BRITISH COLUMBIA
BC Public Service

Where ideas work

EXPLORING

EMPLOYEE

ENGAGEMENT

IN THE BC PUBLIC SERVICE

December 2015

Work Environment Survey 2015

The 2015 Work Environment Survey and report have been commissioned by the BC Public Service Agency on behalf of the BC Public Service.

BC Stats Work Environment Survey Team:

Richard Armitage, Julie Hawkins, Janet Love, Trish Wetterberg, Janet Woo, and Stephanie Yurchak

Contact: Work.Environment.Survey@gov.bc.ca

The graphics in this report were created by:

> Wolfe Information Technology Inc. (House Model diagram)

> Gek-Bee Siow - Public Service Engagement and Corporate Initiatives, BC Public Service
> (all other visuals within the body of this report)

Publish date: December 9, 2015

Results at a Glance

From October 6 to October 30 2015, 19,756 employees across the BC Public Service (79% of the total) participated in the Work Environment Survey (WES) and provided feedback about their workplace experiences.

The overall results are summarized below through the lens of the 2015 Employee Engagement Model. Results from the WES 2013 cycle are also included for reference.

TABLE 1: RESULTS AT A GLANCE

2015 EMPLOYEE ENGAGEMENT MODEL	SCORE /100 POINTS	
	2015	2013
ENGAGEMENT SCORE	**66**	**64**
BC Public Service Commitment	68	67
Job Satisfaction	67	66
Organization Satisfaction	62	59
Empowerment	66	65
Stress & Workload	58	57
Job Suitability	77	76
Vision, Mission & Goals	61	58
Teamwork	77	76
Tools & Workspace*	62	58
Recognition	61	59
Professional Development	62	58
Pay & Benefits	47	47
Staffing Practices	62	59
Respectful Environment	74	72
Executive-Level Management	57	55
Supervisory-Level Management*	72	69

*These drivers have been revised since 2013, and comparisons should be made with caution. For further details, please see Appendix D.

Did you know? The BCPS overall engagement score of 66 is the highest score achieved since 2009.

Table of Contents

About the WES Program

Research in both the public and private sectors, including the BC Public Service, has shown that engaged employees are more productive, less likely to resign, and provide better service to citizens and businesses. The investment in efforts aimed at achieving a more engaged workforce is an investment benefiting all British Columbians.

As such, the BC Public Service has been committed to understanding and improving employee engagement for almost a decade. This commitment has been realized, in part, through the BC Public Service Work Environment Survey (WES) program. The WES has established important baseline measures from which we can diagnose work environment challenges impacting engagement, start conversations on what can be done differently, implement strategies, monitor progress, and demonstrate how experiences may have changed over time.

The BC Public Service WES is internationally recognized by other jurisdictions and public sector agencies as leading employee engagement research.

A key element of the WES program is the BC Public Service **Employee Engagement Model**. The model shows how various elements of employees' work environment directly and indirectly impact their engagement. It identifies the drivers of engagement, which are clusters of questions about workplace topics covering a wide range of aspects of employees' experiences.

Drivers have the potential to increase or decrease overall engagement. They are connected and can affect each other. The connections between the drivers and the engagement characteristics shape the overall structure of the model, which is graphically represented as a "house" diagram. The diagram serves as a visual metaphor that simplifies the relationships between the different parts of the model:

  ▶ **Roof:** The engagement characteristics are located in the roof of the house.

  ▶ **Building Blocks:** These identify the core workplace functions influencing the engagement characteristics.

  ▶ **Foundation:** The model rests on the foundation of the two management drivers which are connected either directly or indirectly to every other driver in the model.

For further details about 2015 model refinements and methodology, please refer to Appendix D.

The WES program provides valuable insights to support initiatives within the *Being the Best* Corporate Human Resources Plan and helps us all to understand our experiences, celebrate our successes, and identify what we should focus on moving forward.

BC Public Service House Model Results

2015

66

ENGAGEMENT

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)

BC Public Service Commitment
68

Job Satisfaction
67

ENGAGEMENT CHARACTERISTICS

Organization Satisfaction
62

WORKPLACE FUNCTIONS ARE THE BUILDING BLOCKS

Empowerment
66

Stress & Workload
58

Job Suitability
77

Vision, Mission & Goals
61

Teamwork
77

Tools & Workspace
62

Recognition
61

Professional Development
62

Pay & Benefits
47

Staffing Practices
62

Respectful Environment
74

MANAGEMENT IS THE FOUNDATION

Executive-Level Management
57

Supervisory-Level Management
72

2013

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)

64

ENGAGEMENT

BC Public Service Commitment
67

ENGAGEMENT CHARACTERISTICS

Job Satisfaction
66

Organization Satisfaction
59

WORKPLACE FUNCTIONS ARE THE BUILDING BLOCKS

Empowerment 65	Stress & Workload 57	Job Suitability 76
Vision, Mission & Goals 58	Teamwork 76	Workplace Tools 58
	Recognition 59	Professional Development 58
Pay & Benefits 47	Staffing Practices 59	Respectful Environment 72

MANAGEMENT IS THE FOUNDATION

Executive-Level Management 55	Supervisory-Level Management 69

Question by Question Model Results

TABLE 2: DRIVER AND MODEL QUESTION RESULTS[1,2]

	SCORE /100 POINTS[3]	PERCENTAGES		
		DISAGREE	NEUTRAL	AGREE
ENGAGEMENT CHARACTERISTICS (ROOF)				
BC Public Service Commitment	68			
Overall, I am satisfied in my work as a BC Public Service employee.	70	11%	20%	69%
I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	67	16%	22%	61%
Job Satisfaction	67			
I am satisfied with my job.	67	15%	21%	64%
Organization Satisfaction	62			
I am satisfied with my organization.	62	20%	25%	55%
WORKPLACE FUNCTIONS (BUILDING BLOCKS)				
Empowerment	66			
I have opportunities to provide input into decisions that affect my work.	69	17%	17%	66%
I have the freedom to make the decisions necessary to do my job well.	68	17%	19%	65%
I have the opportunities I need to implement new ideas.	62	21%	25%	54%
Stress & Workload	58			
My workload is manageable.	58	24%	24%	52%
My work-related stress is manageable.	58	23%	26%	50%

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

[2] For more information about how results are calculated, please refer to Appendix A.

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

	SCORE /100 POINTS[3]	PERCENTAGES		
		DISAGREE	NEUTRAL	AGREE
Job Suitability	**77**			
My work is meaningful.	77	9%	14%	77%
My job is a good fit with my skills and interests.	77	9%	14%	77%
Vision, Mission & Goals	**61**			
My organization is taking steps to ensure the long-term success of its vision, mission and goals.	62	19%	26%	54%
The vision, mission and goals of my organization are communicated well.	60	21%	28%	51%
Teamwork	**77**			
When needed, members of my team help me get the job done.	80	6%	12%	81%
Members of my team communicate effectively with each other.	70	13%	19%	68%
I have positive working relationships with my co-workers.	82	4%	11%	85%
Tools & Workspace	**62**			
My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well. *(new)*	60	24%	23%	54%
The computer based tools (e.g., hardware, software) I have access to help me excel in my job.	63	20%	23%	57%
The non-computer based tools (e.g., office or outdoor equipment) I have access to help me excel in my job.	63	17%	27%	56%
Recognition	**61**			
I receive meaningful recognition for work well done.	61	23%	23%	54%
In my work unit, recognition is based on performance.	60	23%	23%	54%

	SCORE /100 POINTS[3]	PERCENTAGES		
		DISAGREE	NEUTRAL	AGREE
Professional Development	62			
My organization supports my work related learning and development.	65	18%	21%	61%
The quality of training and development I have received is satisfactory.	61	21%	26%	53%
I have adequate opportunities to develop my skills.	59	24%	25%	51%
Pay & Benefits	47			
I am fairly paid for the work I do.	47	40%	23%	37%
My benefits meet my (and my family's) needs well.	54	31%	25%	45%
My pay is competitive with similar jobs in the region.	43	46%	23%	31%
Staffing Practices	62			
In my work unit, the selection of a person for a position is based on merit.	61	25%	18%	57%
In my work unit, the process of selecting a person for a position is fair.	63	24%	19%	58%
Respectful Environment	74			
A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	70	16%	16%	68%
My work unit values diversity in people and backgrounds.	77	8%	14%	78%
My work unit values diversity in ideas.	71	13%	18%	69%
My work unit is free from discrimination and harassment.	76	12%	13%	75%
MANAGEMENT (FOUNDATION)				
Executive-Level Management	57			
Executives in my organization communicate decisions in a timely manner.	59	23%	26%	51%
Executives in my organization provide clear direction for the future.	55	27%	28%	45%

|	SCORE /100 POINTS[3]	PERCENTAGES		
		DISAGREE	NEUTRAL	AGREE
Supervisory-Level Management	72			
The person I report to provides clear expectations regarding my work.	71	14%	17%	69%
The person I report to consults me on decisions that affect me.	70	17%	16%	67%
The person I report to keeps me informed of things I need to know.	70	15%	17%	68%
I feel I am able to have a conversation with the person I report to when I need their perspective or advice. *(new)*	77	11%	12%	77%
The person I report to leads with an understanding of others' perspectives.	71	15%	16%	69%

Appendix A: Full Survey Results

The results in Table 3 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. In the table, please note that:

- percentages and scores are included in the same table for simplicity and ease, and

- some percentages may not sum to 100% due to rounding.

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.
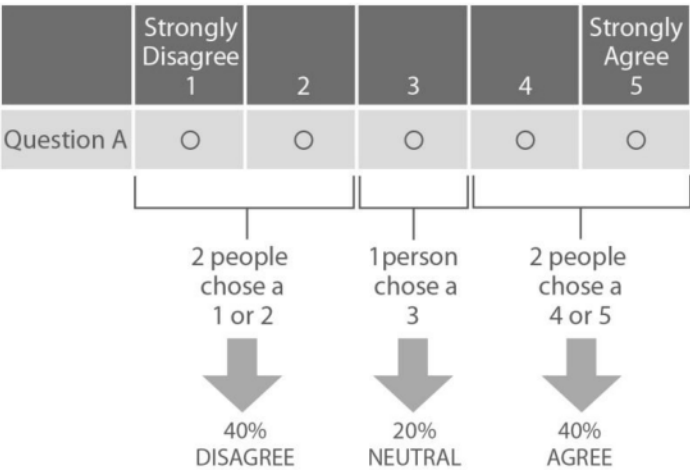
Average Scores

Average scores range from 0 to 100 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.
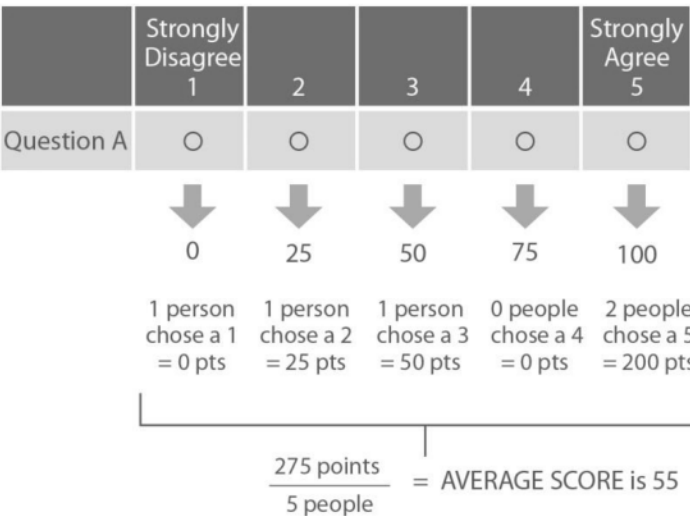
TABLE 3: DISTRIBUTIONS OF RESPONSES AND AVERAGES SCORES FOR ALL QUESTIONS

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	PERCENTAGES			SCORE /100 POINTS	DIFFERENCE
			DISAGREE	NEUTRAL	AGREE		
MY DAY-TO-DAY WORK							
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	2013	17%	18%	65%	68	
		2015	**16%**	**16%**	**68%**	**70**	**2**
Respectful Environment	My work unit values diversity in people and backgrounds.	2013	8%	16%	76%	76	
		2015	**8%**	**14%**	**78%**	**77**	**1**
Respectful Environment	My work unit values diversity in ideas.	2013	14%	20%	66%	69	
		2015	**13%**	**18%**	**69%**	**71**	**2**
Respectful Environment	My work unit is free from discrimination and harassment.	2013	13%	13%	73%	75	
		2015	**12%**	**13%**	**75%**	**76**	**1**
	Employees in my work unit are clear on the ethical values expected in performing their work. *(new)*	2013	--%	--%	--%	--	
		2015	**8%**	**14%**	**78%**	**77**	**--**
	If I am faced with an ethical question or concern, I know where I can go for help in resolving the situation. *(new)*	2013	--%	--%	--%	--	
		2015	**9%**	**11%**	**79%**	**78**	**--**
Empowerment	I have opportunities to provide input into decisions that affect my work.	2013	16%	17%	66%	69	
		2015	**17%**	**17%**	**66%**	**69**	**0**
Empowerment	I have the freedom to make the decisions necessary to do my job well.	2013	17%	20%	63%	67	
		2015	**17%**	**19%**	**65%**	**68**	**1**
	Innovation is valued in my work.	2013	17%	23%	61%	66	
		2015	**17%**	**21%**	**62%**	**66**	**0**
Empowerment	I have the opportunities I need to implement new ideas.	2013	24%	27%	49%	59	
		2015	**21%**	**25%**	**54%**	**62**	**3**
	My organization actively encourages me to use Lean to improve workplace processes. *(new)*	2013	--%	--%	--%	--	
		2015	**21%**	**26%**	**53%**	**62**	**--**
	I am inspired to give my very best.	2013	21%	22%	56%	63	
		2015	**19%**	**21%**	**61%**	**66**	**3**

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	PERCENTAGES			SCORE /100 POINTS	DIFFERENCE
			DISAGREE	NEUTRAL	AGREE		
	My work unit is well supported during times of change.	2013	34%	26%	40%	52	
		2015	30%	25%	44%	54	2
	Employees are held accountable in my work unit.	2013	23%	23%	54%	61	
		2015	21%	22%	57%	62	1
	I feel my job is secure.	2013	19%	23%	58%	64	
		2015	14%	19%	67%	69	5
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	2013	28%	20%	52%	58	
		2015	25%	18%	57%	61	3
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	2013	26%	21%	53%	60	
		2015	24%	19%	58%	63	3
Recognition	I receive meaningful recognition for work well done.	2013	25%	24%	51%	59	
		2015	23%	23%	54%	61	2
Recognition	In my work unit, recognition is based on performance.	2013	25%	25%	51%	58	
		2015	23%	23%	54%	60	2
Pay & Benefits	I am fairly paid for the work I do.	2013	41%	23%	36%	46	
		2015	40%	23%	37%	47	1
Pay & Benefits	My benefits meet my (and my family's) needs well.	2013	31%	25%	44%	54	
		2015	31%	25%	45%	54	0
Pay & Benefits	My pay is competitive with similar jobs in the region.	2013	47%	24%	30%	42	
		2015	46%	23%	31%	43	1
Job Suitability	My work is meaningful.	2013	9%	16%	75%	76	
		2015	9%	14%	77%	77	1
Job Suitability	My job is a good fit with my skills and interests.	2013	9%	15%	76%	76	
		2015	9%	14%	77%	77	1
	My workplace processes and procedures enable me to work as effectively as possible. (new)	2013	--%	--%	--%	--	
		2015	26%	26%	48%	57	--

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	PERCENTAGES			SCORE /100 POINTS	DIFFERENCE
			DISAGREE	NEUTRAL	AGREE		
	I regularly go above and beyond the requirements of my role to help my work unit or organization succeed. *(new)*	2013	--%	--%	--%	--	
		2015	**3%**	**10%**	**87%**	**84**	**--**
	Work is distributed fairly in my work unit.	2013	26%	23%	51%	58	
		2015	**23%**	**22%**	**55%**	**60**	**2**
Stress & Workload	My workload is manageable.	2013	25%	26%	49%	57	
		2015	**24%**	**24%**	**52%**	**58**	**1**
Stress & Workload	My work-related stress is manageable.	2013	24%	28%	48%	57	
		2015	**23%**	**26%**	**50%**	**58**	**1**
	My job provides me with the right amount of challenge.	2013	18%	24%	57%	63	
		2015	**16%**	**23%**	**60%**	**65**	**2**
	I have support at work to provide a high level of service.	2013	22%	24%	54%	61	
		2015	**20%**	**22%**	**58%**	**63**	**2**
	I have support at work to balance my work and personal life.	2013	18%	20%	61%	66	
		2015	**17%**	**20%**	**63%**	**67**	**1**
MY PHYSICAL ENVIRONMENT AND TOOLS							
Tools & Workspace	My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well. *(new)*	2013	--%	--%	--%	--	
		2015	**24%**	**23%**	**54%**	**60**	**--**
	The necessary processes and procedures are in place to ensure my safety at work. *(new)*	2013	--%	--%	--%	--	
		2015	**10%**	**16%**	**74%**	**74**	**--**
Tools & Workspace	The computer based tools (e.g., hardware, software) I have access to help me excel in my job.	2013	28%	25%	47%	55	
		2015	**20%**	**23%**	**57%**	**63**	**8**
Tools & Workspace	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me excel in my job.	2013	17%	30%	53%	61	
		2015	**17%**	**27%**	**56%**	**63**	**2**
MY DEVELOPMENT AND PERFORMANCE							
Professional Development	My organization supports my work related learning and development.	2013	22%	24%	55%	62	
		2015	**18%**	**21%**	**61%**	**65**	**3**

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	PERCENTAGES			SCORE /100 POINTS	DIFFERENCE
			DISAGREE	NEUTRAL	AGREE		
Professional Development	The quality of training and development I have received is satisfactory.	2013	24%	27%	49%	58	
		2015	21%	26%	53%	61	3
Professional Development	I have adequate opportunities to develop my skills.	2013	29%	26%	45%	55	
		2015	24%	25%	51%	59	4
	I have opportunities for career growth within the BC Public Service.	2013	35%	26%	39%	50	
		2015	27%	25%	48%	57	7
	The person I report to provides the feedback I need to do my job well. (new)	2013	--%	--%	--%	--	
		2015	17%	17%	65%	69	
	The person I report to provides the support I need to help me achieve my long-term career goals. (new)	2013	--%	--%	--%	--	
		2015	19%	19%	62%	66	--
MY CO-WORKERS							
Teamwork	When needed, members of my team help me get the job done.	2013	7%	13%	80%	79	
		2015	6%	12%	81%	80	1
	I am treated respectfully at work. (new)	2013	--%	--%	--%	--	
		2015	7%	12%	81%	79	--
Teamwork	Members of my team communicate effectively with each other.	2013	16%	20%	64%	68	
		2015	13%	19%	68%	70	2
Teamwork	I have positive working relationships with my co-workers.	2013	5%	12%	84%	81	
		2015	4%	11%	85%	82	1
THE PERSON I REPORT TO							
Supervisory-Level Management	The person I report to provides clear expectations regarding my work.	2013	16%	18%	66%	69	
		2015	14%	17%	69%	71	2
Supervisory-Level Management	The person I report to consults me on decisions that affect me.	2013	18%	17%	65%	68	
		2015	17%	16%	67%	70	2
Supervisory-Level Management	The person I report to keeps me informed of things I need to know.	2013	17%	18%	65%	69	
		2015	15%	17%	68%	70	1

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	PERCENTAGES			SCORE /100 POINTS	DIFFERENCE
			DISAGREE	NEUTRAL	AGREE		
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. (new)	2013	--%	--%	--%	--	
		2015	**11%**	**12%**	**77%**	**77**	**--**
Supervisory-Level Management	The person I report to leads with an understanding of others' perspectives.	2013	17%	17%	65%	69	
		2015	**15%**	**16%**	**69%**	**71**	**2**
	The person I report to maintains high standards of honesty and integrity.	2013	11%	14%	75%	76	
		2015	**10%**	**12%**	**78%**	**78**	**2**
	The person I report to supports me and my co-workers in conducting our work in an ethical manner. (new)	2013	--%	--%	--%	--	
		2015	**8%**	**12%**	**79%**	**79**	**--**
	I am satisfied with the quality of supervision I receive.	2013	17%	16%	67%	70	
		2015	**15%**	**14%**	**71%**	**73**	**3**
MY EXECUTIVE							
Executive-Level Management	Executives in my organization communicate decisions in a timely manner.	2013	24%	28%	49%	58	
		2015	**23%**	**26%**	**51%**	**59**	**1**
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	2013	24%	28%	48%	58	
		2015	**23%**	**26%**	**51%**	**59**	**1**
Executive-Level Management	Executives in my organization provide clear direction for the future.	2013	30%	30%	40%	53	
		2015	**27%**	**28%**	**45%**	**55**	**2**
	Essential information flows effectively from senior leadership to staff. (new)	2013	--%	--%	--%	--	
		2015	**29%**	**27%**	**44%**	**54**	**--**
	I have confidence in the senior leadership of my organization.	2013	27%	26%	47%	56	
		2015	**25%**	**24%**	**52%**	**59**	**3**
MY ORGANIZATION							
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	2013	23%	28%	49%	58	
		2015	**19%**	**26%**	**54%**	**62**	**4**
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	2013	24%	30%	47%	57	
		2015	**21%**	**28%**	**51%**	**60**	**3**

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	PERCENTAGES			SCORE /100 POINTS	DIFFERENCE
			DISAGREE	NEUTRAL	AGREE		
	I know how my work contributes to the achievement of my organization's goals.	2013	18%	25%	57%	63	
		2015	**16%**	**23%**	**61%**	**66**	**3**
MY EMPLOYMENT AS A BC PUBLIC SERVANT							
WORK UNIT							
Job Satisfaction	I am satisfied with my job.	2013	16%	23%	61%	66	
		2015	**15%**	**21%**	**64%**	**67**	**1**
	I am satisfied with my work unit.	2013	15%	19%	66%	69	
		2015	**14%**	**18%**	**68%**	**70**	**1**
	I would prefer to remain with my work unit, even if a comparable job was available elsewhere in the BC Public Service.	2013	23%	19%	58%	64	
		2015	**22%**	**19%**	**59%**	**65**	**1**
ORGANIZATION							
Organization Satisfaction	I am satisfied with my organization.	2013	23%	28%	50%	59	
		2015	**20%**	**25%**	**55%**	**62**	**3**
	I would prefer to remain with my organization, even if a comparable job was available elsewhere in the BC Public Service.	2013	24%	23%	53%	61	
		2015	**22%**	**23%**	**54%**	**62**	**1**
BC PUBLIC SERVICE							
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	2013	13%	22%	65%	68	
		2015	**11%**	**20%**	**69%**	**70**	**2**
	Overall, I feel valued as a BC Public Service employee. *(new)*	2013	--%	--%	--%	--	
		2015	**24%**	**24%**	**52%**	**60**	**--**
	I am proud to tell people I work for the BC Public Service.	2013	15%	24%	60%	66	
		2015	**16%**	**25%**	**59%**	**66**	**0**
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	2013	18%	22%	60%	66	
		2015	**16%**	**22%**	**61%**	**67**	**1**
	I would recommend the BC Public Service as a great place to work.	2013	21%	27%	51%	61	
		2015	**18%**	**26%**	**56%**	**64**	**3**

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	PERCENTAGES			SCORE /100 POINTS	DIFFERENCE
			DISAGREE	NEUTRAL	AGREE		
IMPROVEMENTS BASED ON SURVEY							
	Last cycle's Work Environment Survey results led to improvements in my current workplace.	2013	49%	29%	22%	38	
		2015	**43%**	**29%**	**28%**	**43**	**5**

SURVEY QUESTION	PERCENTAGES				
	RESIDENT - OFFICE OR OPEN WORKPOINT (e.g., cubicle)	INTERNALLY MOBILE	EXTERNALLY MOBILE	EXTERNALLY MOBILE - TELEWORKER	DON'T KNOW/ NOT APPLICABLE
YOUR MODE OF WORK					
Please indicate your current workstyle.	85%	6%	2%	2%	5%

Appendix B: Questionnaire Definitions

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

Your **work unit** refers to the section or program area within the organization where you work.

Diversity refers to different people, backgrounds and ideas.

Discrimination occurs if a distinction is made that imposes burdens, obligations or disadvantages that are not imposed on others, based on the grounds listed below.

race	religion	sex
colour	marital status	sexual orientation
ancestry	family status	physical or mental disability
place of origin	age	unrelated criminal conviction
political belief		

Harassment includes any unwelcome conduct or comment which has a negative impact on you or your work environment.

Ethical means acting in ways consistent with maintaining the public trust and operating in accordance with the BC Public Service 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.

Your **organization** refers to your ministry, agency, office or commission of the Province.

Lean is a continuous improvement philosophy and methodology that empowers staff to identify problems and develop solutions to get rid of unnecessary rules or steps in our services, while improving the quality, speed and/or outcomes for our clients.

"**The person I report to**" refers to your immediate supervisor or manager. If you report to more than one supervisor or manager, please answer the question thinking about the person who oversees most of your work.

Your executive refers to the senior leadership in headquarters including the Deputy Minister, Assistant Deputy Ministers, Executive Directors, and other members of the Executive Committee.

Leading Workplace Strategies (LWS) is the BC Public Service's approach to upgrading the workplace and supporting mobile and flexible workstyles by integrating technology, culture and space in innovative ways. LWS promotes the use of varied workplace strategies and workstyles that support mobility and greater choice in work settings.

Appendix C: 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 perceive that their work-related stress and workloads are manageable.

Job Suitability: Employees believe that their work is both meaningful and a good fit with their skills and interests.

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 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.

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

Pay & Benefits: Employees believe that their pay is fair and competitive with similar jobs and that their benefits meet their needs well.

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

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

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

Supervisory-Level Management: Employees believe 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, keeps them informed, consults them on decisions that affect them, and provides clear work expectations.

Appendix D: Model Refinements

BC Stats developed the BC Public Service Employee Engagement Model in 2006 using a statistical technique called structural equation modelling. The structure and integrity of the model have remained very stable since its creation, due to the large employee population, 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 BC Public Service employee experience.

In 2015, seven questions were added to the core survey, while wording improvements were made to 10 other non-model questions. In addition to re-confirming the current model questions, these new and revised questions were tested to determine if they were a good fit with the existing model drivers. This analysis showed that the following refinements fit well statistically within the model, as well as provide a more comprehensive view of the following workplace functions:

▶ The **Workplace Tools** driver—now called the **Tools & Workspace** driver to reflect its broader scope—has been expanded with the addition of one new question: *My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well.*

▶ The **Supervisory-Level Management** driver has been expanded with the addition of one new question: *I feel I am able to have a conversation with the person I report to when I need their perspective or advice.*

With these changes in effect, the model now contains 40 questions and its drivers link together to form hundreds of unique pathways to engagement. Each pathway starts from the foundation and passes through varying combinations of building blocks to reach one of the three engagement characteristics in the roof. More resources on how to use the model for interpreting results or to understand the drivers, model pathways and/or the statistical methodology are available online in three main reports: *Modelling the 2013 Work Environment Survey Results: Technical Guide*, *Connecting the Engagement Drivers in the BC Public Service: Driver Guide*, and *Tracing the Top Engagement Pathways for the BC Public Service: Pathways Guide*. These reports can be found at:

https://www.bcstats.gov.bc.ca/StatisticsBySubject/EmployeeResearch/WES/WESPublicResources

Appendix E: Background

High Level

Study: BC Public Service Work Environment Survey (WES) 2015

Project Sponsor: BC Public Service Agency

Operations

Instrument / Data Collection Method: Survey

Modes: Online and Post Mail Questionnaire

Fielding Window / Dates: October 6 – October 30, 2015

Project History: Annual survey 2006-2011; Biennial survey 2013, 2015

Population / Sample

Scope: Individuals who were deemed as active BC Public Service employees in the Corporate Human Resource Information and Payroll System (CHIPS) as of September 15, 2015 (and remained active through to the survey launch date of October 6, 2015) and had valid contact information.

Population: 25,009

Obtained Sample: 19,756

Response Rate: 79%

Target Population: Census

Confidentiality

During survey administration, employees received personalized invitations and reminders. All survey responses were encrypted during submission and stored on a secure server accessed only by select members of the BC Stats Work Environment Survey Team. 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.

Key Measure(s)

Key Construct: Engagement Score: 66 points (out of 100)

Type of Measure: 5-point agreement response scale

Methods of Analysis: Descriptive statistics and structural equation modelling

Response Rates

In the BC Public Service this cycle, 79% of employees completed the survey, a one percentage point (ppt) decrease since 2013. Figure 1 shows the response rates trend since the inception of the WES program.

FIGURE 1: RESPONSE RATES OVER TIME
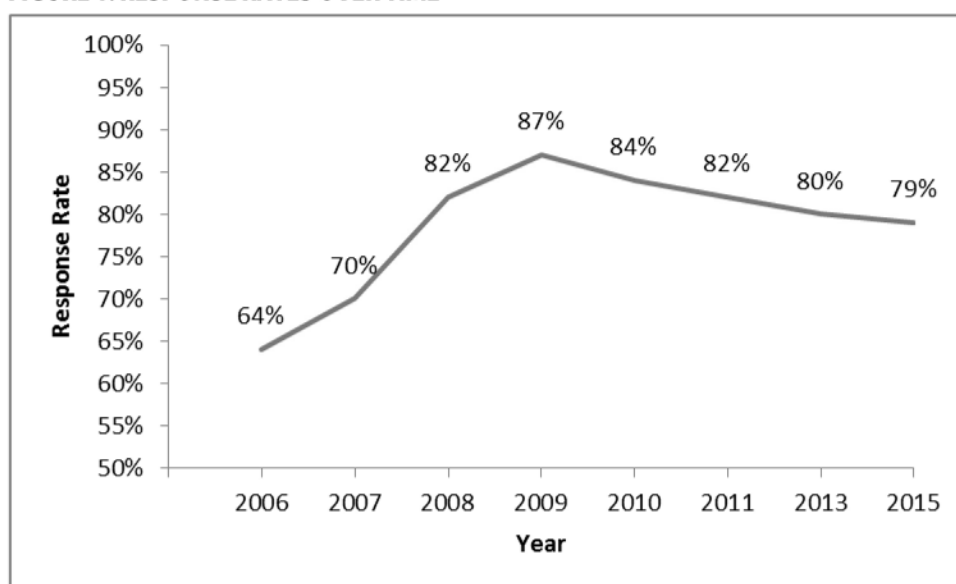
BC Stats wishes to thank all employees who participated in WES and contributed to achieving such a high response rate. High survey response rates ensure high quality, reliable data.

Appendix F: Additional Reading and References

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

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

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

Understanding the Frontline Experience (March 2011)

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

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

Modelling the 2013 Work Environment Survey Results: Technical Guide (July 2014)

Connecting the Engagement Drivers in the BC Public Service: Driver Guide (July 2014)

Tracing the Top Engagement Pathways for the BC Public Service: Pathways Guide (July 2014)

To access these reports and others, please refer to:
https://www.bcstats.gov.bc.ca/StatisticsBySubject/EmployeeResearch/WES/WESPublicResources

BRITISH COLUMBIA | BC STATS

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. As part of this goal, BC Stats is also developing an organizational performance measurement program. For more information, please contact Elizabeth Vickery.

Do you have feedback or questions about the content in this report?

Contact us at: Work.Environment.Survey@gov.bc.ca.