opportunity	4%	5%	5%	5%	<b>4%</b>
Found another employment opportunity	3%	3%	3%	3%	<b>4%</b>
Family circumstances	1%	2%	--	2%	<b>3%</b>
Returning to school	0%	0%	--	1%	<b>1%</b>
<b>Total</b>	306	383	253	340	<b>362</b>

<sup>8</sup> Please note: there is not a large enough number (i.e., 20 or more) of retirees in FY 13/14 that are leaving for other employment opportunities and thus responded to the type of employment opportunities they left for, or the reasons why they were attracted to this new employment (nor have there been in the past four fiscal years). Thus, these tables are not included for the retirement population who are leaving for other employment opportunities (n=13).

**TABLE 11: RETIREMENTS – TOP REASONS FOR LEAVING**

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

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

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

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

	Percentage of Respondents				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
6 months or less	23%	35%	23%	26%	<b>25%</b>
7 months to 12 months	16%	17%	25%	25%	<b>22%</b>
One year or more	61%	48%	52%	48%	<b>53%</b>
<b>Total</b>	<b>304</b>	<b>381</b>	<b>255</b>	<b>342</b>	<b>362</b>

**TABLE 13: RETIREMENTS – OVERALL PAST AND FUTURE CONSIDERATIONS**

	Percentage of Respondents who Answered “Definitely” and “Probably”				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Q14. Is there anything that could have prevented you from leaving your position?	40%	43%	40%	36%	<b>36%</b>
Q24. Based on your experience working at your (former) organization would you recommend it as a great place to work?	55%	52%	53%	55%	<b>51%</b>
Q25. Would you recommend the BC Public Service as a great place to work?	59%	59%	61%	62%	<b>60%</b>

**TABLE 14: RETIREMENTS – SUGGESTIONS FOR IMPROVEMENT AND RETENTION**

This table shows suggestions from retired employees about improvement and retention strategies. The middle column presents the percentage of comments within the corresponding themes. For instance, where 63% of all comments are related to the major theme Changes with Human Resources, 22% of comments within this major theme had to do with increasing salary or improving benefits/compensation. The right-hand column displays the percentage of comments within the corresponding themes out of the total number of comments. In other words, 14% of retirees who provided comments suggested an increase in salary or improvement of benefits/compensation.

	Percentage of Respondents	
	% Within Theme	% of Retirees <sup>9</sup>
<b>Changes with Human Resources</b>		<b>63%</b>
Reduction in workload and/or more staff to handle workload	33%	21%
Increase salary or improve benefits/compensation	22%	14%
Improve non-workload staffing issues (classification, recruitment, retention)	17%	11%
Better/more flexible work arrangements	14%	9%
Better/more training & development opportunities	12%	7%
<b>Changes with Work Environment</b>		<b>27%</b>
Have employees feel that contributions matter/are valued	32%	9%
Improve physical environment and/or resources	32%	9%
More supportive and respectful environment	28%	7%
<b>Changes with Supervisors/Managers</b>		<b>27%</b>
Better management skills	36%	10%
Better leadership and accountability	29%	8%
More involvement and support	23%	6%
<b>Changes to Systemic Organizational Challenges</b>		<b>24%</b>
Improved policies, processes & procedures (less bureaucracy)	42%	10%
More concern for mandate, and/or public interest/clients	30%	7%

<sup>9</sup> 255 retirees provided a comment.

	Percentage of Respondents	
	% Within Theme	% of Retirees <sup>9</sup>
Changes with Senior Leadership		19%
Better communicators (in general) and/or more involved	37%	7%
Demonstrated better leadership & accountability	33%	6%
Changes in Job Fit, Security & Advancement Opportunities		19%
Better/more career advancement opportunities	58%	11%
Better job fit with skills/interests	31%	6%

TABLE 15: RETIREMENTS – OVERALL LIKES

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

	Percentage of Respondents				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
<b>The People I Worked With</b>	<b>78%</b>	<b>81%</b>	<b>79%</b>	<b>76%</b>	<b>80%</b>
<b>Job Security &amp; Stability</b>	<b>58%</b>	<b>52%</b>	<b>54%</b>	<b>56%</b>	<b>66%</b>
<b>Job Characteristics</b>	<b>54%</b>	<b>50%</b>	<b>45%</b>	<b>48%</b>	<b>47%</b>
Job fit with skills and/or interests	49%	51%	40%	44%	<b>39%</b>
Making a difference and/or feeling valued	48%	50%	37%	38%	<b>38%</b>
Job autonomy and/or innovation	35%	36%	25%	25%	<b>27%</b>
Flexible work arrangements	31%	32%	22%	25%	<b>26%</b>
Physical environment & equipment	25%	26%	14%	17%	<b>21%</b>
Travel opportunities	18%	21%	12%	11%	<b>13%</b>
<b>My Career and Professional Development Opportunities</b>	<b>39%</b>	<b>40%</b>	<b>38%</b>	<b>33%</b>	<b>34%</b>
Variety of employment opportunities (e.g., transferring across/within organizations)	27%	33%	25%	22%	<b>24%</b>
Training	27%	30%	20%	21%	<b>21%</b>
Career advancement	21%	23%	16%	18%	<b>15%</b>
<b>My Compensation</b>	<b>39%</b>	<b>40%</b>	<b>29%</b>	<b>33%</b>	<b>32%</b>
Benefits	33%	47%	28%	33%	<b>30%</b>
Salary	39%	40%	27%	29%	<b>27%</b>
Union membership	14%	17%	10%	9%	<b>12%</b>
<b>Organizational Qualities</b>	<b>20%</b>	<b>14%</b>	<b>17%</b>	<b>13%</b>	<b>14%</b>
Healthy atmosphere (e.g., trust, mutual respect)	18%	23%	12%	11%	<b>10%</b>
Supervisory management and leadership	14%	22%	10%	8%	<b>9%</b>
Organizational mandate	17%	21%	10%	8%	<b>7%</b>
Work processes, procedures and/or systems	13%	18%	7%	7%	<b>6%</b>
<b>Total respondent count</b>	<b>314</b>	<b>391</b>	<b>258</b>	<b>342</b>	<b>366</b>

**TABLE 16: RETIREMENTS – OVERALL SATISFACTION SCORES**

During my most recent position...

	Average Score (out of 100)				
	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
I was satisfied with my job.	70	69	72	72	<b>72</b>
I was satisfied with my organization.	50	48	50	53	<b>50</b>
Overall, I was satisfied in my work as a BC Public Service employee.	67	68	68	69	<b>68</b>

## 6. Appendix A: Mail Invitation



<DATE>

<FIRSTNAME> <LASTNAME>

<ADDRESS>

<CITY> <PROVINCE> <POSTAL CODE> <COUNTRY>

**Re: Invitation to the BC Public Service Employee Exit Survey**

Dear <FIRSTNAME> <LASTNAME>,

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

I am pleased to invite you to participate in the *BC Public Service Employee Exit Survey* (BCPS Exit Survey). This survey is being distributed to all employees voluntarily exiting the BCPS. The objective of this survey is to learn about your experiences as an employee in the BCPS and to gain a better understanding of the reasons surrounding your decision to leave the BCPS. The information you provide is valuable and will help us identify ways to improve the work environment and measure our success.

The BCPS Exit Survey was launched in April 2006 as an ongoing program designed to provide stakeholders with a systematic evaluation of why employees resign from the BCPS, thus facilitating future strategies for employee engagement and retention.

Your answers will be kept confidential in accordance with the [Statistics Act](#) and will only be used for statistical and research purposes. When survey results are published, your responses will be combined with the responses of others so that you cannot be identified.

The survey will take approximately 20 minutes to complete. Please complete the survey by <DEADLINE> over the web by typing the following link into the address bar of your web browser:  
<https://securesurveys.gov.bc.ca/exitsurvey/login.htm>

## Methodology & Tables

Next, please type in your personal and confidential survey password: <USERID>. This is your personal password; please do not share it with others.

If you have any questions about the survey, please contact BC Stats at [BCStats.SurveyMail4@gov.bc.ca](mailto:BCStats.SurveyMail4@gov.bc.ca) or by phone at 250-356-8050. If you have not left the BC Public Service, please inform the BC Stats Survey Administration Team using the contact information provided below. We apologize if you have received this message in error.

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

Sincerely,

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

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<b>BC Public Service Agency</b>	Mailing address:	Telephone: 250 356-5415
	Box 9404 Stn Prov Govt	Facsimile: 250 356-7074
	Victoria BC V8W 9V1	Website: <a href="http://www.bcpublicserviceagency.gov.bc.ca">www.bcpublicserviceagency.gov.bc.ca</a>

## 7. Questionnaire

### BC Public Service FY 13/14 Employee Exit Survey

#### Welcome!

BC Stats is conducting the *BC Public Service Employee Exit Survey* on behalf of the BC Public Service Agency. The survey is designed to gather feedback from employees like you, who have made the decision to leave their position in the BC Public Service. The objective of this survey is to gain a better understanding of the reasons you are leaving and to learn more about your experiences as an employee in the BC Public Service. The information that you provide to us is valuable, and will help us to identify ways to improve the working environment and measure our success.

This voluntary survey should take approximately **10 minutes** to complete.

#### Protecting Your Confidential Information

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

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

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

.

## My Reasons for Leaving

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

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

*(Please select one of the following.)*

- ☐ Resigning
- ☐ Retiring
- ☐ Other

**2. Under what circumstance are you leaving your position?**

*(Please select one of the following.)*

- ☐ Found another employment opportunity (go to question 3)
- ☐ Seeking another employment opportunity (go to question 9)
- ☐ Returning to school (go to question 9)
- ☐ Completed my career (go to question 9)
- ☐ Health reasons (go to question 9)
- ☐ Family circumstances (go to question 9)
- ☐ None of the above (go to question 9) Please describe<sup>10</sup>:

**3. Please indicate what sector or industry best reflects your new employment:**

*(Please select one of the following.)*

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

---

<sup>10</sup> New as of December 2013

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

*(Please select all that apply.)*

- ☐ Job security & stability
- ☐ Compensation<sup>11</sup> (go to question 5)
- ☐ Career and professional development<sup>12</sup> opportunities (go to question 6)
- ☐ Other characteristics about the job<sup>13</sup> (go to question 7)
- ☐ Other qualities of the organization<sup>14</sup> (go to question 8)

**5. What form of compensation attracted you?**

*(Please select all that apply.)*

- ☐ Salary
- ☐ Benefits
- ☐ Union membership

**6. What kind of career and professional development opportunities attracted you?**

*(Please select all that apply.)*

- ☐ Career advancement
- ☐ Training

**7. What other characteristics of the job attracted you?**

*(Please select all that apply.)*

- ☐ Job fit with skills/and or interests
- ☐ Job autonomy and/or innovation
- ☐ Ability to make a difference and/or feeling valued
- ☐ Flexible/different work arrangements
- ☐ Job location
- ☐ Physical environment (surroundings, security, tools, or equipment)

---

<sup>11</sup> Pop-up window: **Compensation** = salary, benefits or union membership

<sup>12</sup> Pop-up window: **Career and professional development** = Career advancement or Training

<sup>13</sup> Pop-up window: **Characteristics about the job** = Job fit with skills and/or interests, Job autonomy and/or innovation, Making a difference/feeling valued, Flexible/different work arrangements, Job location, or Physical environment (surroundings, security, tools, or equipment).

<sup>14</sup> Pop-up window: **Qualities of the organization** = Healthy atmosphere (e.g., trust, mutual respect), Supervisory management and leadership, Work processes, procedures and/or systems, or Organizational mandate.

**8. What qualities of the organization attracted you?***(Please select all that apply.)*

- ☐ Healthy atmosphere (e.g. trust, mutual respect)
- ☐ Supervisory management and leadership
- ☐ Work processes, procedures and/or systems
- ☐ Organizational mandate

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

	Not at all 1	A little 2	Partly 3	A lot 4	A great deal 5	No Opinion
Job location	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work arrangements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job fit with my skills/interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job fit with expectations (what was described to me)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training & development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career advancement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job-related medical issue(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Not at all 1	A little 2	Partly 3	A lot 4	A great deal 5	No Opinion
Co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Immediate supervisor/manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clients/customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contractors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**11. How much have the following work environment reasons contributed to your decision to leave? Please choose a single response for every item listed below.<sup>15</sup>**

	Not at all 1	A little 2	Partly 3	A lot 4	A great deal 5	No Opinion
Physical environment (surroundings, security, tools or equipment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job security & stability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Pension-related rules	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits (other than pension)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational processes, procedures and/or systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**12. In your own words, what is the most influential reason for your departure from the BC Public Service?<sup>16</sup>**

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

*(Please select one of the following.)*

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

**14. Is there anything that could have prevented you from leaving your position?**

*(Please select one of the following.)*

- ☐ Definitely
- ☐ Probably
- ☐ Maybe/maybe not
- ☐ Probably not
- ☐ Definitely not (go to question 15)
- ☐ Not applicable

---

<sup>16</sup> New as of December 2013 – becomes only open-ended question

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

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

## **My Overall Experience in the BC Public Service**

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

**16. . Overall, what did you like the most about the BC Public Service?<sup>17</sup>**

*(Please select all that apply.)*

- ☐ My job security & stability
- ☐ The people I worked with
- ☐ My compensation (go to question 16)
- ☐ My career and professional development opportunities (go to question 17)
- ☐ Other characteristics about my job (go to question 18)
- ☐ Other qualities about my government organization (go to question 19)
- ☐ There was nothing to like (go to question 20)

**17. What did you like about your compensation?**

*(Please select all that apply.)*

- ☐ Salary
- ☐ Benefits
- ☐ Union membership

---

<sup>17</sup> Pop-up windows from question 4 referenced in response options.

**18. What did you like about your career and professional development?**

*(Please select all that apply.)*

- ☐ Career advancement
- ☐ Training
- ☐ Variety of employment experiences (e.g. transferring across/within organizations)<sup>18</sup>

**19. What characteristic(s) of your job did you like?**

*(Please select all that apply.)*

- ☐ Job fit with skills/and or interests
- ☐ Job autonomy and/or innovation
- ☐ Making a difference and/or feeling valued
- ☐ Flexible work arrangements
- ☐ Physical environment (surroundings, security, tools, or equipment)
- ☐ Travel opportunities

**20. What qualities about your organization<sup>19</sup> did you like?**

*(Please select all that apply.)*

- ☐ Healthy atmosphere (e.g. trust, mutual respect)
- ☐ Supervisory management and leadership
- ☐ Work processes, procedures and/or systems
- ☐ Organizational mandate

---

<sup>18</sup> Pop-up window **Organization** = ministry, agency, office or commission of the province

<sup>19</sup> Pop-up window **Organization** = ministry, agency, office or commission of the province

**Please indicate your overall satisfaction with your most recent position.**

*Please choose a single response for every item listed below.*

During my most recent position...		Strongly Disagree					Strongly Agree	Not Applicable
		1	2	3	4	5		
21.	I was satisfied with my <b>job</b> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>
22.	I was satisfied with my <b>organization</b> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>
23.	Overall, I was satisfied in my work as a <b>BC Public Service employee</b> .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>

**24. Based on your experience working at your (former) organization<sup>20</sup> would you recommend it as a great place to work? Please select one of the following.<sup>21</sup>**

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

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

*Please select one of the following.<sup>22</sup>*

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

<sup>20</sup> Pop-up window **Organization** = ministry, agency, office or commission of the province

<sup>21</sup> Change as of April 19, 2012 omits “Not applicable” option from this question.

<sup>22</sup> Change as of April 19, 2012 omits “Not applicable” option from this question. Also, the open-ended question that used to follow this question has been omitted: “What suggestion would you offer to improve your (former) workplace?”

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

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

## About You ...

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

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

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 or more

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

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

***Thank you for taking the time to complete this survey.***

***We wish you much success in your future!***

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

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# 2013/14 Employee Exit Survey

BC Public Service Resignations and Retirements

## SUMMARY OF FINDINGS

PREPARED FOR THE BC PUBLIC SERVICE AGENCY  
BY BC STATS – JULY 2014

Author: Kaylie Ingram, Senior Analyst, Public Sector Research and Evaluation, BC Stats

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# 1. Executive summary

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

This report summarizes the key findings emerging from the survey results for FY 2013/14. An accompanying document, **BC Public Service Resignations and Retirements: Methodology and Tables**, describes the methodology used for data collection and analysis and presents the detailed results of the survey in tabular format.

Of the 1,419 in-scope departing employees in FY 2013/14, 47% responded to the *Exit Survey*. Of those respondents, 38% resigned and 58% retired.

## Why: Reasons departing employees are leaving the BC Public Service

Departing BC Public Service employees noted senior leadership, organizational processes, procedures and/or systems, and lack of career advancement opportunities as the overall reasons for deciding to leave the BC Public Service.

Over half of resigning employees indicated that a lack of career advancement opportunities was the reason for their departure. Senior leadership was also a commonly cited reason for departure with just under half of resigning employees stating it was a factor in their decision to leave. Organizational processes, procedures and/or systems had a strong influence on resigning employees' decisions to leave. Other reasons cited as influencing departing employees' decisions to leave included issues with poor job fit with skills/interests and with job fit expectations having not been met.

## Where and When: Plans of departing BC Public Service employees

As one would expect, the majority of resigning employees were leaving to pursue other employment, while the majority of retirees were leaving because they had completed their careers. Just over one-third of those resigning employees leaving for another employment opportunity, were remaining within the public sector, while the private sector was the draw for nearly as many. The predominant factors which attracted employees to their new positions were:

- ▶ Career and professional development opportunities (primarily career advancement);
- ▶ Characteristics about the job such as job fit, ability to make a difference and/or feel valued, and job autonomy and/or innovation;

- ▶ Compensation (specifically salary).

### What: Feedback from departing employees

The majority of resigning employees (64%) indicated that their departure could have been prevented. The majority of departing employees overall had been satisfied with their jobs and their work overall as BC Public Service employees, although resignees were much less satisfied than retirees. However, organizational satisfaction was much lower for both groups. Departing employees were more likely to recommend the BC Public Service overall as a great place to work than they were likely to recommend their specific ministries or organizations.

With regard to the most-liked aspects about working with the BC Public Service, departing employees favoured job and work environment-specific characteristics such as:

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

Organizational qualities such as healthy atmosphere (e.g., trust, mutual respect), organizational mandate, work processes and supervisory management and leadership were among the least favoured aspects of working in the BC Public Service.

Open-ended suggestions and feedback generally expressed concerns about human resources negatively impacting workload and related staffing issues, as well as salaries and flexibility in working arrangements.

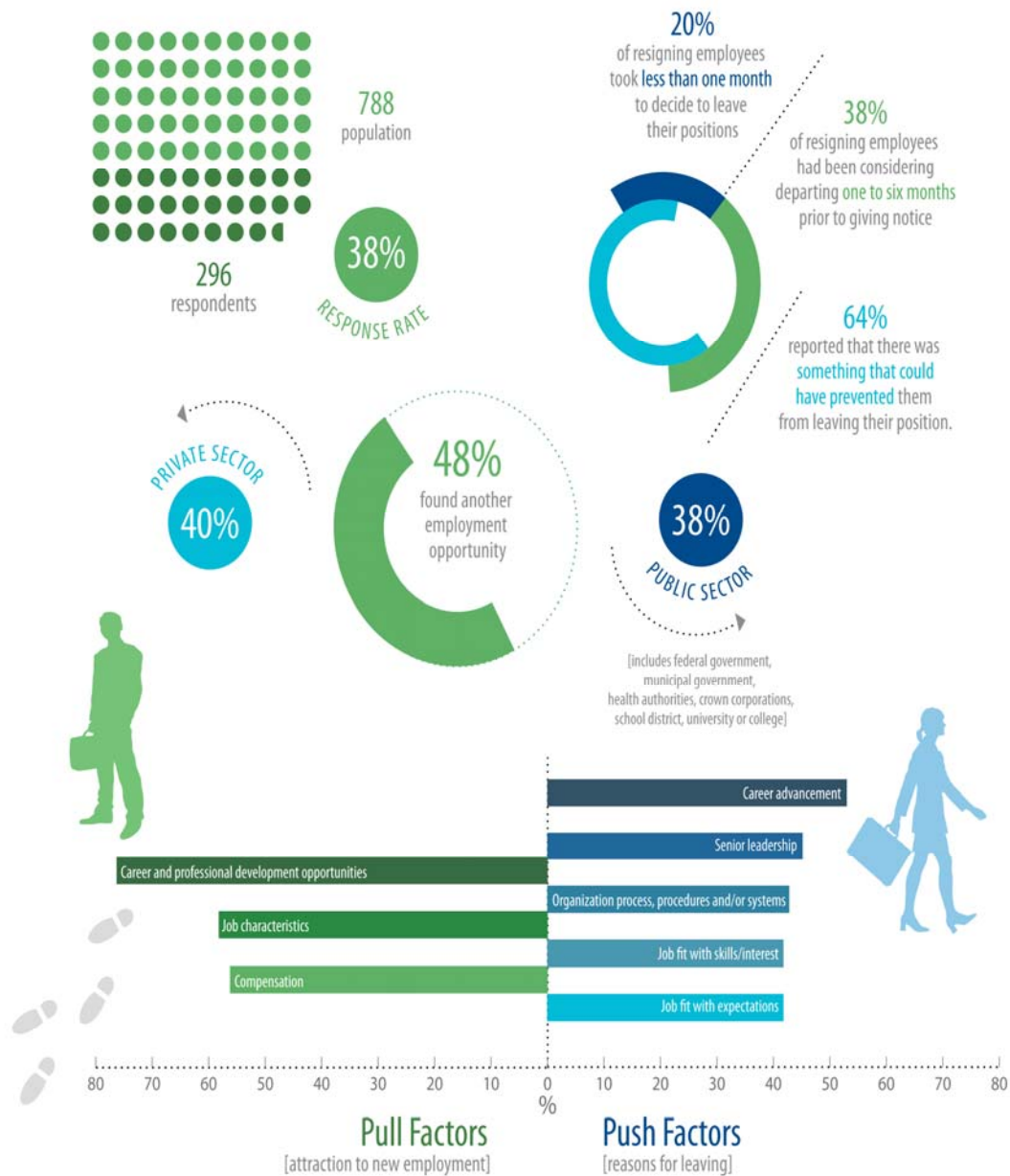
### Conclusions and recommendations

Consistently, year-after-year, career advancement is the top reason that employees have resigned from the BC Public Service and have been attracted to new employment. In order to build our internal capacity to achieve the vision outlined in the *Being the Best* Corporate Human Resource Plan, it is critical that efforts attend to and draw on the factors behind employees' decisions to leave their position in government. With over two-thirds of resignees and over one-third of retirees stating that their departure was preventable, the BC Public Service has an opportunity to retain more employees.

## 2. Infographics

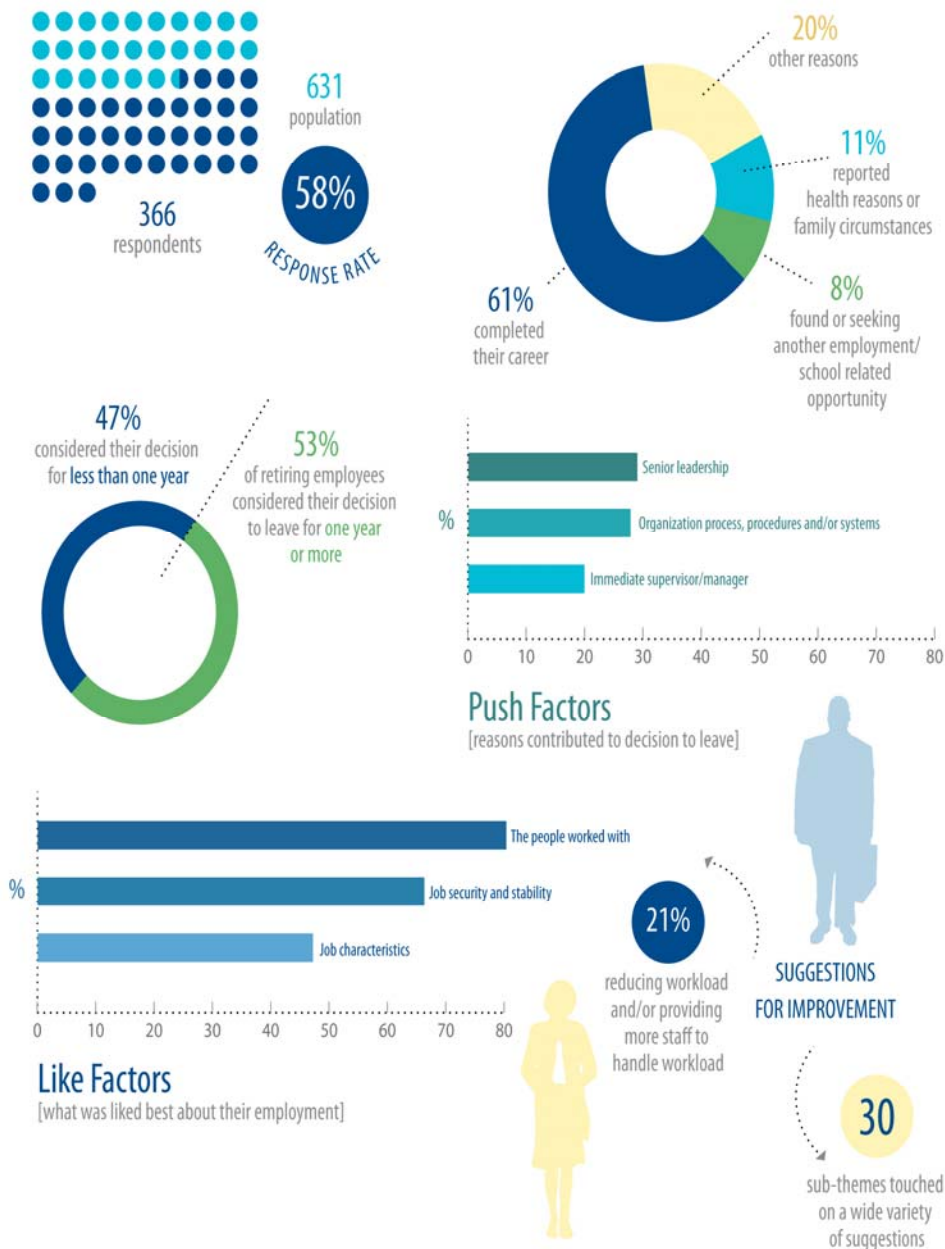
### 2.1. Profile of resignees

#### BC Public Service Exit Survey Report: Employees who resigned in 2013/14



## 2.2. Profile of Retirees

### BC Public Service Exit Survey Report: Employees who retired in 2013/14



### 3. Introduction

Improving our competitiveness depends in part, on developing an awareness of the experiences of employees who have voluntarily left their positions in the BC Public Service. In April 2006, BC Stats, in consultation with the BC Public Service Agency, the Deputy Ministers' Council, and Strategic Human Resources<sup>1</sup>, launched the *BC Public Service Exit Survey* (referred to hereafter as the *Exit Survey*). This ongoing feedback program was designed to provide stakeholders with a systematic evaluation of why employees voluntarily exit from the BC Public Service, thus facilitating future strategies for employee engagement and retention.

This report summarizes the key findings emerging from the survey results for Fiscal Year (FY) 2013/14. An accompanying document, *BC Public Service Resignations and Retirements: Methodology and Tables* describes the methodology used for data collection and analysis and presents the detailed results of the Exit Survey in tabular format.

### 4. Response rate

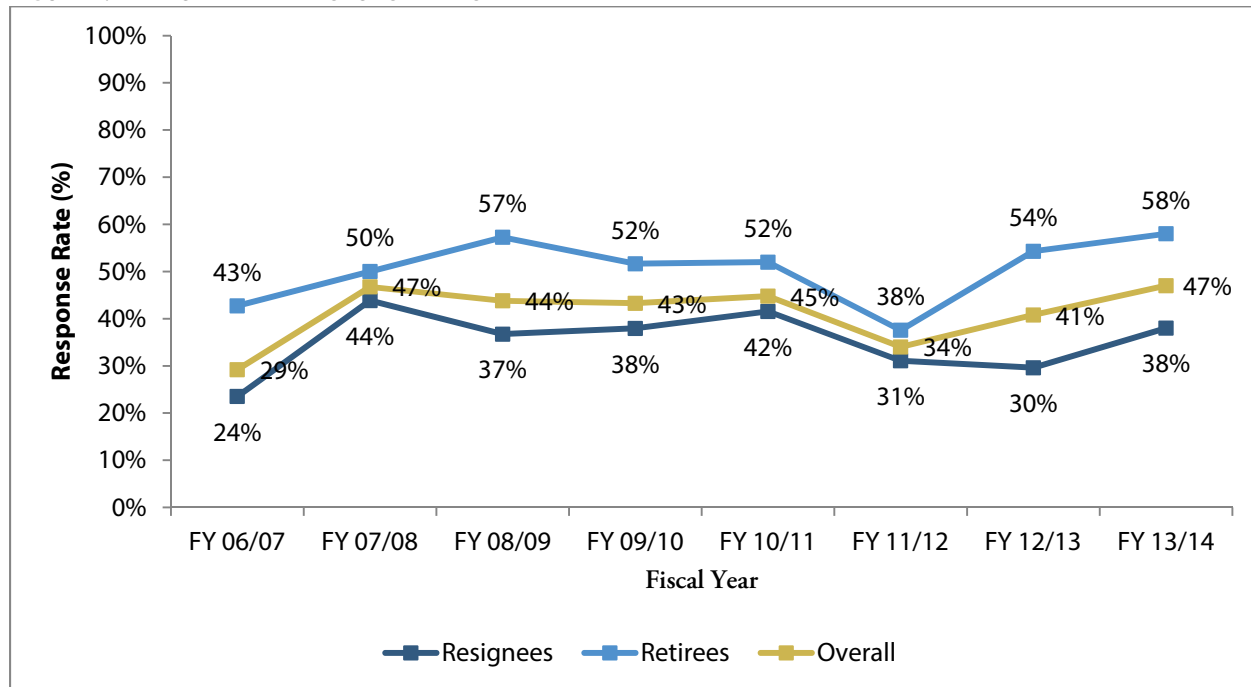
For FY 2013/14 BC Stats distributed the online Exit Survey to 1,419 in-scope<sup>2</sup> regular and auxiliary employees who voluntarily exited (retired or resigned) the BC Public Service between April 1, 2013 and March 31, 2014. The response rate for voluntarily departing employees rose from 30% in FY 2012/13 to 38% in FY 2013/14 and the response rate for retirees went up from 54% in FY 2012/13 to 58% in FY 2013/14. Consistent with results from previous Exit Survey years, far fewer resigning employees (38% response rate) completed the survey than retiring employees (58% response rate).

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<sup>1</sup> This is now called Organizational Development representatives.

<sup>2</sup> See **Methodology and Tables** report for what scope entails.

FIGURE 1: YEAR-OVER-YEAR RESPONSE RATES



## 5. Why: Reasons departing employees are leaving the BC Public Service

Voluntarily departing employees were asked to indicate the degree to which a number of possible factors contributed to their decision to leave the BC Public Service. Response patterns and trends are profiled in this section.

A series of questions under the following broad categories were asked to help identify reasons behind employees choosing to leave the BC Public Service: job-specific reasons, people-based reasons and work-environment related reasons. Table 3 displays the degree to which a number of sub-characteristics contributed to the decision to leave their positions. While it is useful to compare and contrast the groups, the contributing reasons for resignations are most useful and ultimately make the best targets for retention actions.

TABLE 3: DEPARTURES BY REASON<sup>3</sup>

Contributing Reasons	% Indicating “A lot” or “A Great Deal” <sup>4</sup>		
	Resignees	Retirees	All respondents
<b>Job specific reasons</b>			
Career advancement	52%	15%	32%
Job fit with my skills/interests	41%	15%	27%
Job fit with expectations (what was described to me)	41%	14%	27%
Work arrangements	39%	18%	27%
Training & development	39%	11%	24%
Job location	20%	6%	12%
Job-related medical issue(s)	9%	8%	8%
<b>People-based reasons</b>			
Senior leadership	45%	29%	36%
Immediate supervisor/manager	32%	20%	26%
Co-workers	15%	6%	10%
Clients/customers	8%	4%	6%
Contractors	2%	1%	2%
<b>Work environment reasons</b>			
Organizational processes, procedures and/or systems	42%	28%	34%
Salary	31%	13%	22%
Workload	24%	19%	21%
Job security & stability	18%	4%	10%
Physical environment (surroundings, security, tools or equipment)	12%	4%	8%
Benefits (other than pension)	7%	1%	4%
Pension-related rules	4%	7%	5%

<sup>3</sup> This does not include missing responses (i.e., “Don’t Know”, “Not Applicable” or invalid answers).

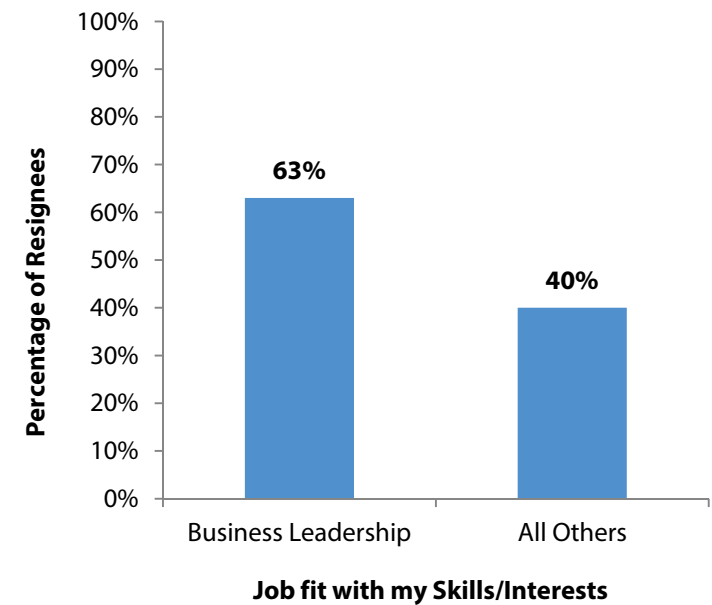
<sup>4</sup> Respondents were asked to choose their response using on a five-point scale that ranged from “Not at All” to “A Great Deal.” For ease of interpreting this table, only the top two response options are shown. For the full scale of responses, please refer to the FY1214 Exit Survey **Methodology and Tables** report.

Summary of Findings

Respondents indicated that senior leadership, organizational processes, procedures and/or systems and lack of career advancement opportunities played a predominant role in decisions to leave the BC Public Service. Over half of resigning employees indicated that a lack of career advancement opportunity was a reason for their departure. Senior leadership was also an influential reason for departure with just less than half of resigning employees indicating that it was a factor in their decision to leave.

Demographic analysis found that not all employees responded the same way.<sup>5</sup> For example, in job-specific reasons for leaving the BC Public Service, resignees in the Business Leadership band were significantly more likely than all other resignees to report that job fit (with their skills/interests) played a role in their decision to leave.<sup>6</sup> Resignees fifty-five years or older were significantly more likely than younger resignees to report that job fit (with expectations) contributed to their decision to leave.<sup>7</sup> Resignees in the Applied Leadership band were significantly more likely to report that career advancement influenced their decision to leave (see Figure 1- Figure 3).<sup>8</sup>

FIGURE 1: JOB SPECIFIC REASON FOR LEAVING: JOB FIT WITH SKILLS/INTERESTS



<sup>5</sup> Only the strongest demographic trends are showcased in this report.  
<sup>6</sup> Statistically significant ( $p < .05$ ) differences were found between those in Business Leadership and all other resignees  
<sup>7</sup> Statistically significant ( $p < .05$ ) differences were found between those 55 years and older and all other resignees.  
<sup>8</sup> Statistically significant ( $p < .05$ ) differences were found between those in Applied Leadership and all other resignees.

FIGURE 2: JOB-SPECIFIC REASON FOR LEAVING: JOB FIT WITH EXPECTATIONS

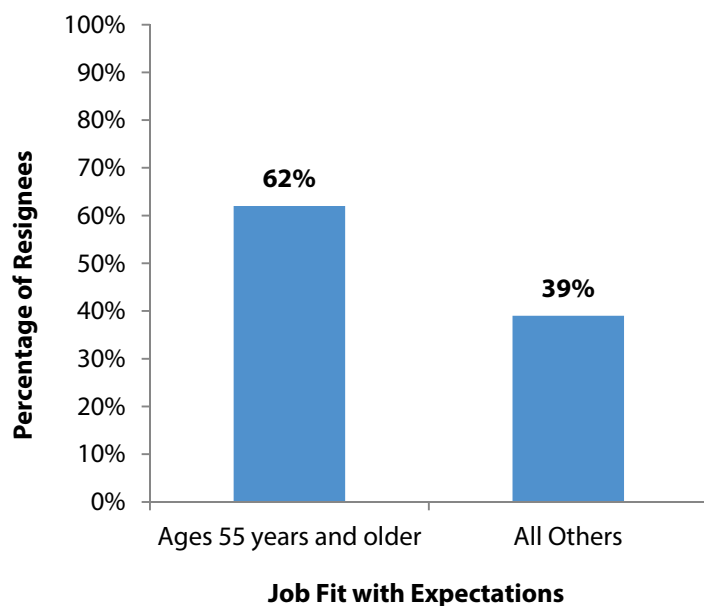
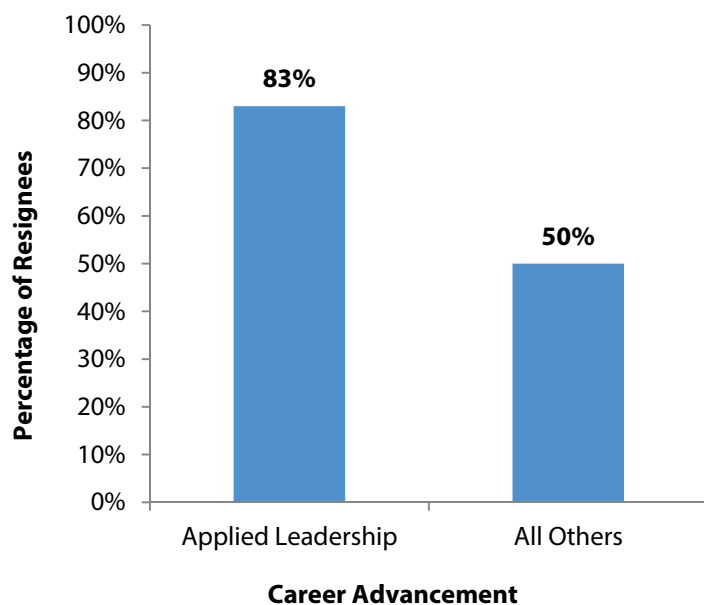
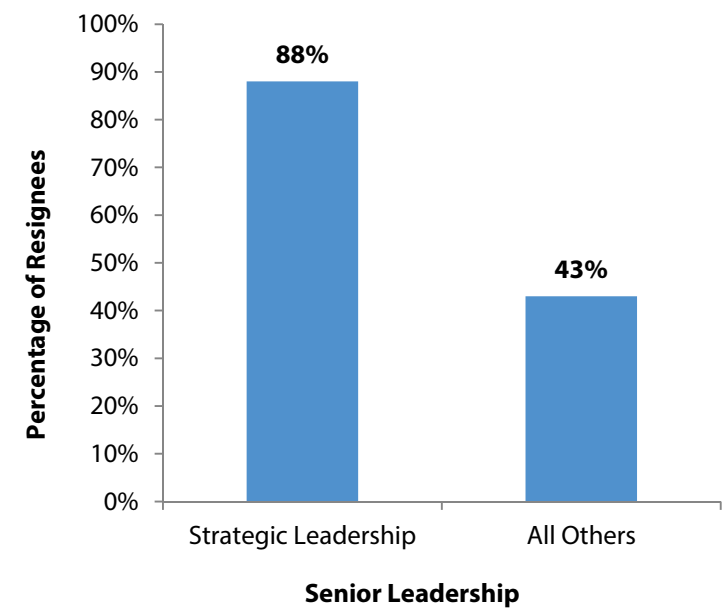


FIGURE 3: JOB SPECIFIC REASON FOR LEAVING: CAREER ADVANCEMENT



Regarding people-based reasons for leaving the BC Public Service, resignees in the Strategic Leadership band were significantly more likely than other resignees to report that Senior Leadership played a role in their decision to leave (see Figure 4 below).<sup>9</sup>

**FIGURE 4: PEOPLE-BASED REASON FOR LEAVING: SENIOR LEADERSHIP**



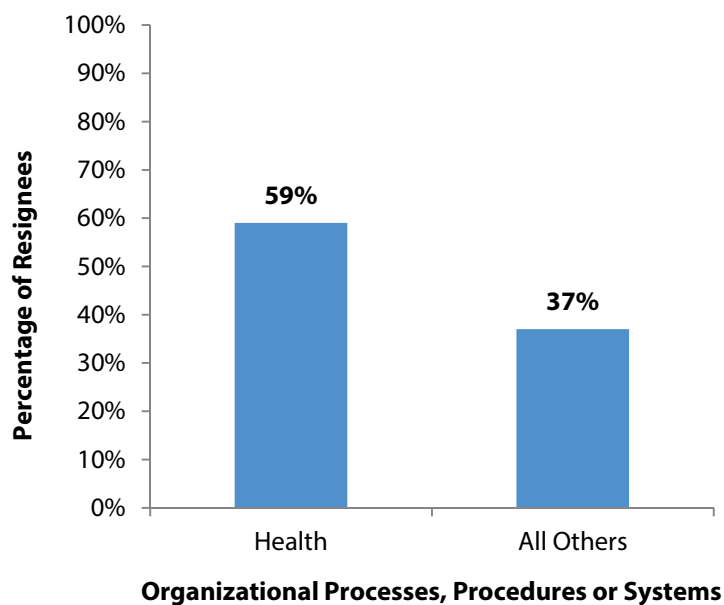
Finally, with regard to work environment based reasons for leaving the BC Public Service, resignees in the Health occupations<sup>10</sup> and those with a bachelor’s degree or higher<sup>11</sup> were more likely than all others to report that organizational processes, procedures or systems influenced their decision to leave (see Figure 5- Figure 6).

<sup>9</sup> Statistically significant ( $p < .05$ ) differences were found between those in Strategic Leadership and all other resignees.

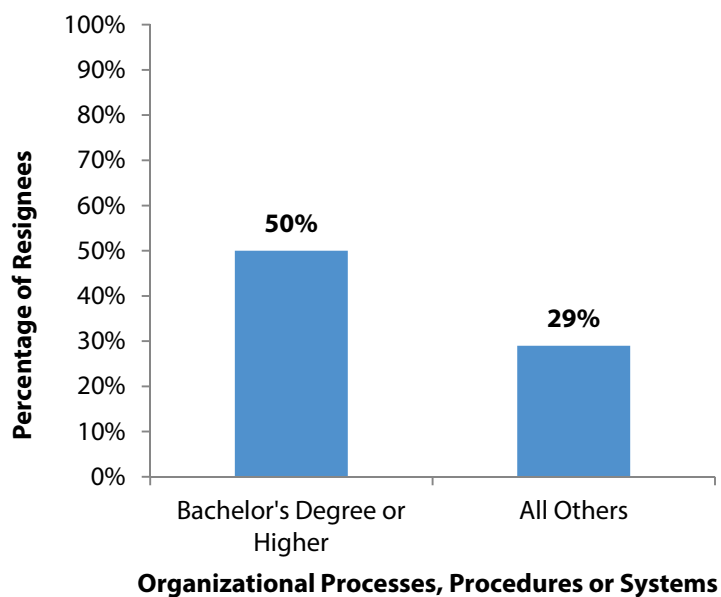
<sup>10</sup> Statistically significant ( $p < .05$ ) differences were found between those in the Health occupations and all other resignees.

<sup>11</sup> Statistically significant ( $p < .05$ ) differences were found between those with a bachelor’s degree or higher and all other resignees.

**FIGURE 5: WORK ENVIRONMENT REASON FOR LEAVING: ORGANIZATIONAL PROCESSES, PROCEDURES OR SYSTEMS**



**FIGURE 6: WORK ENVIRONMENT REASON FOR LEAVING: ORGANIZATIONAL PROCESSES, PROCEDURES OR SYSTEMS**



# 6. Where and When: Plans of departing BC Public Service employees

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

At the outset of the survey, respondents were asked about the circumstances under which they were leaving their positions. The options, shown in Table 4, reveal that the majority (61%) of retiring employees had completed their careers while 48% of resigning employees left because they found another employment opportunity. It is interesting to note that 52% of resignees did not have another employment opportunity to go to. Also just less than one-quarter (24%) of resignees left for reasons other than for the circumstances listed.<sup>12</sup>

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

TABLE 4: CIRCUMSTANCES SURROUNDING DEPARTURE<sup>13</sup>

Circumstance	All	Resigning	Retiring
Completed my career	34%	1%	61%
Found another employment opportunity	23%	48%	4%
None of the above	20%	24%	22%
Family circumstances	6%	9%	3%
Seeking another employment opportunity	6%	9%	4%
Health reasons	5%	3%	7%
Returning to school	3%	7%	1%
Total	100%	100%	100%

<sup>12</sup> Those who indicated “None of the above” were asked to specify. If the respondent specified, these were recoded into the preexisting categories where possible.

<sup>13</sup> Percentages are based on the total number of employees who answered the question: All = 662, Resigning =296 and Retiring =366. This does not include missing or invalid responses.

Over half (53%) of the retiring employees had considered their decision for one year or more prior to giving notice, while one quarter of resigning employees said the same. The greatest proportion (38%) of resigning employees had been considering departing for one to six months prior to giving notice. A noteworthy 20% of resigning employees, however, took less than one month to decide to leave their positions.

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**For one in five resigning employees, it took them less than one month to decide to leave their position.**

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Forty percent of resigning respondents departing for another employment opportunity were leaving to go to the private sector<sup>14</sup> and 38% were leaving for another public sector opportunity, specifically:

- ▶ School district, university or college (10%);
- ▶ Municipal government (8%);
- ▶ Health authorities (7%);
- ▶ Crown corporations (7%); and
- ▶ Federal government (6%).

Three principal factors that attracted departing employees to their new positions<sup>15</sup>:

- ▶ Career and professional development opportunities (71%);
- ▶ Other characteristics about the job (58%); and
- ▶ Compensation (56%).

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

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<sup>14</sup> Respondents were asked what sector or industry best reflects their new employment. For the purpose of analysis, “private sector” includes both “private sector” and “started business as self-employed or working owner” responses.

<sup>15</sup> This question was asked only of those resignees and retirees who indicated that they had found employment elsewhere. Percentages are based on 140 resignees who found another employment opportunity and 13 retirees (n=153)

**TABLE 5: ATTRACTING FACTORS TO NEW EMPLOYMENT<sup>1617</sup>**

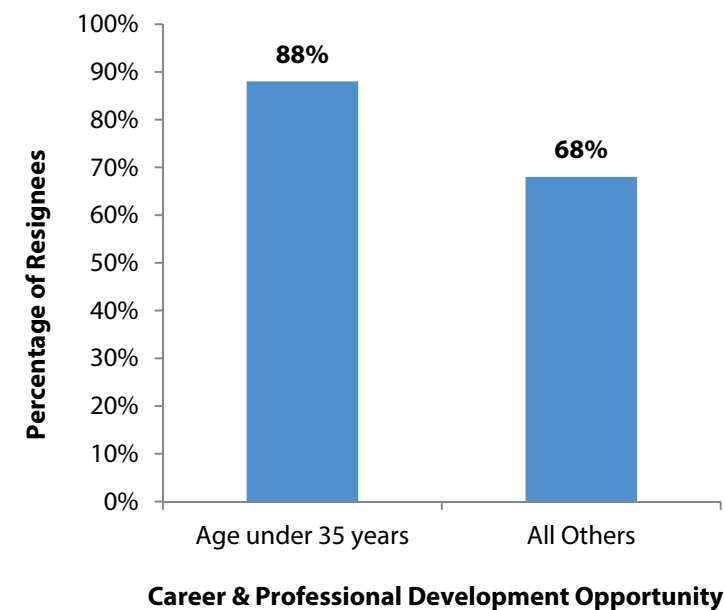
Attracting Factor	% Selected
Career and professional development opportunities	71%
Career advancement	68%
Training	34%
Other characteristics about the job	58%
Job fit with skills/and or interests	47%
Ability to make a difference and/or feeling valued	42%
Job autonomy and/or innovation	31%
Flexible/different work arrangements	26%
Job location	19%
Physical environment (surroundings, security, tools, or equipment)	18%
Compensation	56%
Salary	54%
Benefits	33%
Union membership	6%
Other qualities of the organization	45%
Healthy atmosphere (e.g. trust, mutual respect)	33%
Supervisory management and leadership	27%
Organizational mandate	22%
Work processes, procedures and/or systems	20%
Job security and stability	22%

<sup>16</sup> This question was asked only of those resignees and retirees who indicated that they had found employment elsewhere. All percentages are based on 140 resignees who found another employment opportunity and 13 retirees (n=153). Percentages do not sum to 100% as multiple selection was offered.

<sup>17</sup> A table by resignees only can be found in the **Methodology and Tables** report.

Demographic analysis found that not all employees responded the same way.<sup>18</sup> Resignees<sup>19</sup> under the age 35 years were significantly more likely than all other resignees to indicate career and professional development as an attracting factor to a new employment opportunity.<sup>20</sup>

**FIGURE 7: ATTRACTION TO OTHER EMPLOYMENT: CAREER & PROFESSIONAL DEVELOPMENT OPPORTUNITY**



Resigning employees in the Strategic Leadership band and resignees with 11 or more service years were much more likely than all other resignees to identify other qualities of the organization (e.g., healthy atmosphere, supervisory management and leadership, organization mandate, work processes, etc.) as attracting factors to their new employment opportunity (see Figure 8 - 9).<sup>21 22</sup>

<sup>18</sup> Only the strongest trends are featured in the report.  
<sup>19</sup> Analysis by demographics is based on only the 140 resignees who found another employment opportunity.  
<sup>20</sup> Statistically significant ( $p < .05$ ) differences were found between those age under 35 years old and all other resignees.  
<sup>21</sup> Statistically significant ( $p < .05$ ) differences were found between those in the Strategic Leadership band and all other resignees.  
<sup>22</sup> Statistically significant ( $p < .05$ ) differences were found between those with 11+ service years and all other resignees.

FIGURE 8: ATTRACTION TO OTHER EMPLOYMENT: OTHER QUALITIES OF THE ORGANIZATION

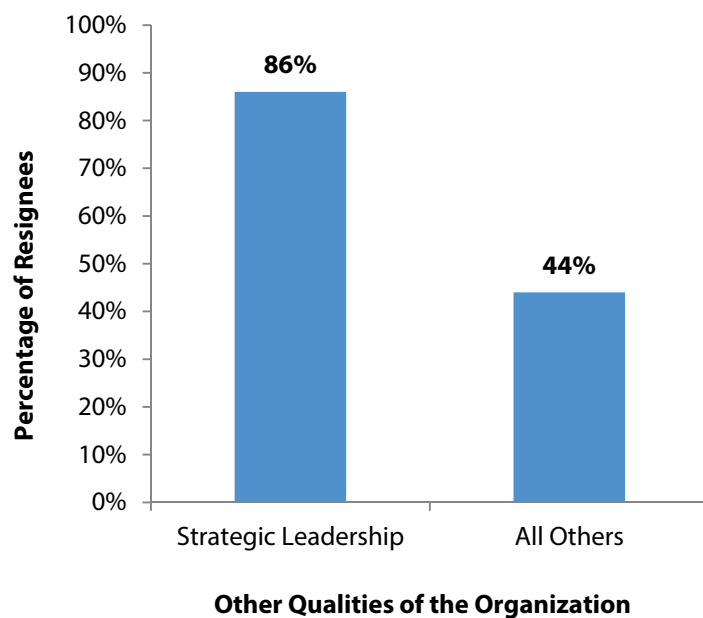
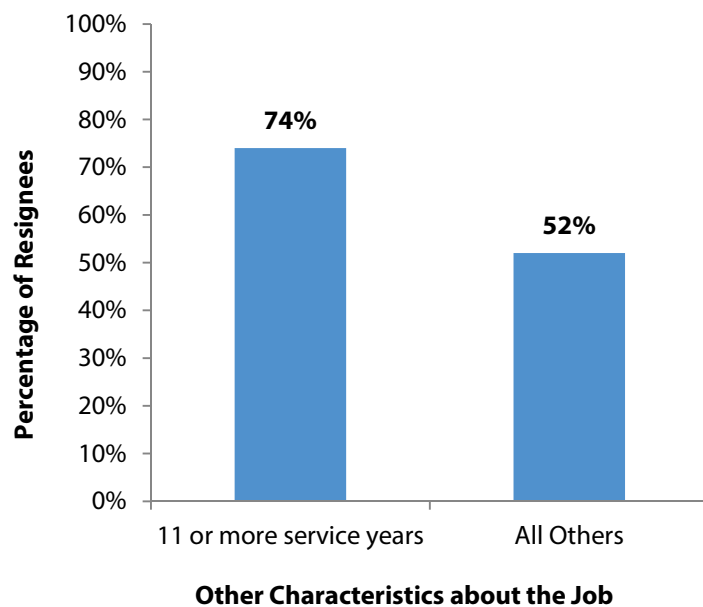


FIGURE 9: ATTRACTION TO OTHER EMPLOYMENT: OTHER CHARACTERISTICS ABOUT THE JOB



## 7. What: Feedback from departing BC Public Service employees

Exiting employees were asked a series of questions about their engagement such as their overall satisfaction with their job, organization and employment with the BC Public Service overall as well as other questions measuring their willingness to recommend their organization and the BC Public Service as a great place to work.<sup>23</sup> These responses allow for further reflection and possible leveraging of reported strengths, as well as rounding out an understanding of the reasons why employees are choosing to leave. Key trends are profiled in this section.

### **Satisfaction with their job, their work, and their organization**

Although they did ultimately leave their position, over half (55%) of resigning employees agreed or strongly agreed that they were satisfied with their jobs. Just over two-thirds (69%) of retiring employees said the same. Just less than half (43%) of resigning employees agreed or strongly agreed that they were satisfied in their work as a BC Public Service employees, while almost two-thirds (63%) of retirees also agreed or strongly agreed. To compare these results to the BC Public Service corporate results, from the 2013 BC Public Service Work Environment Survey (WES)<sup>24</sup>, 61% of employees were satisfied with their jobs, and 65% were satisfied in their work as a BC Public Service employee.

Less than one-third (29%) of resigning employees agreed or strongly agreed that they were satisfied with their organization, while retirees (36%) were somewhat more likely to agree or strongly agree with the statement. These results are much lower than the BC Public Service corporate trends. The 2013 WES results revealed that 50% of employees were satisfied with their organization.

### **Recommendations for their organization and the BC Public Service as a great place to work**

Less than half of resigning employees (38%) said that they would definitely or probably recommend their organization as a great place to work, while just over half (51%) of retiring employees said the same. Just less than half (45%) of resigning employees indicated they would definitely or probably recommend the BC Public Service as a great place to work, compared to 60% of retiring employees who said the same. To compare these results to the BC Public Service

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<sup>23</sup> Statistically significant ( $p < .05$ ) differences were found between resignees and retirees in all overall engagement questions.

<sup>24</sup> Exploring Employee Engagement in the BC Public Service (December 2013)

## Summary of Findings

corporate results, WES results revealed that 52% of employees would recommend the BC Public Service as a great place to work.

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

**TABLE 6: WHAT DEPARTING EMPLOYEES LIKED MOST ABOUT THEIR JOBS<sup>25</sup>**

What I Liked Most...	Overall % Selected	% within category	Resignees %Selected	Retirees %Selected
The people I worked with	76%	76%	70%*	80%
My job security and stability	58%	58%	48%*	66%
<b>Job characteristics (n=293)</b>	<b>44%</b>	<b>44%</b>	<b>41%</b>	<b>47%</b>
Job fit with skills and/or interests	36%	81%	31%*	39%
Making a difference and/or feeling valued	34%	77%	29%*	38%
Flexible work arrangements	21%	48%	16%*	26%
Job autonomy and/or innovation	22%	49%	16%*	27%
Physical environment & equipment	17%	39%	13%*	21%
Travel opportunities	10%	22%	6%*	13%
<b>Career and professional development opportunities (n=203)</b>	<b>31%</b>	<b>31%</b>	<b>27%</b>	<b>34%</b>
Training	20%	66%	19%	21%
Variety of employment opportunities (e.g., transferring across/within organizations)	21%	69%	17%*	24%
Career advancement	14%	45%	13%	15%
<b>Compensation (n=180)</b>	<b>27%</b>	<b>27%</b>	<b>22%*</b>	<b>32%</b>
Salary	24%	83%	19%*	27%
Benefits	25%	86%	18%*	30%
Union membership	10%	36%	8%	12%
<b>Organizational qualities (n=97)</b>	<b>15%</b>	<b>15%</b>	<b>16%</b>	<b>14%</b>

<sup>25</sup> Percentages under the main categories (grey rows) are based on a total count of 662 for the main categories in grey. The total count for each subcategory (in white rows) is indicated next to the main category title. Significant differences between resignee and retiree results (based Chi-Square tests,  $p < .05$ ) are denoted by an asterisk symbol “\*”.

What I Liked Most...	Overall % Selected	% within category	Resignees %Selected	Retirees %Selected
Healthy atmosphere (e.g., trust, mutual respect)	9%	58%	6%	10%
Organizational mandate	8%	56%	9%	7%
Work processes, procedures and/or systems	5%	37%	5%	6%
Supervisory management and leadership	8%	55%	7%	9%
Nothing to like	2%	2%	3%	1%

Resignees were less likely overall to select each of the listed favourable aspects of working in the BC Public Service. This aligns with their overall lower job and organization satisfaction as compared to retirees. In addition, resignees were significantly less likely to indicate they liked all of characteristics related to their job.

Almost two-thirds (64%) of resigning employees indicated that there was definitely or probably something that could have prevented them from leaving their position; only 23% indicated that there probably or definitely was not anything that could have prevent their departure. Interestingly, over one-third of retirees (36%) said that there probably or definitely could have been something to prevent them from leaving, although 41% indicated that there probably or definitely was not.

Those who indicated that there could have been something to prevent them from leaving were significantly<sup>26</sup> more likely than those who did not, to indicate the following reasons for their departure:

- ▶ Work arrangements;
- ▶ Job fit with my expectations;
- ▶ Career advancement;
- ▶ Immediate supervisor/manager; and
- ▶ Senior Leadership.

**Most resigning employees indicated that their departure was preventable.**

<sup>26</sup> Statistically significant differences were found between those who reported that there was “Definitely” or “Probably” something that could have prevented them for leaving and all others (based Chi-Square tests,  $p < .05$ )).

# 7.1. Open-Ended Comment Data

Respondents were asked two open-ended questions, the first concerning the factors that could have convinced them to stay with the BC Public Service and the second asking for suggestions to their organization for improvement. Since responses tended to overlap, respondents' answers to both questions were combined and coded into categories and sub-categories. Table 7 represents the proportion of responses that were coded into the six major categories.<sup>27</sup>

TABLE 7: OPEN-ENDED SUGGESTIONS FOR IMPROVEMENT

Improvement Category	All	Resigning	Retiring
Human Resources	69%	75%	63%
Supervisor/Manager	29%	30%	27%
Job Fit/Career Advancement	24%	29%	19%
Work Environment	23%	18%	27%
Senior Leadership	19%	18%	19%
Organization	19%	14%	24%

Open-ended comments generally expressed human resource concerns regarding workload and staffing issues, salary, and lack of flexibility in working arrangements.

Human resource concerns were mentioned in over two-thirds of respondents' comments, most predominantly in suggestions made by resignees. The most common human resource concerns voiced by resignees were salary and flexibility in work arrangements. Examples of these particular concerns are highlighted below, in their own words.

*"Compensate employees at a competitive level with other organization and maybe employees will stay."*

*"Look at increasing salary for those who receive higher education, i.e.: Bachelors to a Master's."*

*"More flexible work arrangements, and/or a remote office in the city I relocated to."*

*"Had I been given the opportunity to work the hours I requested ([a slight difference in time]), I would have been able to continue working. The government prides itself on flexibility and family first, yet I feel I was not given the same opportunity. I really loved the job and my coworkers. I was told I was doing a great job; therefore, I feel a [slight difference in time] was worth keeping a hard-working, dedicated, team player like myself a part of the office. I was mistaken."*

<sup>27</sup> Please see the **Methodology and Tables** report for a full breakdown of response frequencies by category and sub-category.

## Summary of Findings

The most common human resource concern for retirees was regarding workload and related staffing issues. The following comments from those who retired do the best job of illustrating these issues.

*“They need to ensure that staffing levels are not dropped to a level that would overwork remaining staff and compromise our program as a whole.”*

*“Ensure there is always a full complement of staff to cope with the workload. Being chronically short-staffed negatively affects the delivery of services as well as the morale of an office. Coverage should be put in place for long term absences or vacant positions as quickly as possible to avoid burn-out for the remaining staff.”*

*“I would have considered staying longer if we had gotten an increase in staff.”*

The main concern for both groups regarding supervisors/managers was the need for better management skills. Comments referred to the need for a new supervisor/manager, for supervisors/managers to have better supervisory skills, to be properly trained, to not micromanage their staff, and to have better decision-making and problem solving skills regarding staff. Take, for example, the following comments.

*“For managers and supervisors to give the employees a little room to do their work and not watching them so closely and putting pressure on them” -Resigning employee*

*“I had more than one boss who was clearly terrible at managing people. When I had a good relationship with my boss I had extremely high job satisfaction, and when I worked for crazy people I was miserable. It seems too common for people to win managerial positions because they'd been around for a long time, not because they knew how to be a manager. Trained, competent managers would have gone a long way to keeping me around.” -Resigning employee*

*“Better manager may have made me stay a bit longer.” -Retiring employee*

The main issue surrounding job fit/career advancement for both groups was ensuring that there were more opportunities for career advancement. As would be expected, resigning employees were more likely to state that career advancement opportunities could be improved.

*“The problem is that there are insufficient promotional opportunities - it is a place where you learn and then have to leave if you have any ambition...” -Retiring employee*

*“Better opportunity for career advancement and clearer pathway for advancement based on my skills and knowledge.” - Resigning employee*

## Summary of Findings

While both groups offered comments suggesting that improvements needed to be made to their work environment, resignees were more likely to comment about the poor/dysfunctional work environment and retirees were more likely to comment about the physical environment and resources and the lack of recognition.

*“The government taking seriously that bullying and harassment exists in the workplace. The environment and lack of objectivity to look at the issue in the grander picture and the awareness that this issue permeates all ministries exists.” ~ Resigning employee*

*“Meaningful recognition by Government, and not just supervisors and management.” ~ Retiring employee*

*“Enabling the use of most efficient tools and technologies to perform tasks.” ~ Retiring employee*

In regards to senior leadership, both resignees and retirees were most likely to indicate that senior leaders should provide better leadership, accountability and have a clear direction.

*“More transparency and leadership from senior executive management and directors.”  
~Resigning employee*

*“I may have stayed longer if I felt like the Ministry executive were genuinely listening and had a real strategy for the future. Sometimes I felt like our executive and organization was actually putting up roadblocks, preventing us from achieving our priority goals.” ~Retiring employee*

*“An indication senior leadership recognized some things were not working as intended and a commitment to make course corrections.” ~ Retiring employee*

Retirees were more likely than resignees to provide comments about organizational challenges. However, both groups were equally as likely to criticize the policies, processes and procedures of their organization.

*“A stronger effort on the part of the [Ministry] to improve customer relations and help fuel economic development, not hinder it with obsessive rules and red tape.” ~Retiring employee*

*“I may have changed my mind about leaving the ministry if there would have been some common sense approaches to day to day procedures within our office.” ~Resigning employee*

These qualitative results can be used in combination with the quantitative results to understand more completely the factors that influence employees' decision to leave the BC Public Service.

## 8. Conclusions and Recommendations

As outlined in the *Being the Best* Corporate Human Resource Plan, one of the key ways to transform organization culture is for the BC Public Service to “*support the diversity, professional development and career aspirations of its employees.*” In order to build our internal capacity to achieve this vision, it is critical that efforts attend to and draw on the factors behind employees’ decisions to leave their position in government. Since FY 09/10, career advancement is the top reason that employees have resigned from the BC Public Service and have been attracted to their new employment opportunity. Many resigning employees expressed a desire for more access to and support for advancement opportunities within the BC Public Service and a clearer path towards advancement opportunities in their careers with the BC Public Service.

Since FY 09/10, completion of their career is the top reason employees are retiring but there is a substantial number who are retiring sooner because of senior leadership and organization processes, procedures and /or systems. Surprisingly, almost two-thirds of resignees and over one-third of retirees have stated their departure was preventable. This suggests that there is great opportunity for the BC Public Service to retain more employees.

Given the relatively low response rate for resignations, caution is advised in the generalization of trends to the entire population who resigned from their position in 2013/14. Although the response rate is on the rise, BC Stats recommends efforts be taken at the organization level to improve response rates. Increased communication at this level, highlighting the importance of collecting this data, may prompt organizational development representatives to strategize for increased response within their ministry. With more departing employees participating, BC Stats would be able analyze results by specific organization groups and conduct more statistical testing, which may provide more overall trends by occupational groups and other areas of interest.

BC Stats suggests organizational stakeholders and systems work together with BC Stats and the BC Public Service Agency to help increase response rates by ensuring upcoming departures receive their exit survey in a timely manner and have opportunity to complete the survey in advance of their last day.

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

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