

EXPLORING EMPLOYEE ENGAGEMENT

PREPARED FOR BC LIQUOR DISTRIBUTION BRANCH
BY BC STATS – JUNE 2022

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Results at a Glance

In the BC Liquor Distribution Branch (LDB), 2,891 employees (58% of the total) participated and provided feedback online about their workplace experiences in the 2022 Work Environment Survey (WES). A summary of all relevant scores (through the lens of the Employee Engagement Model) follows in Table 1, comparing this year's results to those in 2020.

TABLE 1: ENGAGEMENT MODEL DRIVER RESULTS (AVERAGE SCORE OUT OF 100 POINTS)

	2022	2020	DIFFERENCE
ENGAGEMENT	63	70	-7
Organization Commitment *	65	--	--
Job Satisfaction	65	70	-5
Organization Satisfaction	58	67	-9
Empowerment	62	66	-4
Stress & Workload *	61	--	--
Job Suitability *	66	--	--
Vision, Mission & Goals	60	67	-7
Teamwork *	76	76	0
Tools & Workspace *	63	63	0
Recognition	58	62	-4
Professional Development	62	63	-1
Pay & Benefits *	38	58	-20
Staffing Practices *	53	--	--
Respectful Environment	71	72	-1
Executive-Level Management *	52	--	--
Supervisory-Level Management *	71	73	-2

* Drivers have been modified since the previous cycle, and where possible, driver scores from 2020 have been recalculated to reflect the questions in the latest version of the 2022 Employee Engagement Model. Year-over-year driver comparisons should be made with caution. See [Appendix E: Model Information](#) for more details.

About Employee Engagement

The success of any organization is built on people. Ensuring that employees are engaged in their work is critical for performance. Research shows that engaged employees are more productive, less likely to resign, and provide better services.

At its core, employee engagement encompasses two essential things: how satisfied employees are with their employment, and how committed they are to their organization. However, the impacts on employee engagement are much more complex, as both satisfaction and commitment are influenced by many factors that employees experience in their work environment. A robust employee engagement survey captures this kind of information so all employees can better understand the aspects within their own work environment that impact engagement.

The BC Liquor Distribution Branch (LDB) is investigating these experiences to help inform strategies for making the workplace the best possible. This investigation was done by collecting feedback from the Work Environment Survey that was administered from April 5 to May 20, 2022 to all employees who were actively working on February 15. A total of 2,891 eligible employees provided feedback about their experiences (58% of the total; 71% of full-time employees). This high response rate means that the information contained in this report is of high quality, enabling the right conclusions to be drawn.

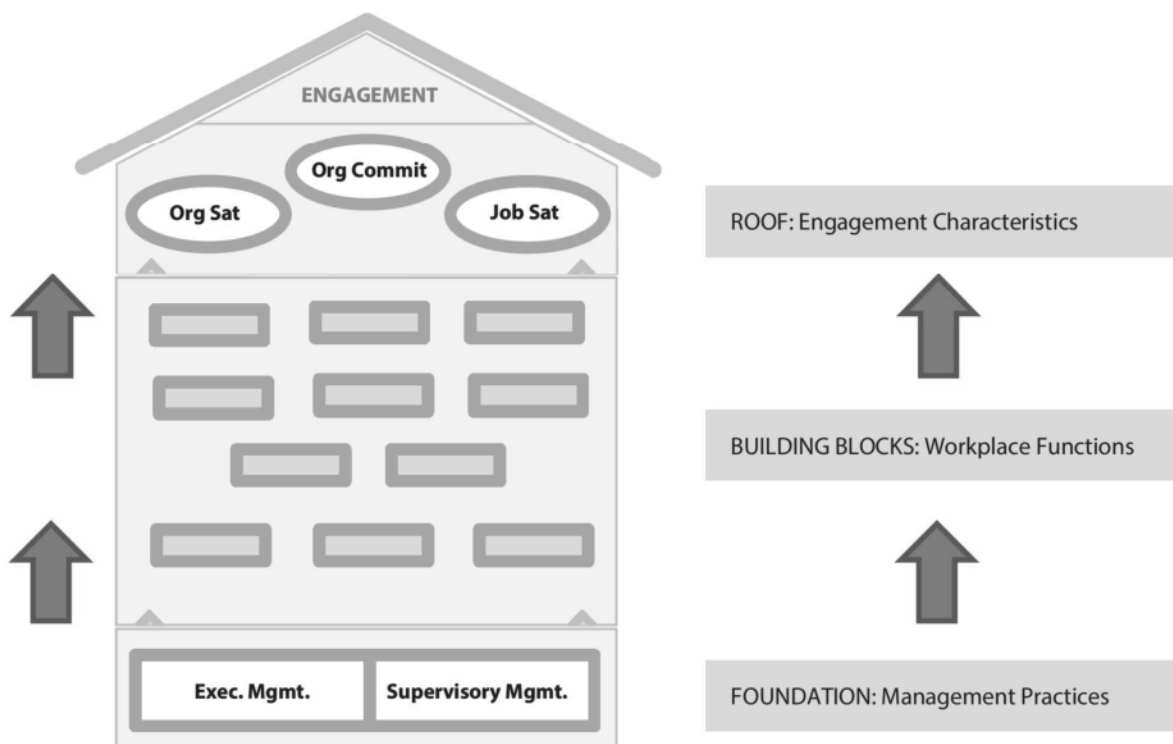
Fifty-eight percent of employees participated in the Work Environment Survey

This report delves into the survey findings in detail by summarizing employee feedback according to the latest edition of the **Employee Engagement Model**. The model itself has been built from the survey data employees provided and visually organizes a wealth of data so it can be easily understood. Presenting the survey results through the lens of this model helps to explain what shapes employees' engagement within their work environment. These results can be used to guide and focus conversations on ways to maximize everyone's engagement and support ongoing management and workplace initiatives.

About the Model

The **Employee Engagement Model** identifies what matters when it comes to maintaining and enhancing the engagement of employees. The model framework has been statistically validated on tens of thousands of employees from a wide variety of public sector organizations for over a decade. The analyses conducted on the BC Liquor Distribution Branch (LDB) confirm the model fits LDB's experiences well. The model uses 47 out of 75 survey topics covering a range of employee experiences to explain why engagement is low for some and high for others. The survey topics that are not included in the model provide additional information about the workplace in general ([Appendix A: Full Survey Results](#)).

In the model, specific workplace functions and management practices impact employee engagement. These functions and practices are called engagement drivers. Each driver contains a set of survey topics that measure particular aspects of the employee experience. These drivers also can affect each other to increase or decrease overall engagement. The pattern of connections between the drivers and the engagement characteristics shape the overall structure of the model, which is graphically represented as a house. The house diagram serves as a visual metaphor that helps simplify and illustrate the relationships of drivers within and between the different parts of the model.



As seen in the previous illustration, the engagement characteristics and drivers are organized into three primary sections of the house based on their roles in the model:

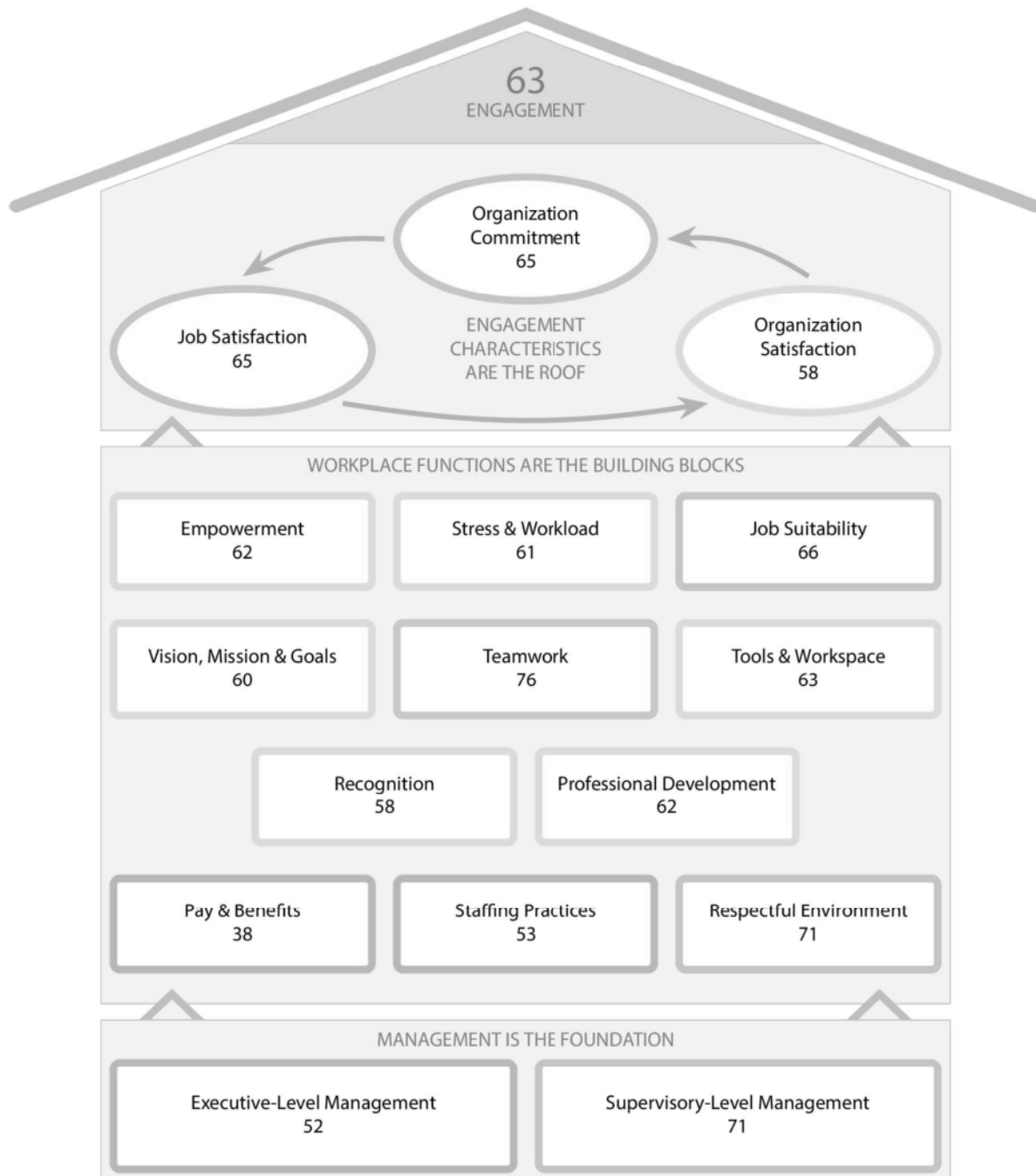
- **The Foundation:** The model rests on drivers that represent the management practices that matter most to engagement.
- **The Building Blocks:** These identify the core workplace functions driving engagement.
- **The Roof:** The key engagement characteristics of employee satisfaction and commitment are located in the roof of the house.

In the work environment context, the house model is best viewed as a way of visually organizing a wealth of data and information in a clear and easily comprehensible manner. The structure and context of the house model help guide attention on ways to maximize engagement and support ongoing management and human resource efforts and initiatives.

On the following two pages, the house model diagram illustrates LDB's scores for 2022, and 2020 for reference. Some drivers have been modified since the previous cycle in 2020, and where possible, driver scores from 2020 have been recalculated to reflect the questions in the latest version of the 2022 Employee Engagement Model. To ensure year-over-year comparisons are accurate, the driver scores for 2020 have been left blank where driver recalculations were not possible.

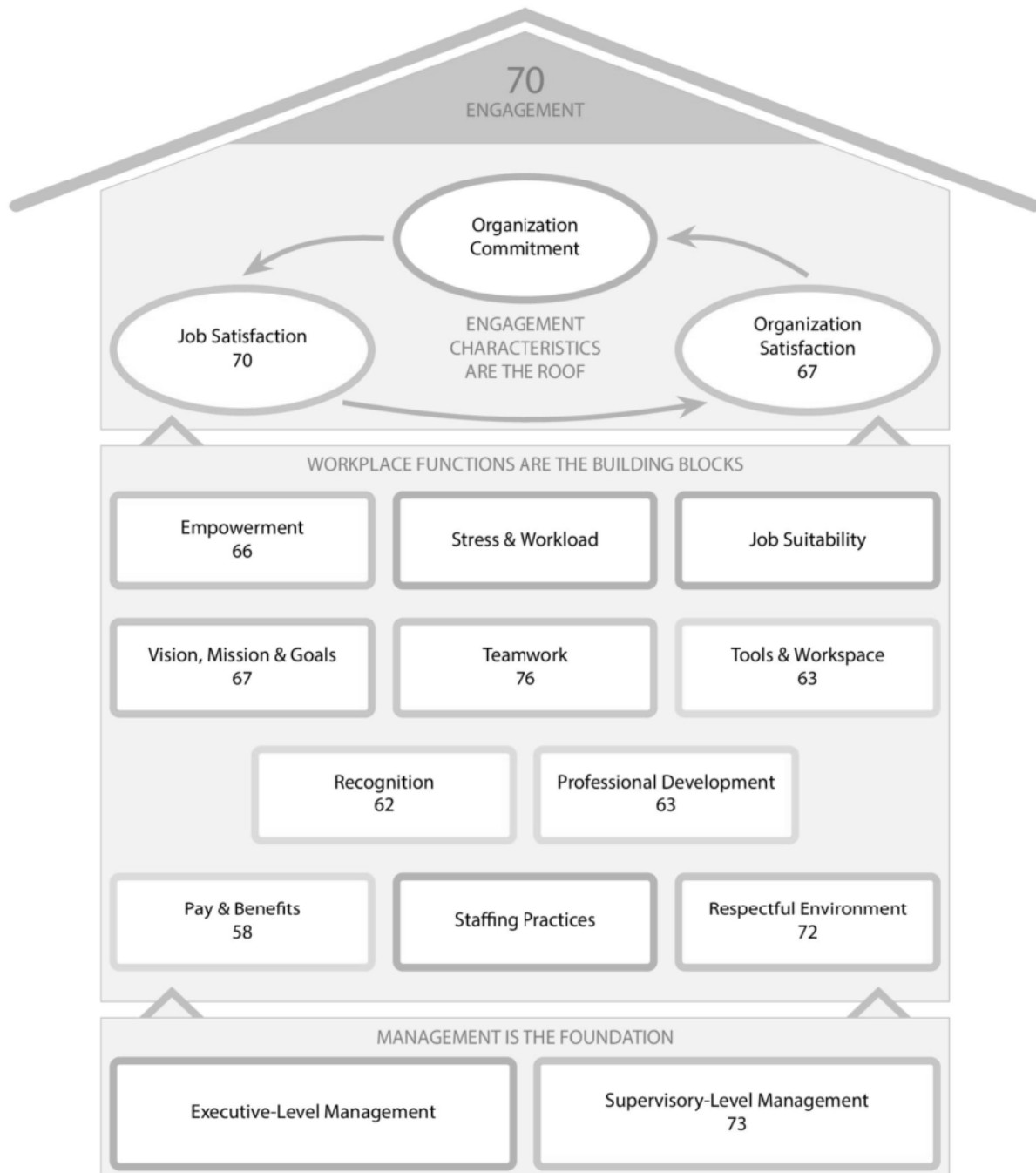
Scores can range from 0 to 100 points—the higher the score, the more positive the result. For more information on how scores are calculated, go to [Appendix A: Full Survey Results](#), and for more technical details about the model, go to [Appendix E: Model Information](#).

House Model Results 2022



- ☐ Understand your challenges (54 points or lower)
- ☐ Focus on improvements (55 to 64 points)
- ☐ Leverage your strengths (65 to 74 points)
- ☐ Celebrate your successes (75 to 84 points)
- ☐ Model your achievements (85 points or higher)

House Model Results 2020



- ☐ Understand your challenges (54 points or lower)
- ☐ Focus on improvements (55 to 64 points)
- ☐ Leverage your strengths (65 to 74 points)
- ☐ Celebrate your successes (75 to 84 points)
- ☐ Model your achievements (85 points or higher)

Question by Question Model Results

Table 2 displays both the average score and distribution of responses for each of the survey topics that measure the drivers in the house model, starting from the roof down to the foundation.

The distributions of responses were collapsed into three categories based on how often statements applied to employees' day-to-day workplace experiences. The "Disagree" category combines those who selected 1 or 2, the "Neutral" category represents those who selected 3, and the "Agree" category combines those who selected 4 or 5 on the five-point scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

TABLE 2: DRIVER AND MODEL QUESTION RESULTS¹²

SURVEY QUESTIONS	% DISAGREE	% NEUTRAL	% AGREE	AVERAGE ³ SCORE /100 POINTS
ENGAGEMENT CHARACTERISTICS (ROOF)				63
Organization Commitment				65
Overall, I am satisfied in my work as a Liquor Distribution Branch employee.	16%	23%	61%	66
I would prefer to stay with the Liquor Distribution Branch, even if offered a similar job elsewhere.	23%	22%	56%	63
Job Satisfaction				65
I am satisfied with my job.	18%	22%	60%	65
Organization Satisfaction				58
I am satisfied with my organization.	26%	25%	49%	58
WORKPLACE FUNCTIONS (BUILDING BLOCKS)				
Empowerment				62
I have opportunities to provide input into decisions that affect my work.	23%	18%	59%	64
I have the freedom to make the decisions necessary to do my job well.	20%	19%	61%	65

¹ Some percentages may not sum to 100% due to rounding.

² For more information about how results are calculated, and for a full question list, please refer to the appendices of this report.

³ Averages over question scores within a driver may not equal the overall score for that driver. This is due to the method with which the overall scores are calculated for the drivers.

BC LIQUOR DISTRIBUTION BRANCH

SURVEY QUESTIONS	% DISAGREE	% NEUTRAL	% AGREE	AVERAGE ³ SCORE /100 POINTS
I have the opportunities I need to implement new ideas.	29%	22%	49%	57
Stress & Workload				61
Work is fairly distributed in my work unit.	29%	20%	51%	57
My work unit is well supported during times of change.	30%	23%	47%	55
My workload is manageable.	17%	24%	59%	65
I have support at work to provide a high level of service.	20%	21%	59%	64
I have support at work to balance my work and personal life.	23%	21%	56%	62
Job Suitability				66
My work is meaningful.	22%	22%	55%	62
My job is a good fit with my skills and interests.	16%	19%	65%	69
The work I do gives me a sense of accomplishment.	17%	18%	64%	68
Vision, Mission & Goals				60
My organization is taking steps to ensure the long-term success of its vision, mission and goals.	25%	23%	52%	59
The vision, mission and goals of my organization are communicated well.	24%	24%	52%	60
Teamwork				76
When needed, members of my team help me get the job done.	9%	12%	79%	78
Members of my team communicate effectively with each other.	17%	20%	63%	67
I have positive working relationships with my co-workers.	5%	12%	83%	81
Tools & Workspace				63
My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well.	19%	19%	62%	65
The computer based tools (e.g., hardware, software) I have access to help me excel in my job.	29%	22%	49%	57
The non-computer based tools (e.g., office or outdoor equipment) I have access to help me excel in my job.	16%	25%	59%	66

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SURVEY QUESTIONS	% DISAGREE	% NEUTRAL	% AGREE	AVERAGE ³ SCORE /100 POINTS
Recognition				58
Employees are held accountable in my work unit.	27%	20%	53%	59
I receive meaningful recognition for work well done.	30%	19%	51%	57
In my work unit, recognition is based on performance.	28%	22%	49%	56
Professional Development				62
My organization supports my work-related learning and development.	18%	20%	63%	66
The quality of training and development I have received is satisfactory.	18%	23%	59%	64
I have adequate opportunities to develop my skills.	23%	24%	53%	60
I have opportunities for career growth within the Liquor Distribution Branch.	30%	21%	49%	56
Pay & Benefits				38
I am fairly paid for the work I do.	55%	20%	25%	35
My benefits meet my (and my family's) needs well.	36%	24%	40%	50
My pay is competitive with similar jobs in the region.	57%	20%	23%	34
Staffing Practices				53
In my work unit, the process of selecting a person for a position is fair.	32%	20%	48%	55
In my work unit, the best person with the right skills is hired for the job.	36%	22%	42%	51
My work unit takes steps to ensure that critical knowledge is retained when employees leave.	31%	26%	43%	54
Respectful Environment				71
A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	18%	17%	65%	68
My work unit values diversity in people and backgrounds.	9%	13%	77%	78
My work unit values diversity in ideas.	18%	19%	64%	68
My work unit is free from discrimination and harassment.	19%	13%	68%	70

SURVEY QUESTIONS	% DISAGREE	% NEUTRAL	% AGREE	AVERAGE ³ SCORE /100 POINTS
MANAGEMENT (FOUNDATION)				
Executive-Level Management				52
Senior leadership in my organization communicate decisions in a timely manner.	33%	22%	45%	53
Senior leadership in my organization provides clear direction for the future.	35%	23%	42%	51
Senior leadership in my organization follow through with their commitments.	34%	24%	43%	52
Supervisory-Level Management				71
The person I report to provides clear expectations regarding my work.	16%	15%	69%	71
The person I report to consults me on decisions that affect me.	19%	16%	65%	68
I feel I am able to have a conversation with the person I report to when I need their perspective or advice.	16%	12%	72%	74
The person I report to leads with an understanding of others' perspectives.	19%	15%	66%	69

Overall States of Engagement

Another way of understanding employees' experiences is by exploring their different states of engagement based on how they answered the four survey topics that measure the three characteristics of engagement (Job Satisfaction, Organization Satisfaction, and Organization Commitment).

Generally, when employees are engaged, they are:

- Satisfied with their job and their organization.
- Committed to their organization overall.

Employees' commitment and satisfaction scores tend to move in tandem. As satisfaction increases, their commitment tends to increase as well (higher engagement). As satisfaction diminishes, commitment likely also declines (lower engagement). By plotting employees' satisfaction scores against their commitment scores, we can see how employees cluster within different states.

For example, employees who are highly committed and highly satisfied (scores ≥ 75 points) are considered to be Engaged. Alternatively, employees who are highly committed (scores ≥ 60 points), but are not satisfied (scores < 60 points), are considered to be Unhappily Dedicated.

Table 3 below provides the percentage of respondents in LDB belonging to each of the six states, as well as the average satisfaction and commitment score and total number of respondents for each state. The figure on the next page displays the percentages graphically.

TABLE 3: HOW ENGAGEMENT VARIES ACROSS LDB

STATE	% OF EMPLOYEES	SATISFACTION AVERAGE SCORE / OUT OF 100	COMMITMENT AVERAGE SCORE / OUT OF 100	TOTAL COUNT OF EMPLOYEES
Engaged	42%	87	89	1,123
Moderately Engaged	13%	67	70	355
Happily Detached	5%	69	45	140
Unhappily Dedicated	8%	43	71	224
Minimally Engaged	13%	45	45	353
Disengaged	17%	17	17	462
Averages / Total	100%	62	64	2,657

FIGURE 1: PERCENTAGE OF EMPLOYEES BELONGING TO EACH OF THE SIX STATES IN 2022

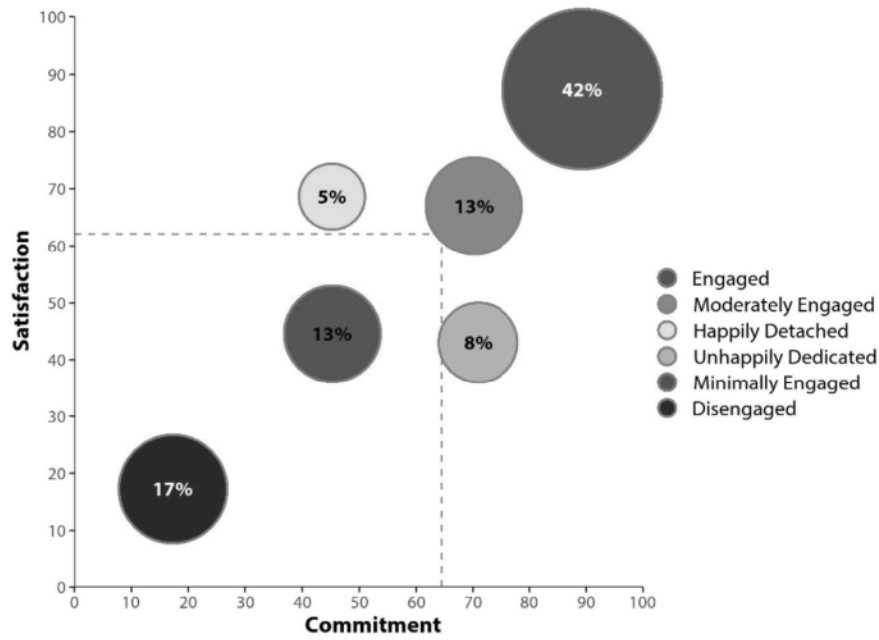
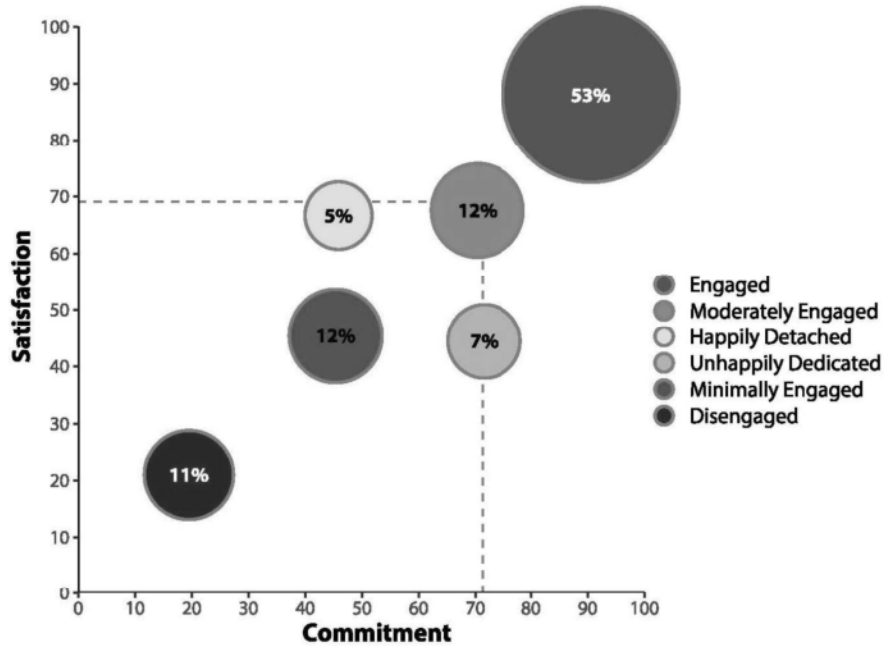


FIGURE 2: PERCENTAGE OF EMPLOYEES BELONGING TO EACH OF THE SIX STATES IN 2020



Making the Most of the Results

The survey results in this report provide a blood pressure reading of the LDB's engagement and work environment. Just as a blood pressure reading provides some important numbers about one's health, identifying the most appropriate course of action requires more conversations and a commitment to change. The information in this report provides starting point for further dialogue and actions focused on improving engagement, and it is how this reading is treated post survey that matters.

The following suggestions may help serve as a useful guide to understanding the results and formulating next steps:

- Explore the survey topics that make up each of the model drivers as well as the topics that are not in the model. Examine the average scores and the percentages. Ask questions. Do percentages tend to cluster in the middle or are opinions more polarized on one end of the scale? Do the scores match your experiences and opinions? Where do they differ or seem surprising?
- Initiate conversations with others in your workplace. Celebrate successes and double down on areas to improve. Work together with the intent of improving your overall work environment.
- Think about what you can do to maximize your own engagement and how you can foster the engagement of others.
- Take action.

Appendix A: Full Survey Results

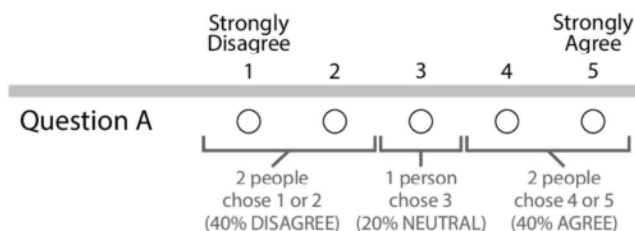
Beginning on the next page, the results are presented in two different but complementary ways. Results are shown as percentages to highlight the distribution of responses per question. The results are also shown as average scores, providing a single measure for each question allowing for easier comparability, where applicable. In the table that follows:

- Percentages and scores are included in the same table for convenience.
- Some percentages may not sum to 100 due to rounding.
- The DIFFERENCE column contains the difference between the average score in 2022 and 2020, where available.

Percentages

Percentages show the proportion of employees who disagreed, agreed or gave a neutral response to the survey question.

To calculate percentages, the number of times an answer was selected by respondents is totaled and collapsed into three categories (ranging from disagree to agree).



Average Scores

Average scores range from 0 to 100 points and represent the full range of responses to each question. To calculate average scores, the five-point survey scale is converted into a 100-point scale and averaged based on the number of respondents.

Average scores for individual question topics may not equal the overall score for that driver when the topics are averaged together. This is due to the method with which the overall scores are calculated for the drivers.

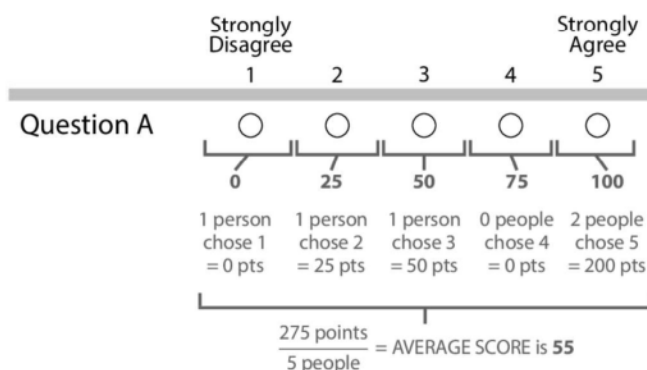


TABLE 4: DISTRIBUTIONS OF RESPONSES AND AVERAGE SCORES FOR ALL QUESTIONS

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY DAY-TO-DAY WORK							
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	2022	18%	17%	65%	68	-1
		2020	15%	19%	66%	69	
Respectful Environment	My work unit values diversity in people and backgrounds.	2022	9%	13%	77%	78	-1
		2020	7%	14%	79%	79	
Respectful Environment	My work unit values diversity in ideas.	2022	18%	19%	64%	68	-1
		2020	14%	21%	65%	69	
Respectful Environment	My work unit is free from discrimination and harassment.	2022	19%	13%	68%	70	-1
		2020	16%	14%	69%	71	
	My workplace is a place where I can be myself. <i>(new)</i>	2022	17%	16%	68%	70	--
		2020	--	--	--	--	
	Employees in my work unit are clear on the ethical values expected in performing their work. <i>(new)</i>	2022	14%	15%	71%	73	--
		2020	--	--	--	--	
	If I experience or learn about an ethical issue at work, I know where I can go for help. <i>(new)</i>	2022	13%	12%	75%	76	--
		2020	--	--	--	--	
Empowerment	I have opportunities to provide input into decisions that affect my work.	2022	23%	18%	59%	64	-4
		2020	18%	18%	64%	68	
Empowerment	I have the freedom to make the decisions necessary to do my job well.	2022	20%	19%	61%	65	-3
		2020	16%	19%	65%	68	
	Innovation is valued in my work. <i>(new)</i>	2022	26%	20%	53%	60	--
		2020	--	--	--	--	
Empowerment	I have the opportunities I need to implement new ideas.	2022	29%	22%	49%	57	-5
		2020	21%	24%	55%	62	
	I am inspired to give my very best. <i>(new)</i>	2022	24%	19%	57%	63	--
		2020	--	--	--	--	
Recognition	Employees are held accountable in my work unit.	2022	27%	20%	53%	59	-2
		2020	23%	22%	55%	61	

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LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
	In my work unit, the <i>selection</i> of a person for a position is based on merit.	2022	35%	19%	45%	52	-3
		2020	31%	22%	48%	55	
Staffing Practices	In my work unit, the <i>process</i> of selecting a person for a position is fair.	2022	32%	20%	48%	55	-2
		2020	29%	22%	50%	57	
Staffing Practices	In my work unit, the best person with the right skills is hired for the job. <i>(new)</i>	2022	36%	22%	42%	51	--
		2020	--	--	--	--	
Staffing Practices	My work unit takes steps to ensure that critical knowledge is retained when employees leave. <i>(new)</i>	2022	31%	26%	43%	54	--
		2020	--	--	--	--	
Recognition	I receive meaningful recognition for work well done.	2022	30%	19%	51%	57	-6
		2020	22%	22%	56%	63	
Recognition	In my work unit, recognition is based on performance.	2022	28%	22%	49%	56	-5
		2020	24%	22%	53%	61	
Pay & Benefits	I am fairly paid for the work I do.	2022	55%	20%	25%	35	-22
		2020	26%	25%	49%	57	
Pay & Benefits	My benefits meet my (and my family's) needs well.	2022	36%	24%	40%	50	-13
		2020	19%	26%	56%	63	
Pay & Benefits	My pay is competitive with similar jobs in the region.	2022	57%	20%	23%	34	-20
		2020	30%	25%	44%	54	
Job Suitability	My work is meaningful.	2022	22%	22%	55%	62	-6
		2020	14%	24%	62%	68	
Job Suitability	My job is a good fit with my skills and interests.	2022	16%	19%	65%	69	-3
		2020	12%	20%	68%	72	
	I am proud of the work I do.	2022	11%	14%	76%	77	-4
		2020	7%	12%	81%	81	
Job Suitability	The work I do gives me a sense of accomplishment. <i>(new)</i>	2022	17%	18%	64%	68	--
		2020	--	--	--	--	
	I enjoy the type of work I do. <i>(new)</i>	2022	12%	19%	69%	73	--
		2020	--	--	--	--	

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LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
	I contribute to building higher levels of customer service.	2022	7%	9%	84%	82	-3
		2020	3%	9%	88%	85	
Stress & Workload	Work is distributed fairly in my work unit. <i>(new)</i>	2022	29%	20%	51%	57	---
		2020	--	--	--	--	
Stress & Workload	My work unit is well supported during times of change.	2022	30%	23%	47%	55	-7
		2020	21%	24%	55%	62	
Stress & Workload	My workload is manageable.	2022	17%	24%	59%	65	-3
		2020	13%	24%	63%	68	
	My work-related stress is manageable.	2022	25%	24%	51%	59	-6
		2020	17%	25%	58%	65	
Stress & Workload	I have support at work to provide a high level of service.	2022	20%	21%	59%	64	-9
		2020	11%	18%	71%	73	
Stress & Workload	I have support at work to balance my work and personal life. <i>(new)</i>	2022	23%	21%	56%	62	--
		2020	--	--	--	--	
MY PHYSICAL ENVIRONMENT AND TOOLS							
Tools & Workspace	My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well. *	2022	19%	19%	62%	65	-3
		2020	14%	21%	65%	68	
	The necessary processes and procedures are in place to ensure my safety at work. <i>(New)</i>	2022	13%	13%	73%	73	--
		2020	--	--	--	--	
Tools & Workspace	The computer based tools (e.g., hardware, software) I have access to help me excel in my job.	2022	29%	22%	49%	57	2
		2020	30%	24%	46%	55	
Tools & Workspace	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me excel in my job.	2022	16%	25%	59%	66	-1
		2020	12%	27%	61%	67	
MY DEVELOPMENT AND PERFORMANCE							
Professional Development	My organization supports my work-related learning and development.	2022	18%	20%	63%	66	-1
		2020	14%	24%	62%	67	
Professional Development	The quality of training and development I have received is satisfactory.	2022	18%	23%	59%	64	-1
		2020	16%	25%	59%	65	

BC LIQUOR DISTRIBUTION BRANCH

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
Professional Development	I have adequate opportunities to develop my skills.	2022	23%	24%	53%	60	-2
		2020	21%	25%	54%	62	
Professional Development	I have opportunities for career growth within my organization.	2022	30%	21%	49%	56	-3
		2020	26%	22%	52%	59	
	I receive the amount of feedback and support I need from the person I report to.	2022	22%	18%	60%	64	-3
		2020	18%	19%	63%	67	
	I receive the quality of feedback and support I need from the person I report to.	2022	23%	18%	59%	64	-2
		2020	18%	21%	61%	66	
	My performance review helps me achieve my work-related goals.	2022	30%	23%	47%	55	-5
		2020	25%	23%	52%	60	
	My performance review supports my work-related development goals.	2022	30%	24%	47%	56	-4
		2020	24%	23%	53%	60	
MY CO-WORKERS							
Teamwork	When needed, members of my team help me get the job done.	2022	9%	12%	79%	78	-1
		2020	7%	12%	81%	79	
	I am treated respectfully at work. (New)	2022	11%	13%	76%	77	--
		2020	--	--	--	--	
Teamwork	Members of my team communicate effectively with each other.	2022	17%	20%	63%	67	-1
		2020	15%	22%	63%	68	
Teamwork	I have positive working relationships with my co-workers.	2022	5%	12%	83%	81	-1
		2020	4%	12%	84%	82	
	I would describe my work unit's morale as being positive or high. (new)	2022	24%	20%	56%	62	--
		2020	--	--	--	--	
THE PERSON I REPORT TO							
Supervisory-Level Management	The person I report to provides clear expectations regarding my work.	2022	16%	15%	69%	71	-2
		2020	12%	16%	72%	73	
Supervisory-Level Management	The person I report to consults me on decisions that affect me.	2022	19%	16%	65%	68	-2
		2020	16%	17%	68%	70	

BC LIQUOR DISTRIBUTION BRANCH

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
Supervisory-Level Management	I feel I am able to have a conversation with the person I report to when I need their perspective or advice.	2022	16%	12%	72%	74	-2
		2020	12%	14%	74%	76	
Supervisory-Level Management	The person I report to leads with an understanding of others' perspectives.	2022	19%	15%	66%	69	-2
		2020	16%	17%	68%	71	
	The person I report to maintains high standards of honesty and integrity.	2022	16%	12%	72%	73	-2
		2020	13%	12%	75%	75	
	The person I report to promotes employee mental health and well-being in the workplace. <i>(new)</i>	2022	20%	14%	66%	69	--
		2020	--	--	--	--	
	The person I report to supports me and my co-workers in conducting our work in an ethical manner. <i>(New)</i>	2022	15%	13%	73%	74	--
		2020	--	--	--	--	
MY EXECUTIVE							
Executive-Level Management	Senior leadership in my organization communicate decisions in a timely manner.	2022	33%	22%	45%	53	-6
		2020	25%	23%	52%	59	
Executive-Level Management	Senior leadership in my organization provides clear direction for the future.	2022	35%	23%	42%	51	-7
		2020	26%	25%	50%	58	
Executive-Level Management	Senior leadership in my organization follow through with their commitments. <i>(new)</i>	2022	34%	24%	43%	52	--
		2020	--	--	--	--	
	Essential information flows effectively from senior leadership to staff.	2022	34%	23%	43%	52	-4
		2020	28%	24%	48%	56	
	Senior leadership in my organization act ethically (e.g., demonstrate honesty and integrity in their work). <i>(new)</i>	2022	26%	18%	55%	60	--
		2020	--	--	--	--	
	I have confidence in the senior leadership of my organization. <i>(new)</i>	2022	33%	20%	46%	54	--
		2020	--	--	--	--	
MY ORGANIZATION							
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	2022	25%	23%	52%	59	-8
		2020	15%	22%	63%	67	
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	2022	24%	24%	52%	60	-7
		2020	17%	21%	62%	67	

BC LIQUOR DISTRIBUTION BRANCH

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
	I feel connected to my organization's vision, mission and goals. <i>(new)</i>	2022	31%	24%	44%	54	--
		2020	--	--	--	--	
MY EMPLOYMENT OVERALL							
Job Satisfaction	I am satisfied with my job.	2022	18%	22%	60%	65	-5
		2020	12%	22%	67%	70	
	I am satisfied with my work unit.	2022	16%	19%	64%	68	-3
		2020	12%	20%	68%	71	
Organization Satisfaction	I am satisfied with my organization.	2022	26%	25%	49%	58	-9
		2020	16%	22%	62%	67	
Organization Commitment	Overall, I am satisfied in my work as a Liquor Distribution Branch employee. <i>(new)</i>	2022	16%	23%	61%	66	--
		2020	--	--	--	--	
	I am proud to tell people I work for the Liquor Distribution Branch. *	2022	18%	21%	62%	67	-7
		2020	10%	19%	71%	74	
Organization Commitment	I would prefer to stay with the Liquor Distribution Branch, even if offered a similar job elsewhere.	2022	23%	22%	56%	63	-6
		2020	16%	21%	63%	69	
	I would recommend the Liquor Distribution Branch as a great employer to work for. *	2022	25%	25%	50%	60	-9
		2020	16%	22%	63%	69	
WORKPLACE IMPROVEMENTS							
	I have seen improvements in my current workplace within the last two years. <i>(new)</i>	2022	38%	26%	37%	47	--
		2020	--	--	--	--	

* Note: Questions marked with an asterisk have updated wording since the last LDB Work Environment Survey in 2020. Compare results between cycles with caution.

The following table lists seven questions which had a relatively high proportion of respondents who chose either “Don’t Know” or “Not Applicable.”

TABLE 5: SURVEY QUESTIONS WITH A RELATIVELY HIGH PROPORTION ($\geq 10\%$) OF NON-RESPONSE

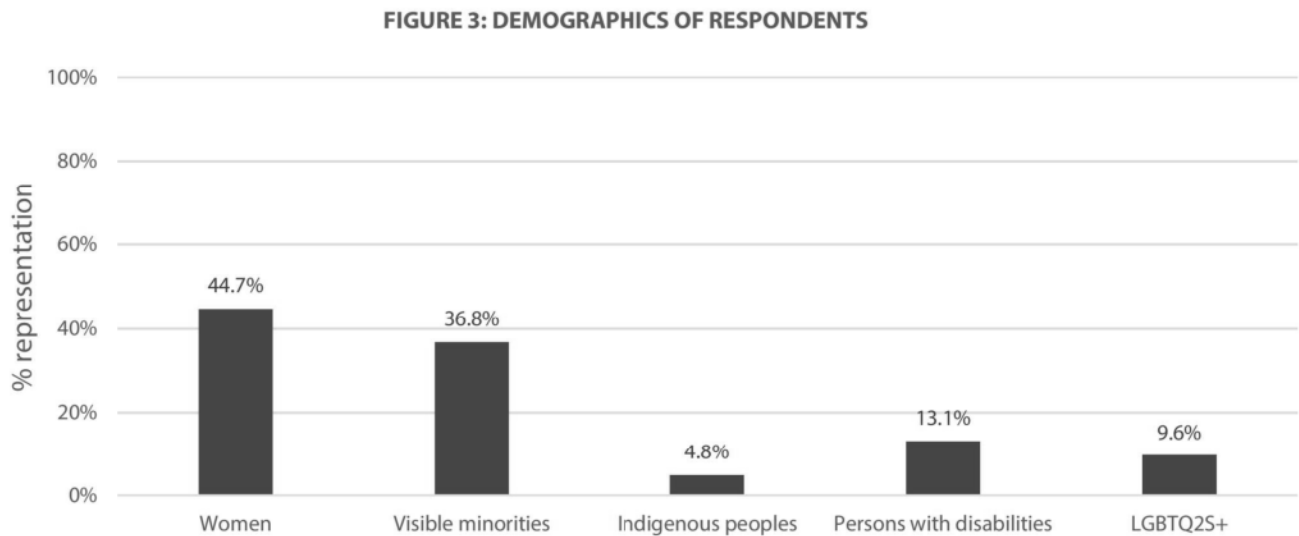
SURVEY QUESTIONS	% OF TOTAL RESPONSES
My work unit takes steps to ensure that critical knowledge is retained when employees leave.	19%
My performance review helps me achieve my work-related goals.	17 %
My performance review supports my work-related development goals.	17 %
I have seen improvements in my current workplace within the last two years.	17%
Executives in my organization follow through with their commitments.	12%
Executives in my organization act ethically (e.g., demonstrate honesty and integrity in their work).	12%
In my work unit, the <i>selection</i> of a person for a position is based on merit.	11%

Appendix B: Respondent Profile

1.1. Summary

Figure 3 presents the proportion of respondents in each demographic group derived from the self-reported data from the About Me section of the survey:

- Forty-five percent of respondents were women (45%);
- One in ten respondents identified as 2SLGBTQ+ (10%);
- Thirty-seven percent of respondents were visible minorities⁴ (37%);
- Thirteen percent of respondents identified as a person with a disability (13%).

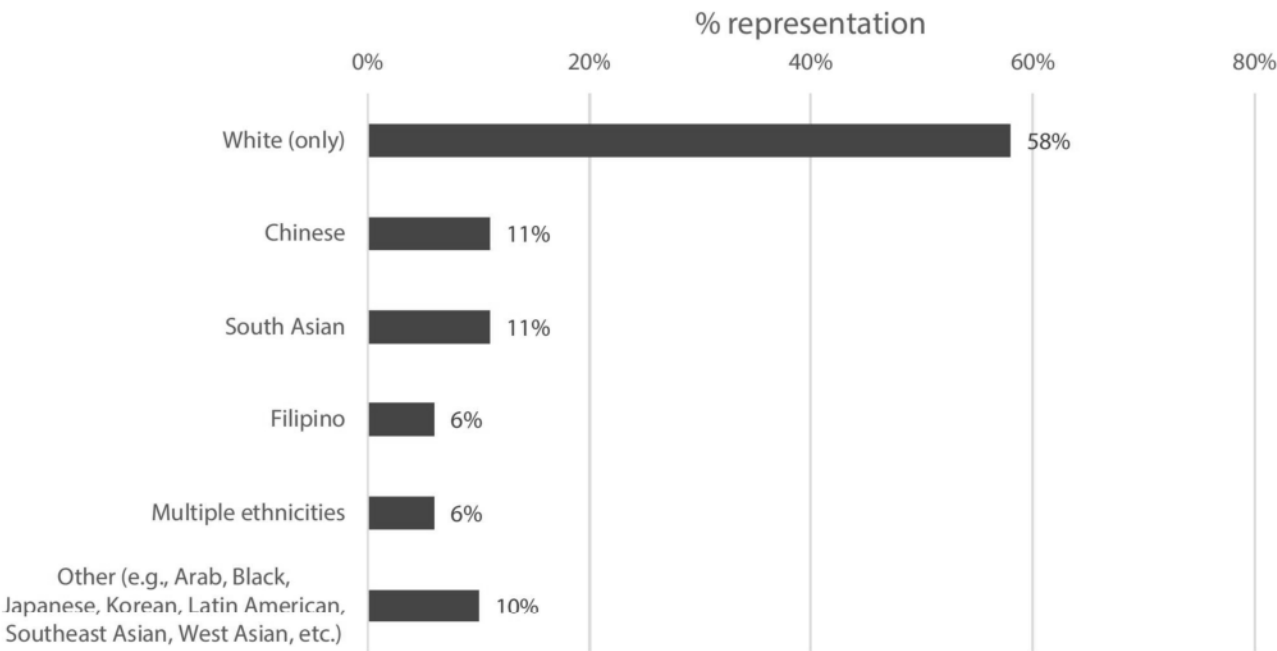


⁴ Visible minority as defined by Statistics Canada and the Employment Equity Act.

1.2. Racial Identity

When asked to select the Canadian Census category (or categories) that described their racial or ethnic identity, the majority of respondents selected White only (58%), Chinese (11%) or South Asian (e.g. Indian, Pakistani, Sri Lankan; 11%). Smaller groups included Filipino (6%) as well as those who selected Multiple ethnicities (6%). The remaining groups were 2% or less. See Figure 4 below for more details.

FIGURE 4: “WHICH OF THE FOLLOWING BROAD CANADIAN CENSUS CATEGORIES DESCRIBES YOU.”⁵



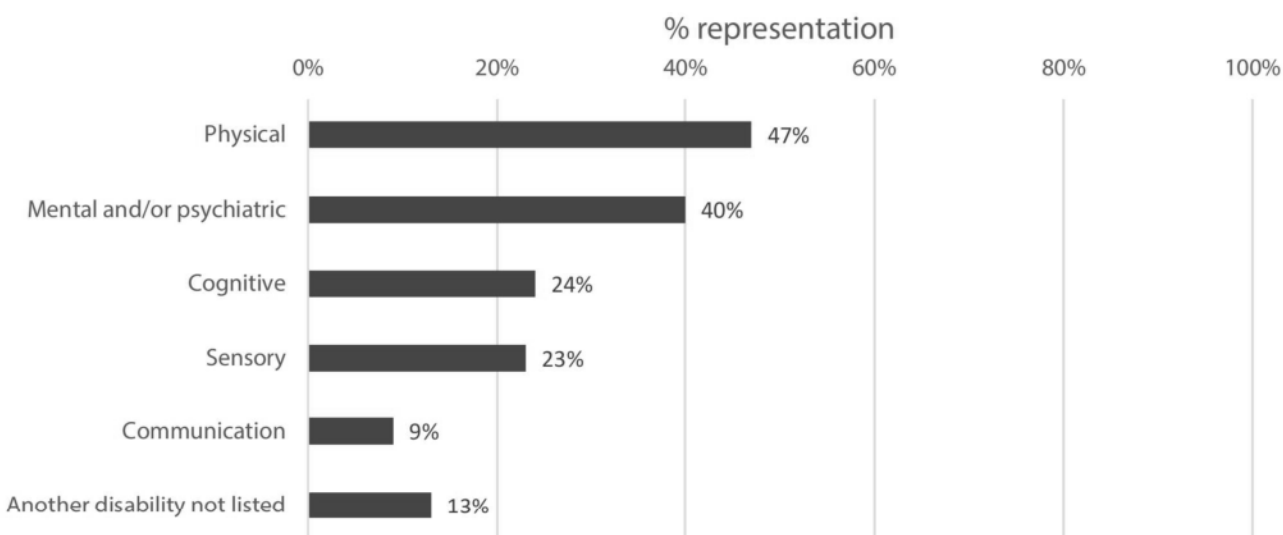
⁵ Multiple responses were allowed for this question.

1.3. Ability

Thirteen percent of respondents identified as having a significant, persistent or recurring mobility, sensory, learning, physical and/or mental health impairment, condition or disability (13%). Another twelve percent of employees self-identified as “sometimes” having a disability (12%). These employees were asked a follow-up question on the survey which asked them to describe their impairment, condition or disability.

As shown in Figure 5, the most common impairment, condition or disability types were physical (47%), as well as mental and/or psychiatric (40%), followed by cognitive (e.g., attention, learning, thinking, memory; 24%) and sensory disabilities (e.g., visual, hearing, sensory, processing; 23%).

FIGURE 5: RESPONDENTS BY IMPAIRMENTS, CONDITIONS OR DISABILITIES⁶
(Among those with a disability)

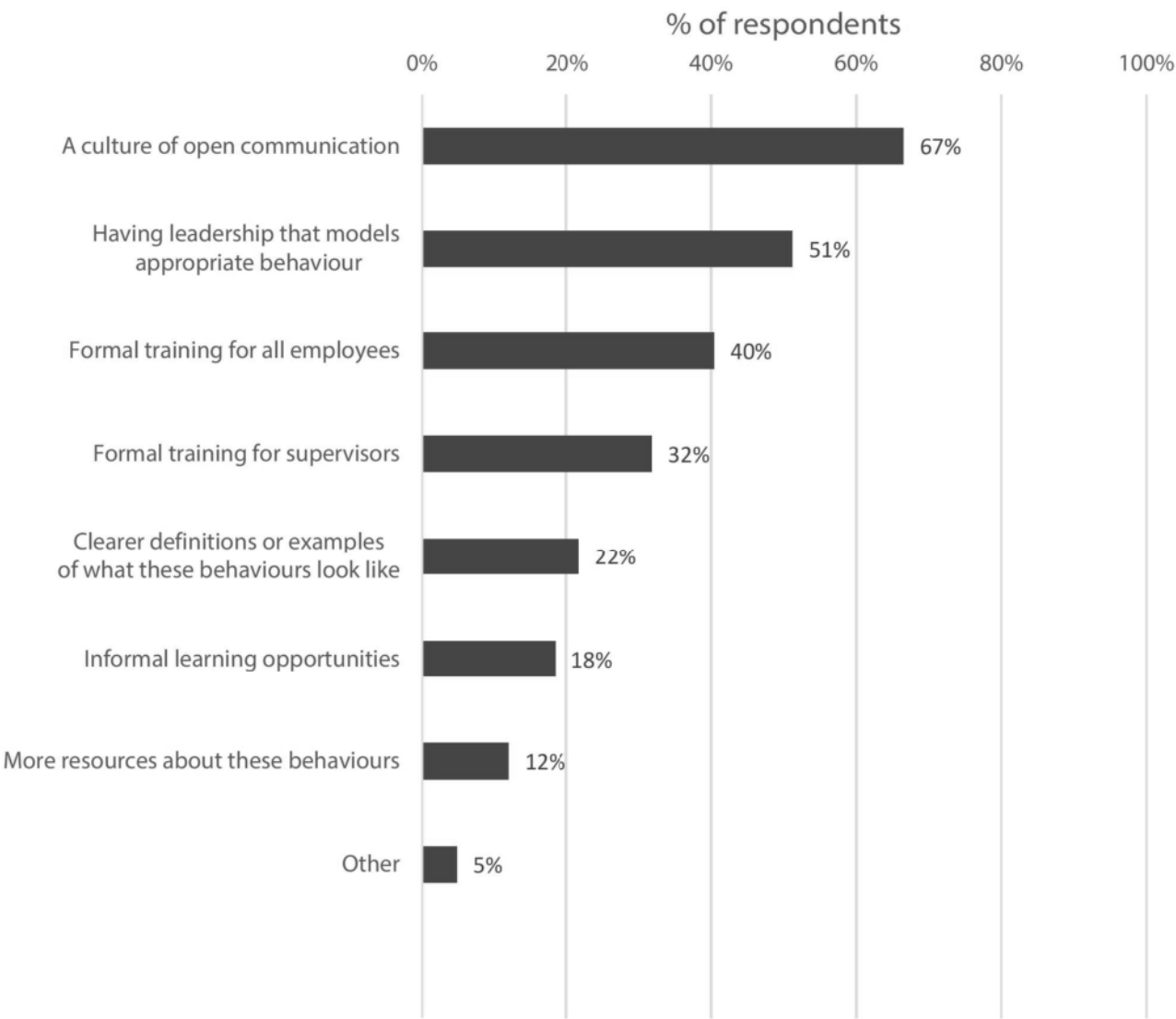


⁶ Percentages will not sum to 100% as multiple responses were allowed from each respondent.

1.4. Suggestions to Improve Inclusion

This section of the survey asked employees, “When it comes to building and enhancing diversity and inclusion at the LDB, which of the following are the most important strategies to start with? (select up to three)”. A total of 2,474 employees (86% of survey respondents) provided feedback to this question. As shown in Figure 6 below, the most common suggestion was a culture of open communication (67%), followed by leadership that models appropriate behaviour (51%).

FIGURE 6: RESPONDENTS’ SUGGESTIONS FOR IMPROVING INCLUSION⁷



⁷ Percentages will not sum to 100% as up to three responses were allowed from each respondent.

Appendix C: Survey Definitions

The questionnaire used specific terms to describe aspects of the work environment. The terms as presented to the respondents are shown below.

- **Work unit** refers to your store, distribution centre or department.
- **Organization** refers to the Liquor Distribution Branch.
- **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	- sexual orientation
- colour	- marital status	- gender identity or expression
- ancestry	- family status	- physical or mental disability
- place of origin	- age	- unrelated criminal conviction
- political belief	- sex	
- **Harassment** includes any inappropriate conduct or comments that the person knew, or reasonably ought to have known, would be humiliating or intimidating, excluding any reasonable action taken by an employer or supervisor relating to the management and direction of employees. Harassment may include repeated incidents that adversely affect employee psychological or physical well-being or a single incident so serious that it has a lasting, harmful effect. Harassment may be written, verbal, physical, online, electronic, gestures or displays, or any combination of these.
- Being **ethical** means acting in ways consistent with maintaining the public trust and operating in accordance with the LDB Standards of Conduct. Ethical behaviour tends to involve demonstrating respect for key principles that include honesty, integrity, fairness, equality, confidentiality, dignity, diversity, accountability and transparency.
- 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.
- **Senior Leadership** refers to the people in the LDB at the executive and director level including: General Manager, Executive Directors (e.g., Cannabis, Corporate Operations, CSS, Finance, HR, IT, Retail Operations, Wholesale) and the Directors.

Appendix D: Driver Glossary

The engagement model drivers are defined as follows:

- **Empowerment:** Employees believe they have opportunities and freedom to provide input, make decisions to do their job well, and implement new ideas.
- **Stress & Workload:** Employees have manageable workloads that are distributed fairly, have support to provide high levels of service and to balance their work and personal life, and feel well supported during times of change.
- **Job Suitability:** Employees believe that their work is meaningful, a good fit with their skills and interests, and gives them a sense of accomplishment.
- **Vision, Mission & Goals:** Employees believe that their organization's vision, mission and goals are well communicated and that their organization is taking steps to ensure its long-term success.
- **Teamwork:** Employees experience positive working relationships, have support from their team, and feel their team communicates effectively.
- **Tools & Workspace:** Employees believe that both the computer based tools and non-computer based tools they have access to help them excel in their jobs and that their physical environment enables them to work well.
- **Recognition:** Employees experience meaningful and performance-based recognition and are held accountable.
- **Professional Development:** Employees believe their organization supports their learning and development, provides quality training, offers adequate opportunities to develop their skills, and that opportunities for career growth exist in the Liquor Distribution Branch.
- **Pay & Benefits:** Employees believe that their pay is fair and competitive with similar jobs, and that their benefits meet their needs well.
- **Staffing Practices:** Employees believe that the hiring process is fair, that the best person with the right skills is hired, and that critical knowledge is retained when employees leave their work unit.
- **Respectful Environment:** Employees experience a healthy and diverse atmosphere free from discrimination and harassment.
- **Executive-Level Management:** Employees believe that senior leadership communicate decisions in a timely manner, follow through on their commitments, and provide clear direction for the future.
- **Supervisory-Level Management:** Employees believe they can have a conversation with the person they report to when they need their advice and that the person they report to leads with an understanding of others' perspectives, consults them on decisions that affect them, and provides clear work expectations.

Appendix E: Model Information

BC Stats has been building, testing and refining employee engagement models for public sector organizations since 2006, using a well-established methodology that relies on a statistical technique called structural equation modelling (SEM). The structure and integrity of the model have remained very stable since its creation, due to the large employee populations, high response rates, and the completeness of the questionnaire in measuring aspects of the work environment that contribute to engagement. Despite its stability, employee priorities change, as do societal, political and economic circumstances. Given the dynamic nature of the work environment, the engagement model has been continuously tested to ensure it is the best representation of the average employee experience.

Leading up to the 2022 Work Environment Survey (WES), BC Stats performed in-depth research and testing to make refinements to the survey questionnaire and the Employee Engagement model. The Liquor Distribution Branch (LDB) has adopted the latest version of the BC public Service model tested in 2022. The employee engagement model drivers were validated for LDB using a series of regressions which analyzed the response patterns from respondents across the organization. The analysis assessed how well the employee engagement model represented employees' experiences and whether or not drivers impacted engagement the same way as seen in other organizations. The analyses found that all drivers impact engagement in a similar fashion.

For the LDB, **Vision, Mission & Goals, Professional Development, Stress & Workload, Job Suitability**, and **Executive-Level Management** have the strongest influence on engagement overall. A step-wise regression found that 75% of the variation in engagement can be explained by the model containing the above model drivers. Despite all drivers having a statistically significant impact on engagement, these five drivers together do the best job of explaining engagement at the LDB.

Supervisory Management and **Senior Management** play a more substantial role shaping engagement directly by influencing the 11 building blocks. **Supervisory Management** and **Executive-level Management** have statistically significant relationships with all drivers. **Supervisory Management** has the strongest impact on **Empowerment, Stress & Workload, Respectful Environment** and **Recognition**, whereas **Senior Management** has the strongest impact on **Vision, Mission & Goals, Professional Development, Stress & Workload** and **Staffing Practices**.

Table 6 on the next page provides the results of the regression analyses in more detail.

TABLE 6: HOW THE MODEL FITS FOR YOUR ORGANIZATION BASED ON KEY STATISTICAL TESTS

	RELIABILITY (CRONBACH ALPHAS)	STANDARDIZED BETA COEFFICIENTS (r)	ADJUSTED SQUARED CORRELATIONS (R ²)	WHAT MANAGEMENT IMPACTS	
				EXEC	SUP
ENGAGEMENT CHARACTERISTICS (THE ROOF)	.919			✓	✓
WORKPLACE FUNCTIONS (THE BUILDING BLOCKS)					
Empowerment	.921	.618***	0.382	✓	✓
Stress & Workload	.899	.729***	0.532	✓	✓
Job Suitability	.888	.729***	0.532	✓	✓
Vision, Mission & Goals	.921	.748***	0.559	✓	✓
Teamwork	.846	.536***	0.287	✓	✓
Tools & Workspace	.828	.642***	0.412	✓	✓
Recognition	.846	.653***	0.427	✓	✓
Professional Development	.920	.736***	0.542	✓	✓
Pay & Benefits	.830	.539***	0.290	✓	✓
Staffing Practices	.907	.655***	0.429	✓	✓
Respectful Environment	.903	.602***	0.362	✓	✓
MANAGEMENT PRACTICES (THE FOUNDATION)					
Executive-level Management	.961	.699***	0.489		✓
Supervisory-level Management	.952	.580***	0.336	✓	

*** Significantly influences Employee Engagement at the 0.001 probability level.

✓ Building block is significantly influenced by the management driver, $p < .05$.

More resources on how to use the model for interpreting results or understanding the drivers, model pathways and/or the statistical methodology are available online. See [Appendix F: Additional Resources](#) on the next page for details.

Appendix F: Additional Resources

BC Stats regularly conducts research and analysis on many topics related to the employee engagement model and organizational performance. This section includes some examples of research BC Stats has conducted in the last several years. To access any of this research directly, click on the link provided.

Resources for understanding the engagement model and its application in the real world:

[Modelling the 2020 Work Environment Survey Results: The Technical Report](#)

[Driver Guide: Connecting the 13 Drivers of Engagement \(2020\)](#)

[Pathway Guide: Tracing 15 of the top 483 Pathways to Engagement \(2020\)](#)

[Leveraging the Practices of Top Work Units in the BC Public Service \(2015\)](#)

Tools for assessing the engagement model's results:

[Assessing Performance over Time: Score Difference Look-up Table](#)

[Assessing Performance Relative to Others: Percentile Look-up Table](#)

Examples of the engagement model in action:

[Engagement and Voluntary Departures](#)

[Performance Conversations and Engagement](#)

[The Value of Pay](#)

[The Value of Benefits](#)

[Professional Development](#)

[Succession Management](#)

[Staffing Actions](#)

[Leading Workplace Strategies](#)

[How much does Engagement Vary among Diversity Groups?](#)

To explore **more research**, visit BC Stats online at:

<http://www2.gov.bc.ca/gov/content/data/statistics/government/employee-research>

Appendix G: Factground

High Level

Study	Work Environment Survey
Project Sponsor	BC Liquor Distribution Branch

Operations

Data Collection Method	Online Survey
Fielding Window / Dates	April 6 to May 20, 2022
Project History	2008, 2011, 2014, 2017, 2020

Population / Sample

Scope	All employees hired prior to February 15, 2022 who were actively working during the survey fielding period
Sampling Strategy	Census

Key Measure(s)

Key Measure	Engagement Score: 63 points (out of 100)
Type of Measure	Five-point agreement scale
Methods of Analysis	Descriptive statistics

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 employees at BC Stats. BC Stats employees are sworn under the Statistics Act, and all information collected in the survey is protected by the *Statistics Act*. Only aggregate results are provided in the reports. Individual responses or information that could identify an individual cannot be disclosed.

Response Rates

In the BC Liquor Distribution Branch, 58% of employees completed the survey this cycle, a change of 12 percentage points since last cycle (see Table 7).

TABLE 7: RESPONSE RATE

	COMPLETED SURVEYS	TOTAL EMPLOYEES	RESPONSE RATE	CHANGE (PPT)
2022	2,891	4,993	58%	12
2020	2,048	4,450	46%	

BC Stats wishes to thank employees who made the time to complete this survey and provided feedback about their experiences.

BC Stats is the provincial government's leader in statistical and economic research, information and analysis essential for evidence-based decision-making. BC Stats, the central statistics agency of government, is excited to be taking a lead role in the strategic understanding of data sources and analysis across government. The goal is to increase overall business intelligence—information decision makers can use. For more information, please contact Kathleen Assaf.



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