



BCStats

2015 Exit Survey

BC PUBLIC SERVICE RESIGNATIONS AND RETIREMENTS: METHODOLOGY AND TABLES



Where ideas work

Employee Research and Analysis Program

This report was prepared by the Employee Research and Analysis Program team at BC Stats. Any feedback or questions about the content can be directed to the team by emailing: BCStats.SurveyMail4@gov.bc.ca

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1. Introduction

This report outlines the methodology used in the data collection, analysis and reporting of results for the Fiscal Year 2014/15 *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 database¹. Once they are added, they are invited to complete the survey over a period of up to six months prior to their departure date.² For FY 2014/15, BC Stats distributed the *Exit Survey* to all employees who voluntarily exited (retired or resigned) the BC Public Service between April 1, 2014 and March 31, 2015, within the scope of the population as defined above.

Employees who were active in the CHIPS system after their leave date were considered out of scope and excluded from the survey population. 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 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.

¹ Briefly, an employee’s departure is recorded in the Corporate Human Information Payroll System (CHIPS). Using an automated process, the BC Public Service Agency 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.

² 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.

2.2. Survey distribution

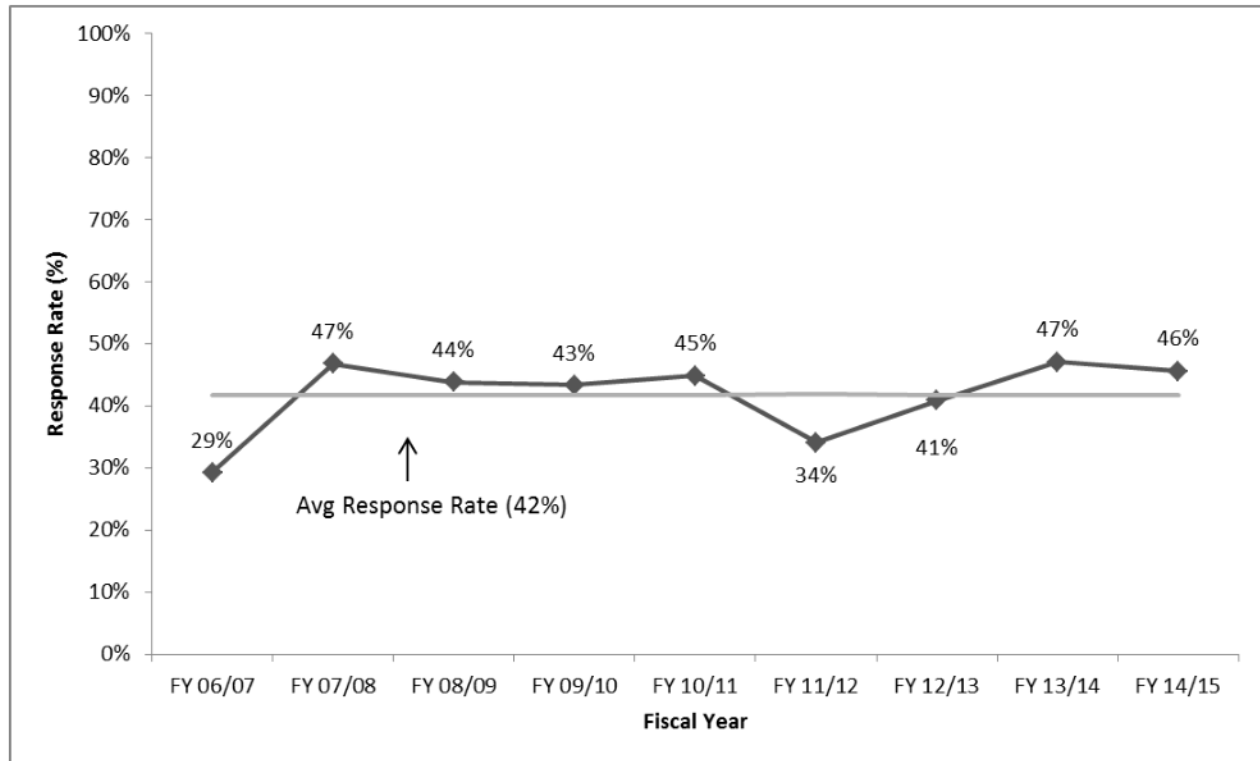
Each in-scope exiting employee was assigned a unique and confidential password to access the survey. An email invitation was sent to exiting employees containing their password, the link to the survey and an overview of the program and confidentiality statements.

Two sets of mailed reminder letters were sent out, one in January 2015 to those departing in the first half of the fiscal year and one in June 2015 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

A total of 819 employees out of 1,794 employees completed the survey for a response rate of 46%. The rate for this fiscal year is one percentage point lower than last fiscal year, but still higher than the average response rate since 2006/07 (see Figure 1).

FIGURE 1: YEAR-OVER-YEAR RESPONSE TRENDS



The response rate for retiring remained the same as last fiscal year, while the response rate for resigning employees dropped from 38% to 33% (see Table 1).

TABLE 1: RESPONSE RATES

	Population	Respondents	Response Rate
Total Exits	1,794	819	46%
Resigned	900	296	33%
Retired	894	523	59%

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 “no opinion” and missing 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.³ In this report, both the categories and subcategories display the overall percent of respondents that selected an item from the 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 looks at the key and significant patterns emerging from the results. The Chi-Square test was used to assess the response distribution for specific demographic groups of interest (i.e., resignations versus retirees, age group, job classification group, highest level of education, number of service years). This technique identified whether or not the variations of responses were similar or different from one another (i.e., if different groups of employees responded the same way). Differences in response distributions were deemed statistically significant at the 95% confidence interval ($p < .05$). However, the Chi-Square test 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.

³For example, if they selected “Compensation” as something they liked about working with the BC Public Service, they were then prompted to select from a list of aspects of compensation.

Given the volume of statistically significant trends identified by the tests, only significant differences that possessed at least a 15 percentage point difference between groups are discussed in the *Summary of Findings* report (i.e., where respondents from one demographic group are at least 15 percentage points more likely to respond in a certain way compared to all other respondents).

4.2. Qualitative approach

For FY 2014/15, two open-ended comments were included in the analysis:

- ▶ “In your own words, what is the most influential reason for your departure from the BC Public Service?” and;
- ▶ “What would/could have prevented you from leaving your position?”, which was asked of those who responded affirmatively when asked if there was anything that could have prevented them from leaving.

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 based on those with at least ten or more responses. 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 the tables, 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 (10/11, 11/12, 12/13, and 13/14) 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 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Found another employment opportunity	56%	47%	51%	48%	53%
None of the above	15%	17%	13%	24%	22%
Seeking another employment opportunity	7%	9%	9%	9%	7%
Family circumstances	13%	16%	14%	9%	9%
Returning to school/completed my career/health reasons	9%	12%	13%	11%	9%
Total respondents	347	257	225	294	295

TABLE 3A: RESIGNATIONS – TYPE OF EMPLOYMENT OPPORTUNITY⁴

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

	Percentage of Respondents				
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Private sector	35%	21%	32%	38%	34%
Federal/municipal government	22%	15%	13%	14%	21%
Non-profit/non-governmental organization (NGO)	8%	18%	8%	13%	9%
School district, university, or colleges	4%	8%	13%	10%	6%
None of the above	8%	11%	9%	9%	8%
Health authorities	7%	15%	15%	7%	6%
Crown corporations	12%	8%	9%	7%	10%
Started business as self-employed or working owner	4%	4%	2%	3%	6%
Total respondents	194	119	114	141	156

⁴ 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 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Career and Professional Development Opportunities	79%	71%	71%	76%	80%
Career advancement	75%	64%	69%	72%	74%
Training	41%	36%	33%	36%	39%
Job Characteristics	60%	63%	64%	58%	57%
Job fit with skills and/or interests	52%	50%	52%	48%	46%
Ability to make a difference and/or feeling valued	48%	50%	48%	43%	46%
Flexible/different work arrangements	24%	25%	26%	26%	33%
Job autonomy and/or innovation	35%	34%	38%	31%	29%
Job location	24%	20%	31%	18%	26%
Physical environment (surroundings, security, tools, or equipment)	16%	20%	19%	19%	25%
Compensation	60%	60%	66%	56%	67%
Salary	60%	59%	65%	56%	67%
Benefits	37%	31%	39%	34%	37%
Union membership	3%	4%	7%	7%	9%
Organizational Qualities	42%	45%	42%	46%	45%
Healthy atmosphere (e.g., trust, mutual respect)	36%	37%	32%	33%	37%
Supervisory management and leadership	33%	31%	34%	29%	31%
Organizational mandate	28%	29%	27%	23%	25%
Work processes, procedures and/or systems	24%	24%	25%	21%	25%
Job Security & Stability	30%	24%	29%	24%	28%
Total respondents	194	120	114	140	156

TABLE 4: RESIGNATIONS –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 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Job-Specific Reasons					
Career advancement	60%	51%	55%	52%	55%
Job fit with skills/interests	54%	39%	50%	41%	51%
Job fit with expectations	45%	37%	47%	41%	46%
Training & development	42%	34%	39%	39%	39%
Work arrangements	34%	31%	38%	39%	35%
Job location	23%	24%	28%	20%	23%
Job -related medical issues	5%	9%	6%	9%	7%
People-Based Reasons					
Senior leadership	32%	40%	36%	45%	38%
Immediate supervisor/manager	28%	32%	33%	32%	35%
Co-workers	13%	12%	10%	15%	14%
Clients/customers	6%	5%	3%	8%	9%
Contractors	1%	2%	3%	2%	2%
Work Environment Reasons					
Organizational processes, procedures and/or systems	40%	46%	43%	42%	47%
Salary	40%	32%	36%	31%	40%
Workload	19%	17%	20%	24%	25%
Physical environment	8%	8%	8%	12%	16%
Job security & stability	20%	13%	15%	18%	14%
Benefits (other than pension)	11%	10%	14%	7%	10%
Pension-related rules	5%	4%	5%	4%	5%

TABLE 5: MOST INFLUENTIAL REASON FOR LEAVING (COMMENTS FROM RESIGNATIONS) ⁵

Theme	Percentage of Respondents
Location	21%
A change or a new challenge	17%
Salary	15%
Career advancement	10%
Career development	10%
Work environment	10%
Work processes, procedures and systems	10%
Total respondents	101

TABLE 6: 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 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Less than 2 weeks	6%	14%	12%	9%	11%
2 weeks to 4 weeks	9%	9%	11%	11%	11%
1 month to 6 months	44%	40%	41%	38%	44%
7 months to 12 months	17%	13%	14%	18%	14%
One year or more	24%	24%	22%	24%	22%
Total respondents	347	254	225	296	156

⁵ See section 4.2 Qualitative Approach for a description on how these themes were determined.

TABLE 7: RESIGNATIONS – OVERALL PAST AND FUTURE CONSIDERATIONS

	Percentage of Respondents who answered “Definitely” and “Probably”				
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Q14. Is there anything that could have prevented you from leaving your position?	51%	57%	53%	64%	53%
Q24. Based on your experience working at your (former) organization would you recommend it as a great place to work?	40%	43%	44%	38%	37%
Q25. Would you recommend the BC Public Service as a great place to work?	50%	51%	52%	45%	42%

TABLE 8: WHAT COULD HAVE PREVENTED EMPLOYEES FROM LEAVING (COMMENTS FROM RESIGNEES)⁶

Theme	Percentage of Respondents	
	% within Theme ⁷	% of Resignees
Human Resources (n=85)		57%
Better/more flexible work arrangements	27%	15%
Increase salary or improve benefits/ compensation	27%	15%
Reduce workload and/or more staff to handle workload	13%	7%
Better/more training and development opportunities	12%	7%
Improve non-workload staffing issues (classification, recruitment, retention)	11%	6%
Job Fit, Security and Advancement Opportunities (n=47)		32%
Better/more career advancement opportunities	62%	19%
More job security	21%	7%
Better job fit with skills/interests	15%	5%
Supervisors/Managers (n=34)		23%
More involvement and support	32%	7%
Better management skills	32%	7%
Foster a more respectful environment	26%	6%
Work Environment (n=28)		19%
Have employees feel that contributions matter/are valued	54%	10%
More supportive and respectful environment	29%	5%
Senior Leadership (n=16)		11%
Systemic Organizational Challenges (n=8)		5%
Challenges with co-workers (n=8)		5%
Total count (valid responses)		149

⁶ See section 4.2 Qualitative Approach for a description on how these themes were determined.

⁷ The middle column presents the percentage of comments within the corresponding themes. For instance, where 57% of all comments are related to the major theme Human Resources, 27% 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, 15% of resignees who provided comments suggested more flexibility in work arrangements could have prevented them from leaving.

TABLE 9: RESIGNATIONS – OVERALL LIKES

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

	Percentage of Respondents				
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
The People I Worked With	76%	74%	73%	70%	74%
Job Security & Stability	39%	46%	44%	48%	51%
Job Characteristics	36%	38%	40%	41%	41%
Job fit with skills and/or interests	30%	30%	32%	31%	32%
Making a difference and/or feeling valued	23%	27%	29%	29%	25%
Flexible work arrangements	21%	19%	18%	16%	21%
Job autonomy and/or innovation	19%	16%	15%	16%	17%
Physical environment & equipment	15%	12%	13%	13%	12%
Travel opportunities	9%	5%	8%	6%	8%
My Career and Professional Development Opportunities	25%	23%	29%	27%	24%
Training	21%	18%	21%	19%	16%
Variety of employment opportunities	16%	17%	18%	17%	15%
Career advancement	12%	10%	14%	13%	10%
My Compensation	26%	25%	28%	22%	26%
Salary	25%	21%	26%	19%	23%
Benefits	25%	19%	22%	18%	19%
Union membership	9%	5%	8%	8%	8%
Organizational Qualities	15%	12%	17%	16%	17%
Organizational mandate	11%	7%	10%	9%	11%
Healthy atmosphere (e.g., trust, mutual respect)	12%	8%	9%	6%	10%
Work processes, procedures and/or systems	9%	7%	8%	5%	8%
Supervisors and leadership	11%	8%	7%	7%	8%
Total respondents	351	257	225	296	156

TABLE 10: RESIGNATIONS – OVERALL SATISFACTION SCORES

During my most recent position...

	Average Score (out of 100)				
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
I was satisfied with my job.	56	59	57	60	58
I was satisfied with my organization.	46	46	47	41	43
Overall, I was satisfied in my work as a BC Public Service employee.	56	56	57	53	54

5.2. Retiring employees

TABLE 11: RETIREMENTS - OVERALL CIRCUMSTANCES FOR LEAVING

Under what circumstance are you leaving your position?⁸

	Percentage of Respondents				
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Completed my career	55%	58%	57%	61%	59%
None of the above	30%	26%	27%	20%	27%
Health reasons	5%	6%	6%	7%	6%
Seeking another employment opportunity	5%	5%	5%	4%	4%
Family circumstances	2%	--	2%	3%	3%
Found another employment opportunity	3%	3%	3%	4%	2%
Returning to school	0%	--	1%	1%	--
Total respondents	383	253	340	362	513

⁸ Please note: there is not a large enough number (i.e., 20 or more) of retirees in FY 14/15 that are leaving for other employment opportunities and thus responded to the type of employment opportunities for which they left, 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=9).

TABLE 12: 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 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Job-Specific Reasons					
Work arrangements	21%	22%	18%	18%	24%
Job fit with expectations	17%	19%	16%	14%	15%
Job fit with skills/interests	14%	14%	15%	15%	13%
Career advancement	13%	14%	14%	15%	13%
Training and development	9%	8%	11%	11%	12%
Job-related medical issues	7%	9%	8%	8%	9%
Job location	10%	8%	5%	6%	7%
People-Based Reasons					
Senior leadership	33%	24%	26%	29%	31%
Immediate supervisor/manager	20%	16%	17%	20%	20%
Co-workers	5%	7%	4%	6%	5%
Clients/customers	2%	4%	4%	4%	4%
Contractors	1%	3%	1%	1%	2%
Work Environment Reasons					
Organizational processes, procedures and/or systems	30%	28%	29%	28%	29%
Workload	14%	19%	16%	19%	19%
Salary	12%	10%	11%	13%	13%
Pension-related rules	11%	10%	9%	7%	10%
Physical environment	4%	6%	5%	4%	7%
Job security & stability	10%	3%	3%	4%	5%
Benefits (other than pension)	5%	2%	2%	1%	4%

TABLE 13: MOST INFLUENTIAL REASON FOR LEAVING (COMMENTS FROM RETIREES) ⁹

Theme	Percentage of Respondents
Retiring	47%
Workload	8%
A change or a new challenge	6%
Health reasons	6%
Work arrangements	5%
Salary	5%
Work environment	5%
Total respondents	217

TABLE 14: 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 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
6 months or less	35%	23%	26%	25%	56%
7 months to 12 months	17%	25%	25%	22%	22%
One year or more	48%	52%	48%	53%	22%
Total respondents	381	255	342	362	523

⁹ See section 4.2 Qualitative Approach for a description on how these themes were determined.

TABLE 15: RETIREMENTS – OVERALL PAST AND FUTURE CONSIDERATIONS

	Percentage of Respondents who Answered “Definitely” and “Probably”				
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Q14. Is there anything that could have prevented you from leaving your position?	43%	40%	36%	36%	36%
Q24. Based on your experience working at your (former) organization would you recommend it as a great place to work?	52%	53%	55%	51%	51%
Q25. Would you recommend the BC Public Service as a great place to work?	59%	61%	62%	60%	60%

TABLE 16: WHAT COULD HAVE PREVENTED EMPLOYEES FROM LEAVING (COMMENTS FROM RETIREES)¹⁰

Theme	Percentage of Respondents	
	% Within Theme ¹¹	% of Retirees
Human Resources (n=76)		45%
Increase salary or improve benefits/compensation	34%	15%
Better/more flexible work arrangements	25%	11%
Reduce workload and/or add more staff	18%	8%
Improve non-workload staffing issues (classification, recruitment, retention)	13%	6%
Work Environment (n=41)		24%
Have employees feel that contributions matter/are valued	49%	12%
Improve physical environment and resources	26%	4%
More supportive and respectful environment	19%	3%
Job Fit, Security and Advancement Opportunities (n=35)		21%
Better/more career advancement opportunities	49%	10%
More job security	29%	6%
Better job fit with skills/interests	23%	5%
Supervisors/Managers (n=27)		16%
Foster a more respectful environment	48%	8%
Senior Leadership (n=23)		14%
Demonstrate better leadership and accountability	43%	6%
Systemic Organizational Challenges (n=14)		8%
Improved policies, processes, and procedures	57%	5%
Total count (valid responses)		169

¹⁰ See section 4.2 Qualitative Approach for a description on how these themes were determined.

¹¹ The middle column presents the percentage of comments within the corresponding themes. For instance, where 45% of all comments are related to the major theme Human Resources, 25% 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 retirees who commented. In other words, 11% of retirees who provided comments suggested more flexibility in work arrangements could have prevented them from leaving.

TABLE 17: RETIREMENTS – OVERALL LIKES

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

	Percentage of Respondents				FY 14/15
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
The People I Worked With	81%	79%	76%	80%	81%
Job Security & Stability	52%	54%	56%	66%	61%
Job Characteristics	50%	45%	48%	47%	51%
Job fit with skills and/or interests	51%	40%	44%	39%	43%
Making a difference and/or feeling valued	50%	37%	38%	38%	39%
Job autonomy and/or innovation	36%	25%	25%	27%	29%
Flexible work arrangements	32%	22%	25%	26%	25%
Physical environment & equipment	26%	14%	17%	21%	17%
Travel opportunities	21%	12%	11%	13%	11%
My Career and Professional Development Opportunities	40%	38%	33%	34%	33%
Variety of employment opportunities (e.g., transferring across/within organizations)	33%	25%	22%	24%	24%
Training	30%	20%	21%	21%	20%
Career advancement	23%	16%	18%	15%	18%
My Compensation	40%	29%	33%	32%	33%
Benefits	47%	28%	33%	30%	33%
Salary	40%	27%	29%	27%	29%
Union membership	17%	10%	9%	12%	11%
Organizational Qualities	14%	17%	13%	14%	17%
Healthy atmosphere (e.g., trust, mutual respect)	23%	12%	11%	10%	12%
Organizational mandate	21%	10%	8%	7%	12%
Supervisory management and leadership	22%	10%	8%	9%	10%
Work processes, procedures and/or systems	18%	7%	7%	6%	9%
Total respondents	391	258	342	366	523

TABLE 18: RETIREMENTS – OVERALL SATISFACTION SCORES

During my most recent position...

	Average Score (out of 100)				
	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
I was satisfied with my job.	69	72	72	72	70
I was satisfied with my organization.	48	50	53	50	48
Overall, I was satisfied in my work as a BC Public Service employee.	68	68	69	68	68

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://secureresults.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 or, if you have not left the BC Public Service, please contact BC Stats at BCStats.SurveyMail4@gov.bc.ca or by phone at 1-888-447-4427. 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,

Elaine McKnight
Head of BC Public Service Agency
BC Public Service Agency

BC Public Service Agency	Mailing address:	Telephone: 250 952-6296
	Box 9404 Stn Prov Govt	Facsimile: 250 356-7074
	Victoria BC V8W 9V1	Website: www.bcpublicserviceagency.gov.bc.ca

7. Questionnaire

BC Public Service 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 describe¹²:

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

¹² New as of December 2013

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

(Please select all that apply.)

- ☐ Job security & stability
- ☐ Compensation¹³ (go to question 5)
- ☐ Career and professional development¹⁴ opportunities (go to question 6)
- ☐ Other characteristics about the job¹⁵ (go to question 7)
- ☐ Other qualities of the organization¹⁶ (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

¹³ Pop-up window: Compensation = salary, benefits or union membership

¹⁴ Pop-up window: Career and professional development = Career advancement or Training

¹⁵ 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).

¹⁶ 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.

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)

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.*

	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"/>

	Not at all 1	A little 2	Partly 3	A lot 4	A great deal 5	No Opinion
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?¹⁷

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.*** Please avoid using quotation marks in your comment, as this may cause your response to be cut-off at that point in our database.

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 (go to question 15)
- ☐ Probably (go to question 15)

¹⁷ New as of December 2013

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

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.*** Please avoid using quotation marks in your comment, as this may cause your response to be cut-off at that point in our database.

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?¹⁸

(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

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)¹⁹

¹⁸ Pop-up windows from question 4 referenced in response options.

¹⁹ Pop-up window Organization = ministry, agency, office or commission of the province

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 organization²⁰ 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

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 job .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>
22.	I was satisfied with my organization .	<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 BC Public Service employee .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>

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

24. Based on your experience working at your (former) organization²¹ would you recommend it as a great place to work? Please select one of the following.²²

- ☐ 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.²³

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

About You ...

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

25. 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

²¹ Pop-up window Organization = ministry, agency, office or commission of the province

²² Change as of April 19, 2012 omits "Not applicable" option from this question.

²³ 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?"

26. 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
- ☐ Master's 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!



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: BCStats.SurveyMail4@gov.bc.ca.



BCStats

2015 Exit Survey

BC PUBLIC SERVICE RESIGNATIONS AND RETIREMENTS: SUMMARY OF FINDINGS



Where ideas work

Employee Research and Analysis Program

This report was prepared by the Employee Research and Analysis Program team at BC Stats. Any feedback or questions about the content can be directed to the team by emailing: BCStats.SurveyMail4@gov.bc.ca

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Publish date: August 2015

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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 fiscal year (FY) 2014/15. 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 1,794 in-scope departing employees in FY 2014/15, 46% responded to the *Exit Survey*. Consistent with the historical trend, the response rate for resignations (33%) was substantially lower than for retirees (59%).

Why: Reasons departing employees are leaving the BC Public Service

The top reasons for deciding to leave differed for employees who resigned or retired from the BC Public Service, with the exception of organizational processes, procedures and/or systems, which had a strong influence on the decision to leave for both employee groups. In addition, employees departing from positions in the Justice and Health job classification groups were more likely than those in other job classification groups to have selected organizational processes, procedures and/or systems as a factor contributing to their departure.

A lack of career advancement opportunities was the top reason for leaving for resigning employees with over a half (55%) reporting that it influenced their decision. Other top reasons identified by resignees included a poor job fit with skills/interests, job fit expectations not being met and salary. Senior leadership was the top reason contributing to retirees' decision to leave and was selected by almost a third (31%). Work arrangements, immediate supervisors and workload were also other top reasons for leaving selected by retirees.

Where and When: Plans of departing BC Public Service employees

The majority of resigning employees left to pursue other employment, while most retirees indicated they completed their careers. Many resignees who left for another employment opportunity remained in the public sector (43%), while the private sector drew nearly as many (40%). The top five factors attracting resignees to their new positions were career advancement, salary, job fit with skills and/or interests, ability to make a difference and/or feel valued and training opportunities.

What: Feedback from departing employees

Just over a half of resigning employees (53%) and just over a third of retirees (36%) indicated that their departure could have been prevented. Resignees were less likely to report feeling satisfied with their jobs and their work overall as BC Public Service employees compared to retirees, and both groups were less likely to report satisfaction with their organizations. Furthermore, both groups were more likely to recommend the BC Public Service overall as a great place to work than they were likely to recommend their specific organization.

The following aspects of working with the BC Public Service were reported as the most liked by departing employees:

- ▶ 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 the mandate, a healthy atmosphere (e.g., trust, mutual respect), work processes, supervisory management and leadership were among the least favoured aspects of working in the BC Public Service.

Open-ended feedback from resignees indicated that better or more career advancement opportunities, greater flexibility in working arrangements and increased salary could have prevented their departure. Similar responses were reported by retirees, although this group was somewhat more likely to report issues in their work environment, such as feeling their contributions matter or are valued as a factor that could have prevented their departure.

Priorities for action

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 the factors behind employees' decisions to leave their position. With over a half of resignees and over a third of retirees stating that their departure was preventable, the BC Public Service has an opportunity to retain more employees.

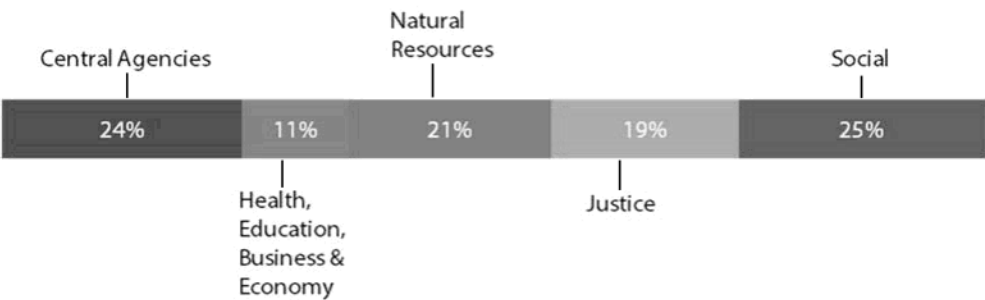
2. Profile of respondents

A total of 900 employees in scope for the *Exit Survey* resigned during FY 2014/15, which represents a 40% increase over the previous fiscal year; however, the response rate for this group dropped by 5%, from 38% to 33%. A total of 894 employees voluntarily retired during FY 2014/15 and their response rate remained the same as last fiscal year at 59%.

The average age of resignees was 40 years and retirees had an average age of 60. Similarly, resignees had an average of eight service years while respondents who retired had an average of 26 service years. Resignees were also more likely than retirees to report their highest level of education as a professional designation or higher (67% and 41%, respectively).¹

The distribution of respondents by sector is shown in Figure 1 below.

FIGURE 1: PERCENTAGE OF RESPONDENTS BY SECTOR



¹ Professional designations or higher includes bachelor's degrees, master's degrees, doctorate degrees and other professional designations such as law degrees and certified public accounting designations. College diploma/certificate or lower includes college diploma/certificates, some college or university courses, completed high school and some high school.

3. Introduction

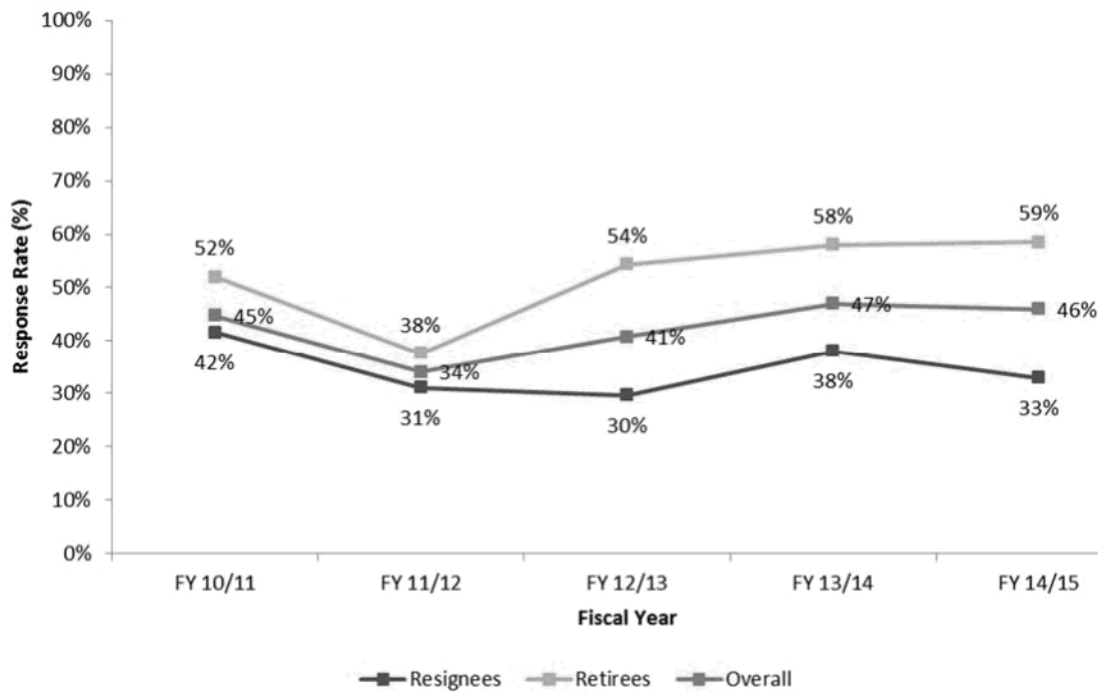
Improving our competitiveness depends, in part, on developing an awareness of the experiences of employees who have voluntarily left their positions in the BC Public Service. In April 2006, BC Stats, in consultation with the BC Public Service Agency, the Deputy Ministers' Council and Strategic Human Resources representatives, 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 FY 2014/15. 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 2014/15, BC Stats distributed the online *Exit Survey* to 1,794 in-scope² employees who voluntarily exited (retired or resigned) the BC Public Service between April 1, 2014 and March 31, 2015. The overall response rate was 46% and consistent with results from previous *Exit Survey* years, with fewer resigning employees (33% response rate) completing the survey than retiring employees (59% response rate).

FIGURE 2: YEAR-OVER-YEAR RESPONSE RATES



² See *Methodology and Tables* report for what scope entails.

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. The primary characteristics that contributed to the decision to leave their position were different for those who resigned and those who retired. While it is useful to compare and contrast the groups, the contributing reasons for resignees are most useful and ultimately make the best targets for retention actions.

Organizational processes, procedures, and/or systems were one of the top five reasons for leaving for both resignees and retirees. However, resignees were more likely to identify career advancement, job fit and salary, while retirees were more likely to identify senior leadership, supervisors and work arrangements or workload as reasons contributing to their leaving.³ As shown in Table 1, over a half of resigning employees indicated that a lack of career advancement opportunity or job fit contributed to their departure.

TABLE 1: RESIGNEES' TOP FIVE REASONS FOR LEAVING BASED ON RATINGS

Contributing Reasons	% Positive
Career advancement	55%
Job fit with my skills/interests	51%
Organizational processes, procedures, and/or systems	47%
Job fit with expectations	46%
Salary	40%

³ Ratings (% positive) are based on the percentage of respondents who indicated the reason contributed “A Lot” or “A Great Deal” to their decision to leave.

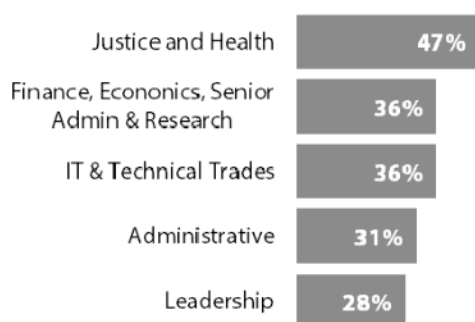
For retirees, senior leadership was the most influential reason for departure, with almost a third indicating that it was a factor in their decision to leave (see Table 2). Interestingly, resignees with three or more service years, were significantly more likely than those with two service years or fewer, to report senior leadership contributed to their decision to leave.⁴

TABLE 2: RETIREES' TOP FIVE REASONS FOR LEAVING BASED ON RATINGS

Contributing Reasons	% Positive
Senior leadership	31%
Organizational processes, procedures, and/or systems	29%
Work arrangements	24%
Immediate supervisor/manager	20%
Workload	19%

As noted above, demographic analysis found that not all employees responded the same way.⁵ For example, organizational processes, procedures, and/or systems was less likely to be identified by those in Leadership or Administrative positions when compared to those in other job classification groups (see Figure 3).

FIGURE 3: ORGANIZATIONAL PROCESSES, PROCEDURES AND/OR SYSTEMS IDENTIFIED AS REASON FOR LEAVING BY JOB CLASSIFICATION GROUP (PERCENT POSTIVE)

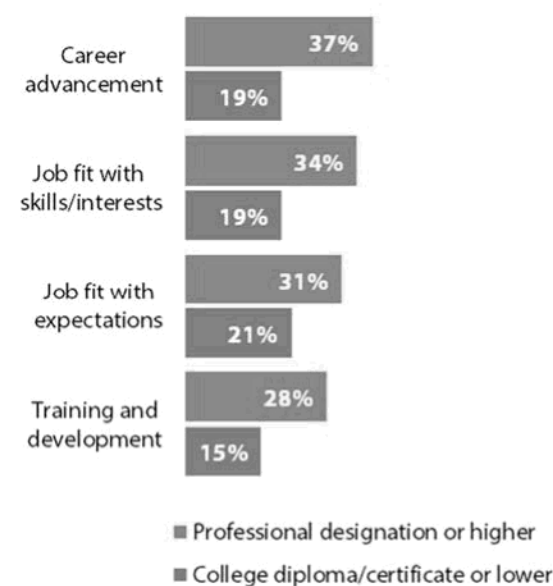


⁴ One-half of resignees with 10 or more service years and 42% of those with three to nine service years indicated senior leadership contributed to their decision to leave, compared to only 17% of those with two services years or less.

⁵ Only the strongest demographic trends are showcased in this report. Chi-square tests were used to assess differences in response distributions; differences over 15% that were statistically significant ($p < .05$) are highlighted in the report.

As shown in Figure 4, respondents with a professional designation or higher were more likely than those with a college diploma/certificate or lower to identify a variety of job characteristics such as career advancement, job fit, and training and development as reasons contributing to their decision to leave.

FIGURE 4: REASONS FOR LEAVING BY HIGHEST EDUCATION LEVEL



The most influential reasons for departure

When respondents were asked to identify the most influential reason for their departure from the BC Public Service, responses again differed for resignees and retirees.⁶ The most common responses from retirees by far was that they were retiring and looking forward to their new lifestyle (47%). Some retirees indicated they were also influenced to leave as a result of heavy workloads (8%) or health reasons (6%), while others just wanted a change (6%).

Resignees provided a much wider range of responses with the most commonly cited reasons for their departure being location (21%), a desire for a change or a new challenge (17%) and salary (15%). The following reasons were also cited by 10% of resignees: career development; career advancement; work environment; and workplace processes, procedures and systems.

⁶ A table summarizing the responses from each group can be found in the *BC Public Service Resignations and Retirements: Methodology and Tables*.

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 3, reveal that the majority (59%) of retiring employees had completed their careers, while 53% of resigning employees left because they found another employment opportunity.

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 3: CIRCUMSTANCES SURROUNDING DEPARTURE

Circumstance	All	Resigning	Retiring
Completed my career	38%	2%	59%
None of the above	25%	22%	27%
Found another employment opportunity	20%	53%	2%
Family circumstances	5%	9%	3%
Seeking another employment opportunity	5%	7%	4%
Health reasons	5%	4%	5%
Returning to school	1%	3%	0%
Total respondents	808	295	513

Forty percent of resigning respondents departing for another employment opportunity were leaving to go to the private sector,⁷ while 43% were leaving for another public sector opportunity, specifically:

- ▶ Federal government (12%);
- ▶ Crown corporations (10%);
- ▶ Municipal government (8%);
- ▶ Health authorities (6%); and
- ▶ School district, university or college (6%).

The remaining resignees found new employment in a non-profit or non-governmental organization (9%) or reported none of the above (8%).

Career advancement and salary top attractors of their new employment

The top factors that attracted resignees to their new positions were career advancement, salary and other characteristics about the job such as being a good fit with their skills and interests, the ability to make a difference and/or feeling valued and training (see Table 4).⁸

TABLE 4: FACTORS ATTRACTING RESIGNEES TO NEW EMPLOYMENT

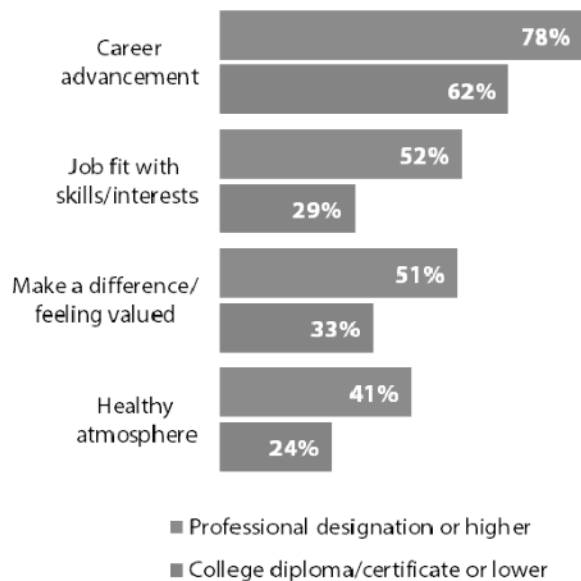
Attracting Factor	% Selected
Career advancement	74%
Salary	67%
Job fit with skills and/or interests	46%
Ability to make a difference/feeling valued	46%
Training	39%
Total respondents	156

⁷ 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.

⁸ See the companion *Exit Survey Methodology and Tables* report for the results for all attracting factors to new employment.

As illustrated below in Figure 5, resignees with a professional designation or higher were more likely than those with a college degree or lower to report the following factors attracted them to their new employment: career advancement, job fit with skills and interests, making a difference/feeling valued and a healthy atmosphere.

FIGURE 5: ATTRACTION TO NEW EMPLOYMENT BY HIGHEST EDUCATION LEVEL



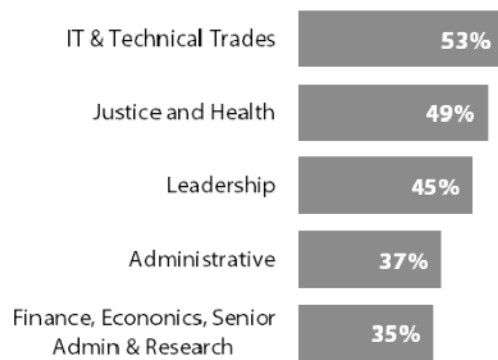
Considerable variation found in how long the decision to leave was considered

Over a half (55%) of the retiring employees considered their decision to leave for one year or more, while one quarter of resigning employees said the same. The greatest proportion (41%) of resigning employees considered departing for one to six months prior to giving notice. A noteworthy 21% of resigning employees, however, took less than one month to decide to leave their position.

The time employees considered leaving their position also varied by job classification group. Approximately a half of the employees in the Information Technology and Technical Trades or Justice and Health job classification groups considered leaving for more than a year, compared to only just over a third of those in the Administrative and Finance, Economics, Senior Administration and Research job classification groups (see Figure 6).

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

FIGURE 6: PERCENTAGE OF RESPONDENTS WHO CONSIDERED LEAVING FOR MORE THAN A YEAR BY JOB CLASSIFICATION GROUP



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, their organization and the BC Public Service. Other questions measured their willingness to recommend their organization and the BC Public Service as a great place to work. Key trends are profiled in this section.

Retirees more likely than resignees to express positive views of their work, organization and the BC Public Service

As shown in Table 5, fewer than a half of resignees agreed or strongly agreed that they were satisfied with their jobs and their work as a BC Public Service employee and would recommend the BC Public Service as a great place to work, while responses from retirees were similar to those reported in the *2013 BC Public Service Work Environment Survey (WES)*⁹ corporate results.¹⁰ Similarly, retirees were more likely to recommend their organization as a great place to work than resignees. However, only a third of retirees and resignees reported they agreed or strongly agreed they were satisfied with their organization which is much lower than the BC Public Service corporate trends.

TABLE 5: RESPONDENTS' VIEWS OF THEIR JOB, THEIR WORK AND THEIR ORGANIZATION (PERCENT POSITIVE)

	All	Resigning	Retiring	2013 WES Benchmark
Job satisfaction	58%	48%	63%	61%
BC Public Service satisfaction	54%	41%	62%	65%
BC Public Service a great place	54%	42%	60%	52%
Organization a great place	46%	37%	51%	--
Organization satisfaction	32%	29%	34%	50%

⁹ Exploring Employee Engagement in the BC Public Service (December 2013)

¹⁰ Statistically significant ($p < .05$) differences were found between resignees and retirees for all the questions in Table 5 with the exception of Organization satisfaction.

The most liked aspects of the BC Public Service were co-workers and job security and stability

What departing employees liked the most about the BC Public Service was the people they worked with, their job security and stability, and other specific characteristics about their individual jobs such as the job fit with their skills and interests 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 THE BC PUBLIC SERVICE¹¹

What I liked most about the BC Public Service:	Overall % Selected	% within category	Resignees % Selected	Retirees % Selected
The people I worked with	78%	---	70%*	81%
My job security and stability	58%	---	51%*	61%
Job characteristics (n=386)	47%	---	41%	51%
Job fit with skills and/or interests	39%	83%	32%*	43%
Making a difference and/or feeling valued	34%	72%	25%*	39%
Job autonomy and/or innovation	24%	52%	17%*	29%
Flexible work arrangements	23%	50%	21%*	25%
Physical environment & equipment	15%	32%	12%*	17%
Travel opportunities	10%	21%	8%	11%
Career and professional development opportunities (n=244)	30%	---	24%	33%
Variety of employment opportunities (e.g., transferring across/within organizations)	21%	69%	15%*	24%
Training	19%	63%	16%	20%
Career advancement	15%	51%	10%*	18%
Compensation (n=251)	31%	---	26%*	33%
Benefits	28%	86%	19%*	33%
Salary	26%	83%	23%	29%
Union membership	10%	36%	8%	12%

¹¹ The overall percentages are based on the total population of 819 respondents. The percentages selected within each category are based on the numbers indicated next to the main category title. Significant differences between resignee and retiree results (based on Chi-Square tests, $p < .05$) are denoted by an asterisk symbol “*”.

What I liked most about the BC Public Service:	Overall % Selected	% within category	Resignees % Selected	Retirees % Selected
Organizational qualities (n=138)	17%	---	17%	17%
Organizational mandate	11%	67%	11%	12%
Healthy atmosphere (e.g., trust, mutual respect)	11%	65%	10%	12%
Supervisory management and leadership	10%	57%	8%	10%
Work processes, procedures and/or systems	8%	50%	8%	9%

Resignees were less likely than retirees to select each of the job and organizational characteristics listed, which is consistent with their overall lower job and organization satisfaction compared to retirees. However, overall the top three most liked items were the same for both groups.

As shown in Table 7, the proportion of respondents who liked specific characteristics the most differed by job classification group.¹²

TABLE 7: WHAT RESPONDENTS LIKED MOST ABOUT THE BC PUBLIC SERVICE BY JOB CLASSIFICATION GROUP

What I liked most about the BC Public Service:	Admin	Finance, Economics Sr Admin & Research	IT & Technical Trades	Justice and Health	Leadership
The people I worked with	72%	75%	79%	77%	88%
Job autonomy and/or innovation	14%	28%	22%	26%	32%
Career advancement	12%	13%	17%	10%	25%
Organizational mandate	8%	10%	9%	9%	21%

Just over half (53%) of resigning employees indicated that something could definitely or probably have prevented them from leaving their position; while only 27% reported that probably or definitely not anything could have prevented their departure. In comparison, only just over a third of retirees (36%) believed something could have prevented them from leaving, while 39% indicated that it probably or definitely was not preventable.

Over half of resigning employees indicated that their departure was preventable.

¹² Leadership includes the Applied Leadership, Business Leadership and Strategic Leadership bands.

Employees who believed their departure was preventable were significantly more likely than those who did not, to report the following reasons as contributing to their departure:¹³

- ▶ Senior leadership;
- ▶ Work processes, procedures and/or systems;
- ▶ Immediate supervisor/manager;
- ▶ Career advancement;
- ▶ Work arrangements; and
- ▶ Job fit with expectations.

Employee feedback on what could have prevented their departure

Respondents were provided with the opportunity to describe what could have prevented them from leaving their position in the BC Public Service, and 318 respondents (n = 169 retirees, n = 149 resignees) contributed feedback. Their responses were classified according to the following six themes: human resources, job fit/career advancement, work environment, supervisor/manager, senior leadership, and issues within their organization. Results are detailed below in Table 8.¹⁴

Open-ended comments generally expressed concerns regarding and a lack of flexibility in working arrangements and issues with salaries.

TABLE 8: SUGGESTIONS FOR WHAT WOULD HAVE PREVENTED EMPLOYEES FROM LEAVING

Theme	All	Resigning	Retiring
Human Resources	51%	57%	45%
Job Fit/Career Advancement	26%	32%	21%
Work Environment	22%	19%	24%
Supervisor/Manager	19%	23%	16%
Senior Leadership	12%	11%	14%
Organizational Issues	7%	5%	8%

¹³ Statistically significant differences were found between those who reported that there was “Definitely” or “Probably” something that could have prevented them for leaving and those who reported “Maybe/maybe not”, “Probably not” or “Definitely not” (based on Chi-Square tests, *p* <.05 for differences greater than 15 percentages points).

¹⁴ See the *Exit Survey Methodology and Tables* report for a full breakdown of response frequencies by category and sub-category.

Just over half of respondents indicated that changes to human resources issues, such as **more flexible work arrangements** or an **increased salary**, could have prevented them from leaving.

- *“Flexible working condition for managers. The ability to work mobile in another province and/or out [of] town.” – Resignee*
- *“A more flexible working arrangement such as a reduced work week. The BC Public Service should contemplate such a concept in order to stop the departure of a vast amount of experience and knowledge that is occurring as my age cohort retires. There is no one in the organization that can fill the roles that the retirees performed and there is next to none in the way of successional training. One giant loss to the organization that could easily be mitigated by a flexible work schedule.” – Retiree*
- *“Higher salary commensurate with the greater role I was assigned in mid-2013 and that would be fair in relation to others in similar positions in government.” – Retiree*
- *“Retention efforts such as lateral transfer support or increased salary, annual travel benefits and housing allowance for remote rural posting challenges.” – Resignee*

Just over a quarter of respondents reported a **better job fit** or **career advancement opportunities** could have prevented their departure.

- *“If there had been any consideration to place me in a position for which I was suited, and deserved, due to my commitment and dedication in my former position, I would have definitely worked for a longer period of time.” – Retiree*
- *“Opportunity to lead my work unit and work that would allow me to use my full range of skills and experience.” – Resignee*
- *“Wider range of experience that was promised. As a [position] I did not feel that I was exposed to the range of experience that was promised.” – Resignee*
- *“Not giving me so many tasks that were not within my job description and for what I was not suited for.” – Retiree*
- *“Placing greater value on the skills and loyalty of the more senior employees. I left at a mid-career level mostly because I felt my advancement in the organization was stalled. I was disappointed to see and hear that employees with 20 plus years of experience would be passed over on career advancement in favor of employees that have been with the organization for 2-3 years.” – Resignee*

Work environment issues, especially the **lack of feeling valued**, was the third most commonly cited theme by respondents when asked what could have prevented them from leaving.

- *“If the feedback I received after giving my notice was given to me before then I would have known I was being considered for future leadership roles. Having never had an evaluation in the [several] years here I had no idea I was so respected.” – Resignee*
- *“To be told that I am doing a good job and that I am appreciated. Also that I would receive help to advance into the positions I wanted to work towards.” – Resignee*

Many resigning employees reported that **issues with their direct supervisor or manager** contributed to their decision to leave and suggested they may have stayed had they felt more involved and supported:

- *“Better management from my direct supervisor. Being incorporated into the team more often. Being given the opportunity to be creative with my work and find more efficient ways of doing things.” – Resignee*
- *“A more effective and responsive supervisor and management team who cared more about providing me a challenging work environment and opportunities to grow and develop.” – Resignee*

Many retirees indicated a **better management of workload** and **staffing practices** could have prevented them from leaving:

- *“If our organization could have been provided with more money to hire staff in strategic positions so that we could continue to provide excellent public service without burning out.” – Retiree*
- *“A clear commitment by the ministry executive to realistically address staffing, recruitment and compensation problems the organization faces in hiring professional staff.” – Retiree*

These comments from departing employees suggest a wide variety of retention strategies could prevent future employees from leaving such as providing more flexible work options, greater support in finding career advancement opportunities that suit their skills and interests, and better recognition of employees' contributions to the workplace.

8. Priorities for action

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 internal capacity and achieve this vision, it is critical that efforts attend to the factors influencing employees’ decision to leave government. Since FY 2009/10, career advancement has been the top reason for employees to resign and it has also been the top attraction to new employment outside the BC Public Service. Many resigning employees lacked a clear career path within the BC Public Service and suggested more access to, and support for, advancement opportunities could have prevented them from leaving. Given the relatively low response rate for resignees, caution is advised in the generalization of trends to the entire population who resigned from their position in FY 2014/15.

Since FY 2009/10, career completion is the top reason for employees to retire; however, there is a substantial number who leave sooner because of challenges in their work environments. Given that just over half of resignees and just over a third of retirees stated that their departure was preventable, there is great opportunity for the BC Public Service to retain more employees.



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: BCStats.SurveyMail4@gov.bc.ca.