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Investigating the Nature of Diverse
Work Environments: Do differences exist
between specific demographic groups?

WORK ENVIRONMENT SURVEY 2010

October 2010

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CONTACT INFORMATION

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EXECUTIVE SUMMARY

Diversity is a critical component in the development of a welcoming and inclusive workplace. Beyond providing a positive working environment for all employees, an environment that embraces and encourages diversity can support the development of engaged employees and high performing organizations. To better explore this relationship within the context of the *BC Public Service Work Environment Survey* (WES), four demographic survey questions were identified for further analysis. Specifically, the demographic questions asked respondents to self identify their gender, whether or not they were an Aboriginal person, whether or not they were a member of a visible minority group, and whether or not they considered themselves to be a person with a disability.

Based on the preliminary findings outlined below, the results showed that employee perceptions of their work environment, as seen through the lens of the engagement model drivers and the overall engagement score, significantly differ between some demographic groups. Whether or not this significant difference in employee perceptions translates to the presence of real diversity issues in the workplace requires further investigation and correlation with other data sources. It is possible that the observed differences in perceptions could also be due to differing cultural norms or other intrinsic factors within specific demographic groupings. In order to determine whether or not these differences are due to actual inequities in the workplace, it would be beneficial to have discussions with various stakeholders, diversity experts and human resource professionals.

The differences in scores found in the engagement, model driver and non-model questions between demographic groups, however, provide an excellent starting point in conducting further investigations linked to diversity. Specifically, looking at the engagement score comparison between the various demographic groupings, results showed that:

- *At the BC Public Service level, males were found to be less engaged than females. People with disabilities were also less engaged than people without disabilities.* Employee engagement mean scores for males were found to be significantly lower than the engagement mean scores for females. People who self-identified as having disabilities also had significantly lower engagement mean scores compared to those who self-reported as having no disabilities. In contrast, no significant differences in engagement mean scores were seen for both the Aboriginal and visible minority demographic groups.

- *Each level in the organizational structure, as well as physical location, present a unique slice of the picture in terms of the type of work environment that the employees are experiencing, which in turn impact each demographic group differently.* Sector, organization and work unit level work environments influence the engagement and driver scores of some demographic groups. Male respondents were found to have significantly lower engagement scores than female respondents in the Economy, Justice, Natural Resources and Social Service sectors. When investigating differences in gender, these four sectors would be a good starting point. For the visible minority demographic however, only one sector (Justice) showed a significant difference in engagement scores between its sub-groups. This was mainly due to the large gap in engagement scores between the visible minority/not a visible minority demographic group found within the Public Safety & Solicitor General (PSSG) organization. Further investigation on the issues of employees who are

members of a visible minority group in the PSSG organization is recommended. Also, within the Southern Interior region, male respondents and respondents who identified as a member of a visible minority group were found to be less engaged than their counterparts. This trend was not seen on the Aboriginal demographic however where respondents who identified as Aboriginals indicated similar engagement scores as those who identified as non-Aboriginals. This may suggest that some factors present in the Southern Interior region are negatively impacting the perceptions of respondents who identified as either male or a member of a visible minority group; however, these factors do not necessarily have a similar effect on the Aboriginal respondents.

- ***The combination of being a member of a visible minority group and having a disability poses a unique experience in the work environment that may require particular consideration.*** Although most demographic combined sub-groups mirror the overall BC Public Service trend over time, other combined sub-groups such as female and male respondents who are members of a visible minority group and are disabled, showed distinct and different trends. Female respondents who are members of a visible minority group and have a disability have the lowest engagement scores year-over-year as compared to other combined female demographic sub-groups (e.g., female respondents who are members of a visible minority group with no disability). They also showed the biggest drop in engagement scores compared to the other combined sub-groups in 2010. Male respondents who are members of a visible minority group and have a disability also showed the lowest engagement scores compared to the other male combined sub-groups (e.g., males who are not members of a visible minority group and have a disability) and showed the opposite trend in 2010 as compared to its counterparts. These results suggest that the combination of being a member of a visible minority group and having disabilities could present an experience of the work environment that is different from the rest of the other combined sub-groups. Particular consideration to the uniqueness of this group may need to be taken into account when considering improvements to perceptions of the workplace.

The engagement scores provide a clear indication of the differences in job satisfaction, organization satisfaction and commitment to the BC Public Service between employees belonging to different demographic groups. In addition, the engagement model drivers (e.g., Respectful Environment, Recognition etc.) as well as the non-model questions in the survey also provide excellent insights on the perceptions of respondents on other aspects of the workplace as well as specific areas where issues related to diversity might exist. Analysis on the engagement model drivers showed that:

- ***Among the 12 engagement drivers and the three engagement characteristics, the Staffing Practices, Recognition, Pay & Benefits, Respectful Environment, Professional Development and Supervisory-level Management drivers are the top areas of focus common to at least two of the four demographic groups.*** The largest gaps in driver mean scores between demographic sub-groups were seen on these six engagement model drivers. For example, Aboriginals, people who are members of a visible minority group and people with disabilities gave lower scores than their counterparts on both the Staffing and Recognition drivers. Respondents who identified themselves as either Aboriginal or a member of a visible minority group scored lower than their counterparts on the Respectful Environment driver. These drivers and the questions that compose them

point to areas of particular focus when it comes to promoting an engaging and inclusive workplace for these specific demographic groups.

- ***Additional significant gaps seen in all demographic groups on the non-model questions involving innovation being valued and encouraged, the physical security of the workplace and managers/supervisors maintaining high standards of honesty and integrity may also indicate the presence of areas requiring particular attention related to diversity in the workplace.*** Male respondents, people who identified as Aboriginals, members of a visible minority group and persons with a disability all showed significantly lower scores than their counterparts on two questions involving innovation being valued and encouraged. This may suggest the presence of perceived inequity in these groups in terms of their ideas being valued or heard within their workplace. Also, while for most questions male respondents tend to score lower than female respondents, for the physical security and "the person I report to maintains high standards of honesty and integrity" non-model questions, female respondents significantly scored lower than their male counterparts. Aboriginals, members of a visible minority group and persons with a disability also scored lower than their counterparts on these two non-model questions. These findings may suggest areas where these diversity groups may be particularly sensitive and would require further investigation.

The relationship between a work unit's demographic composition and the perceptions of respondents within the work unit was also explored. Mean scores for each of the model drivers were correlated with the proportion of similar demographic sub-groups present in a respondent's work unit. Two findings were found to be significant.

- Male respondents who were in work units with low proportions of males tended to score higher on some drivers (e.g. Pay & Benefits, Physical Environment & Tools, Staffing Practices, Respectful Environment) than males who were in work units with higher proportions of males.

- Respondents who identified as having a disability scored higher on 12 out of 15 model drivers/characteristics (e.g., Empowerment, Respectful Environment) when the work units they belong to have a higher proportion of employees who have disabilities as well.

Possible areas of focus in relation to retention strategies for members of specific diverse groups were investigated by comparing the engagement and model driver scores between demographic groups who have left their organizations against those who remained. Both internal migration[1] and BC Public Service exits were studied. Results show that:

- ***In terms of retention strategies, considerations on the demographic grouping provide additional insights on specific key model drivers and consequently workplace factors that may be more relevant for the specific employee groups that are being investigated.*** While movement across ministries tend to have a positive influence on employee engagement and its drivers, its impact was found to be greater for males than for females. This could suggest the presence of other related factors that could be further considered (i.e., the type of internal transfer available to each gender sub-group – internal transfer opportunities available for males

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[1] Internal migration refers to movement into other organizations within the BC Public Service.

may be of higher quality than those for females for example). Furthermore, differences in model driver mean scores between exiting employees and non-exiting employees with respect to gender and Aboriginal demographic groups, suggest that retention strategies may need to be catered to the specific gaps found within each demographic. For example, in addition to Job Satisfaction, Organization Satisfaction and BC Public Service Commitment, females who exited showed significantly lower scores than females who did not exit the BC Public Service on the Empowerment, Staffing Practices, Respectful Environment and Supervisory level drivers. On the other hand, Aboriginals who have exited showed significantly lower scores than Aboriginals who did not exit the BCPS on the Teamwork, Respectful Environment, and Professional Development drivers. These drivers could indicate areas where issues may exist and which may have significant impact on the retention of employees belonging to these demographic groups.

While the results from the analysis of engagement, model drivers and non-model survey questions point to areas where further investigation and validation are needed to confirm that the gaps seen are mainly due to the presence of inequity or issues relating to diversity in the workplace, results from the verbatim comments analysis done on the responses to the open-ended question in the work environment survey however, indicate that there are diversity issues currently present in pockets of the BC Public Service Organization.

- *Survey comments indicate that employees from all demographic groups have similar concerns regarding their work environment. However, respondents who identified as either Aboriginal, a member of a visible minority group, or a person with a disability, had unique challenges regarding the Professional Environment[2] of their workplace.* At a high level, comment analysis indicated that the concerns of all respondents, regardless of their demographic membership, were largely similar. Not only were the topics of concern comparable for each demographic group, but the ranking of comment themes was also consistent across groups. Issues specific to respondents who identified as either Aboriginal, a member of a visible minority group, or a person with a disability, suggest that discrimination, harassment and inequalities are an ongoing problem in some work environments.

- *It is recommended that discussions on diversity be conducted with sensitivity towards employee confidentiality.* As the data indicates, employees who have responded to the core WES 2010 questions and have chosen the "Refused" response on any or all of the four demographic questions tend to be less engaged than those who have indicated their demographic group. It is possible that due to the sensitive nature of the demographic questions, respondents with lower engagement may have reservations around the confidentiality of their responses.

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[2] Professional Environment is a major theme code given to verbatim comments about treating employees and colleagues better, caring about employees and colleagues, respecting long-term employees, addressing issues of discrimination and harassment, improving morale and workplace culture, valuing diversity and other comments related to having a professional environment in general.

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1. Introduction

Workplace diversity is a critical component in the development of a welcoming and inclusive work environment. For certain work units, the diversity of a workplace can have a measureable relationship with how employees perceive the various characteristics and elements of their work environment. More specifically, the diversity of a workplace can directly influence, and be influenced by the engagement level of employees. The nature of this relationship however, varies from employee to employee, and depends in part on the unique demographic characteristics of individuals and groups throughout the work place. To better understand the nature of this relationship, the perceptions employees have regarding their work environment were explored within the context of the various demographic groupings found throughout the BC Public Service.

Responses collected from 21,421 BC Public Service employees during the 2010 fielding of the *BC Public Service Work Environment Survey* (WES), provided the underlying data upon which the workplace diversity analysis was developed. Results obtained from WES, in addition to data collected through the *BC Public Service Exit Survey*, allowed for a variety of analyses to be conducted on several demographic groups. Identification of these demographic groups was made possible through the addition of four questions in the 2010 iterations of WES. The demographic questions, all of which allowed for binary responses, were presented to respondents after they had completed the core set of WES questions. It should also be noted that the questionnaire allowed respondents to refuse to answer one or more of the demographic questions. The four demographic questions were as follows:

Please indicate your sex.

Do you identify yourself as an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuit?

Do you consider yourself to be a member of a visible minority group?

Do you consider yourself to be a person with a disability?

Depending on the responses to each of the demographic questions, it was possible to identify both broad groupings (e.g. female and male) within the sample, as well as more specific demographic groups (e.g. respondents who identified themselves as female as well as a member of a visible minority group). However, perhaps due to the sensitive nature of the demographic questions, a portion of the overall sample who answered the core WES questions opted not to answer one or more of the demographic questions. For this reason, results of the workplace analysis should be viewed as offering a comprehensive, but not exact representation of views of the 21,421 respondents who completed the 2010 WES.

Due to the presence of cultural differences between demographic groups, it should be noted that the resulting conclusions found within this report have been intentionally

constrained in scope. In the event that differing WES results were identified between two demographic groups, it becomes difficult to discern whether the discrepancy was due to actual differences in the work environment, perceived differences in the work environment, a reflection of differing cultural norms (i.e. certain demographic groups provide more positive survey response than other groups), or a combination of all three factors. As a result, the findings presented below should be viewed as primarily offering a description of demographic trends throughout the work environment, rather identifying the specific causes of those trends. More specifically, the report identifies areas where additional focus may be required, and where further investigation would help clarify if a diversity strategy is needed, and if so, how the strategy could be defined.

The analysis was guided by the following four primary research questions, each of which was comprised of one or more secondary questions:

1. How engaged are the groups identified by each of the demographic questions?

2. How do work environment experiences differ between demographic groups

3. Do specific demographic groups face greater retention issues?

4. Is there a relationship between the demographic composition of a work unit and the perceptions of employees within the unit?

2. Key Findings

2.1 Engagement: How engaged are the groups identified by each of the demographic questions (gender, visible minority, aboriginal and person with disability)?

Employee responses to four questions in the *BC Public Service Work Environment Survey (WES) 2010* covering the areas of job satisfaction, organization satisfaction and commitment to the BC Public Service provide the basis for measuring employee engagement. Based on the responses from 21,421 employees on the WES 2010 survey, the engagement mean score for the BC Public Service overall was 64 out of 100 points.

Engagement mean scores tend to vary depending on the groupings that are being assessed[3]. When engagement scores were investigated with respect to the four demographic questions in the survey, results revealed that for certain demographics, such as gender and disability, significant differences were present between some demographic sub-groups (Figure 1). Male respondents were found to have lower engagement scores than female respondents[4]. People who self identified as having disabilities also had significantly lower mean scores compared to those who self-reported as having no disabilities. In contrast, no significant differences in the mean scores were seen for either the Aboriginal or the visible minority sub-groups.

Figure 1: Engagement Scores for Respondents within each Demographic Group

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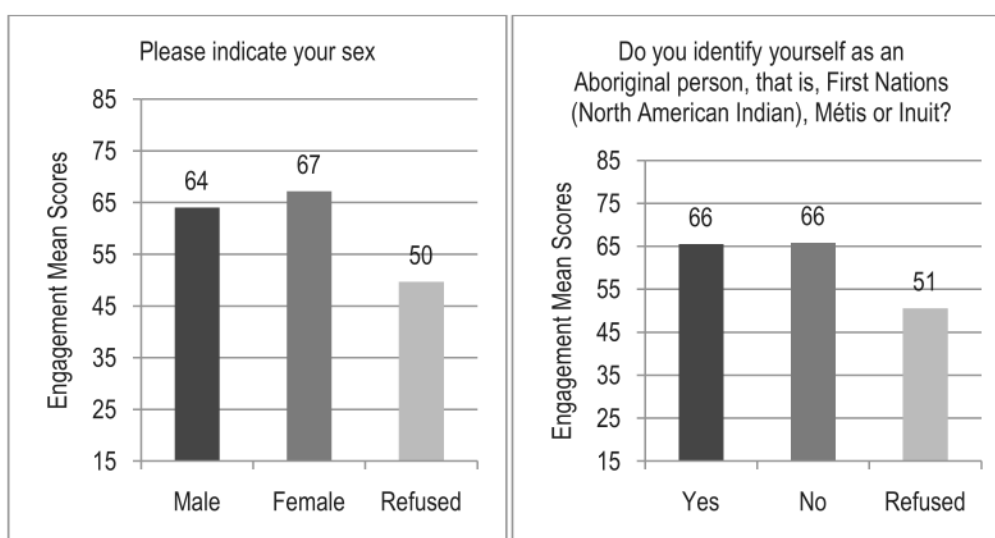
[3] Engagement mean scores are calculated by taking the average of the scores for the questions which compose the Job Satisfaction, Organization Satisfaction and BC Public Service Commitment drivers. In this report, they can also be referred to as engagement scores, mean scores or average engagement scores.

[4] For each demographic, independent sample t-test was used to compare the engagement mean scores of respondents in each response group. Significance was determined at the 0.01 level.

Figure 1 Continued: Engagement Scores for Respondents within each Demographic Group
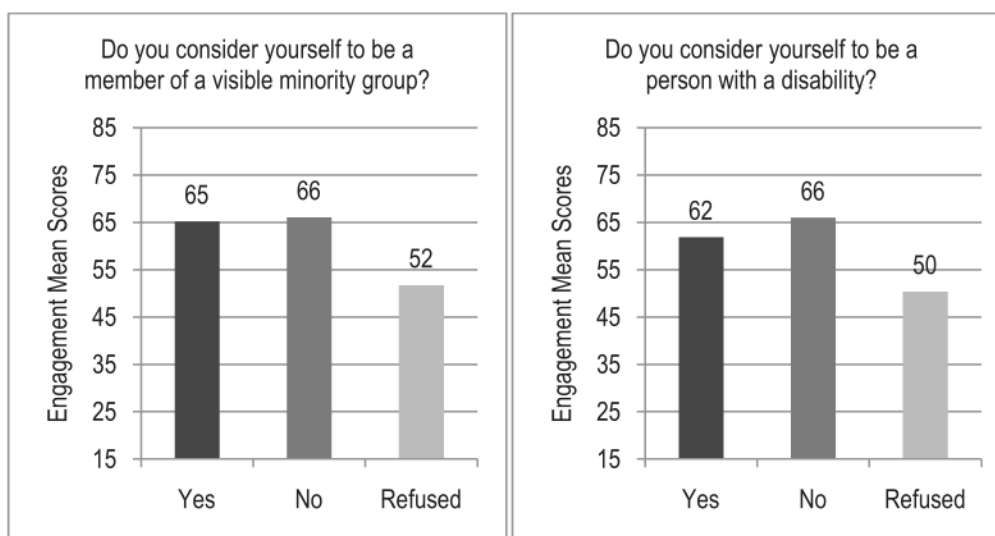
It is important to note that a considerable proportion of the WES 2010 respondents answered the core WES questions but answered "Refused" in any or all of the demographic questions that came in the later part of the survey questionnaire. Further details on the number of employees who chose the "Refused" response for any or all of the demographic questions can be found in Table 17 (Appendix B). As Figure 1 indicates, significant lower mean scores were found for this group of respondents. This suggests that the engagement scores calculated for each valid demographic group (i.e. male, female, Aboriginal, people with a disability) within each demographic most likely are higher than what they actually are (i.e., if the engagement scores of those who refused to indicate their demographic information were included, it would tend to lower the existing average scores in either of the demographic sub-groups).

Given that employees who answered "Refused" in the demographic questions have lower engagement scores than those who gave valid demographic responses, the degree of "Refused" response category can in itself be an indication of the respondents' sensitivity to issues surrounding the confidentiality of their WES responses.

2.1.1. Sector Group

During the analysis, a wide range of relationships were explored, focusing on the connection between an employee's level of engagement and their demographic characteristics. Additional consideration was given to several variables present in the CHIPS[5] database, including employee's age, geographic location, occupation, organization, service years, and union status. Out of these variables, only geographic groupings (by Public Service Agency region) and an organizational breakdown (aggregated by sector) yielded significant results. For this reason, the following discussion on engagement comparisons focuses exclusively on sector and region results.

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[5] BC Government Corporate Human Resources Information and Payroll System

Gender

Consistent with the BC Public Service wide results, the engagement score differences between female and male respondents extended to organization-level comparisons. However, an organization-level analysis within the context of WES was complicated due to the large number of in-scope organizations (N=27) within the BC Public Service. In order to obtain a more manageable number of organization-level groups, an eight sector breakdown of the BC Public Service was used (see Appendix B, Table 18 for sector structure) as a basis for comparison between female and male respondents.

For four of the eights sectors, significant differences were found between the engagement levels of male and female respondents[6]. A summary of the engagement scores for all of the eights sectors, split between male and female respondents, is provided in Figure 2. The four sectors with significant differences were Economy, Justice, Natural Resources and Social Services sectors; and in each case, female respondents were found to be more engaged than male respondents.

Figure 2: Sector-level Engagement Scores for Male and Female Respondents – Significant Differences in the Economy, Justice, Natural Resources and Social Services Sectors
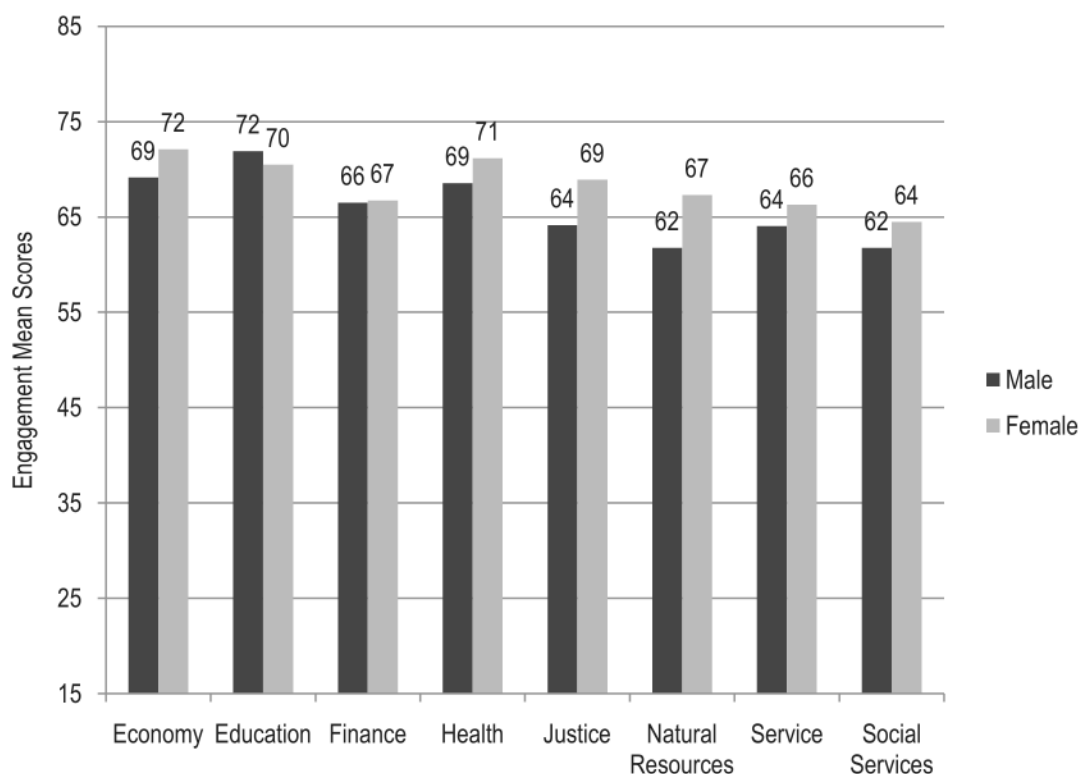
As each sector is an aggregate of two or more organizations, it is possible that the organizations within a sector may contribute differently to the sector's overall level of engagement. To better understand how the engagement of male and female respondents within an organization contributes to the engagement levels of a sector,

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[6]For each sector, an independent sample t-test was conducted between the mean scores for male and female respondents. Significance was determined at the 0.01 level.

Figures 3 through 6 provide a summary of the organization-level engagement scores within the Economy, Justice, Natural Resources and Social Services sectors.

Looking at the organizations within the Economy sector (see Figure 3), the largest difference between the level of engagement for male and female respondents was found within Tourism, Culture & the Arts, and Transportation & Infrastructure. In contrast, the level of engagement for female and male respondents was nearly the same within Small Business, Technology, & Economic Development. Running counter to the trend across most of the BC Public Service, male respondents provided a higher mean score than female respondents within Community & Rural Development. As Transportation & Infrastructure is the largest organization within the Economy sector, its influence on the sector's overall level of engagement is likely the strongest. Additionally, Transportation & Infrastructure was the only organization in the Economy sector where a significant difference was found to exist between the level of engagement for male and female respondents[7].

Within the Justice sector (see Figure 4), the differing engagement levels for male and female respondents were largely attributed to differences present in Attorney General and Public Safety & Solicitor General[8]. As male and female respondents have roughly equal levels of engagement within Labour, the organization's contribution to the score difference across the Justice sector was negligible.

Focusing on the Natural Resources sector (see Figure 5), only Agriculture & Lands and Forests & Range had differing engagement levels between their male and female respondents[9]. It should be noted though, that due to the large size of Forests & Range relative to the other organizations within the sector, differences in the engagement of male and female respondents within the Natural Resources sector was largely directed by engagement differences found within Forests & Range.

Finally, the Social Services sector presented a unique situation in that its two constituent organizations were not only both large, but presented differing engagement trends across the gender demographic. Due to the considerable difference between the engagement level of female and male respondents within Children & Family Development, the organization proved to have a greater impact on the Social Services sector's results than that of Housing & Social Development[10].

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[7] For each organization within the Economy sector, an independent sample t-test was conducted between the mean scores for male and female respondents. Significance was determined at the 0.01 level.

[8] For each organization within the Justice sector, an independent sample t-test was conducted between the mean scores for male and female respondents. Significance was determined at the 0.01 level.

[9] For each organization within the Natural Resources sector, an independent sample t-test was conducted between the mean scores for male and female respondents. Significance was determined at the 0.01 level.

[10] For both organizations within the Social Service, an independent sample t-test was conducted between the mean scores for male and female respondents. Significance was determined at the 0.01 level.

Figure 3: Within the Economy Sector, Only Transportation & Infrastructure had a Significant Engagement Score Difference between Male and Female Respondents

Figure 4: The Justice Sector Contained Two Organizations with Significant Engagement Score Differences between Male and Female Respondents: Attorney General and Public Safety & Solicitor General
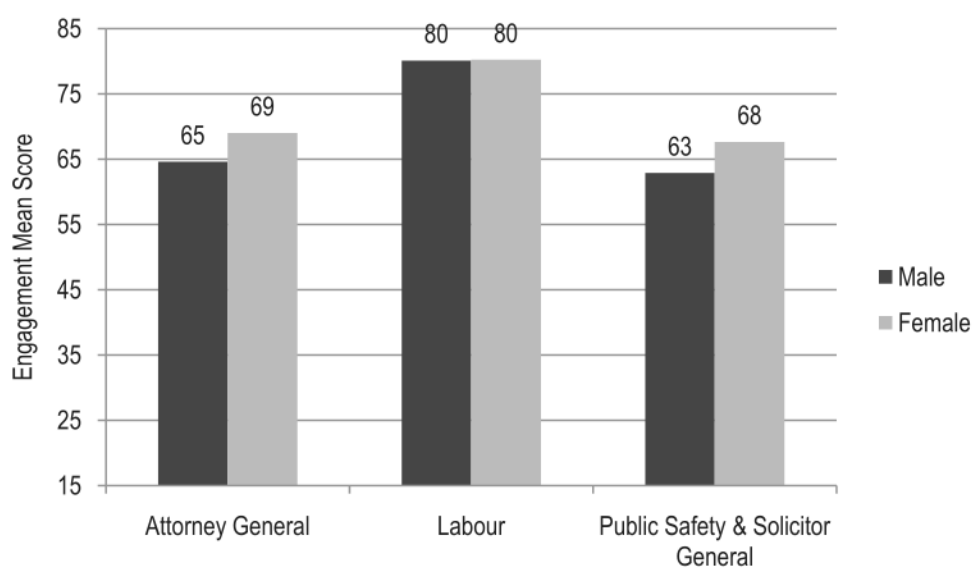
Figure 5: The Natural Resources Sector Contained Two Organizations with Significant Engagement Score Differences between Male and Female Respondents: Agriculture & Lands and Forests & Range
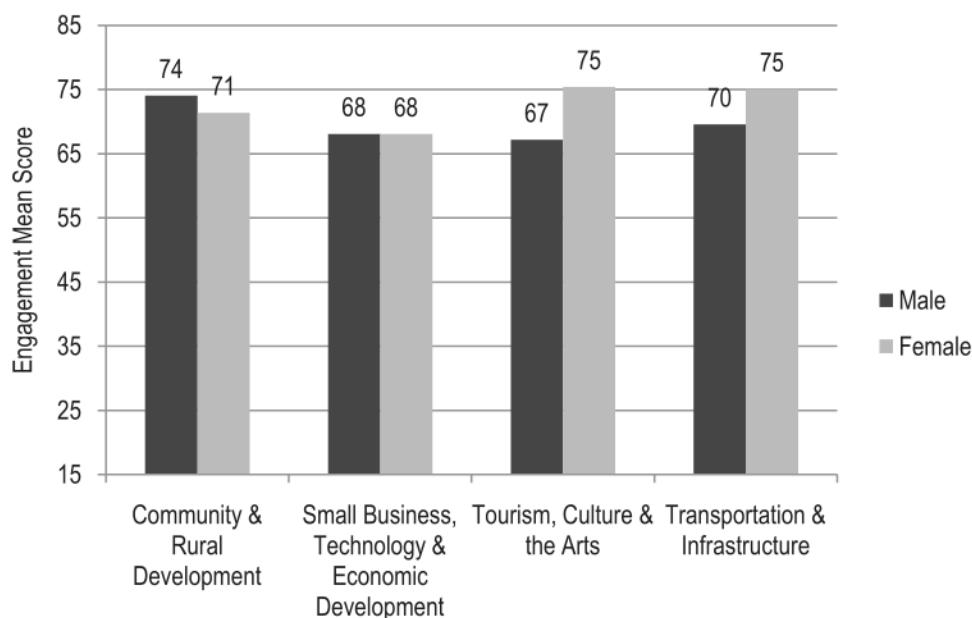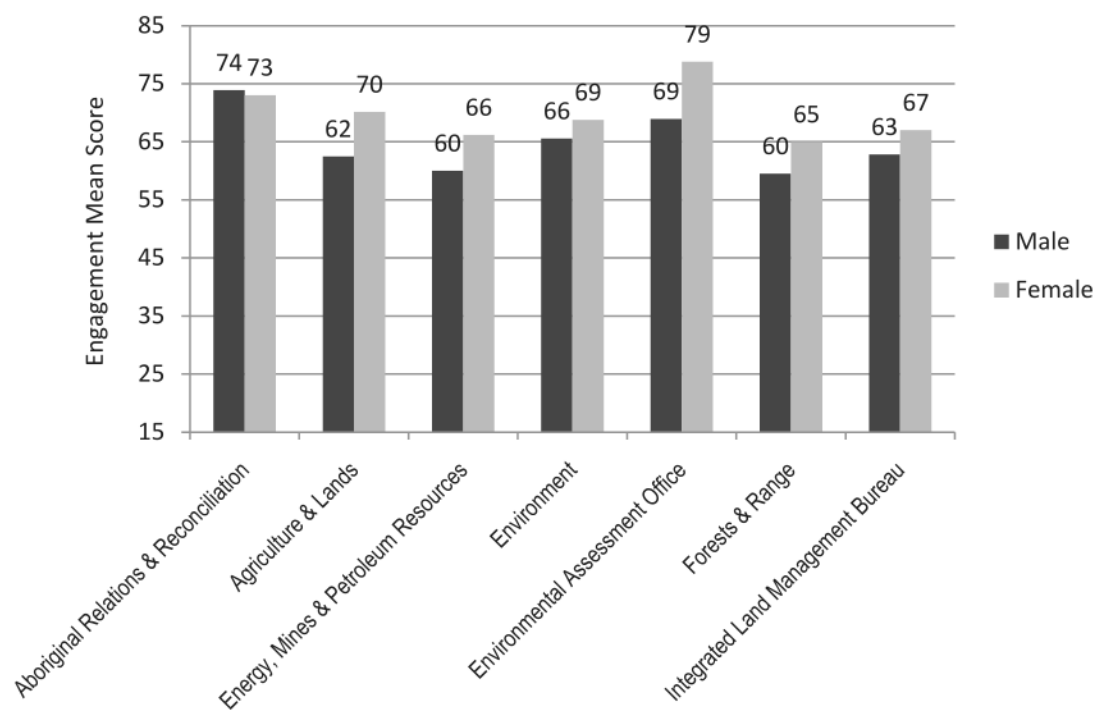

Figure 6: The Social Service Sector Contained only One Organization with a Significant Engagement Score Difference between Male and Female Respondents: Children & Family Development
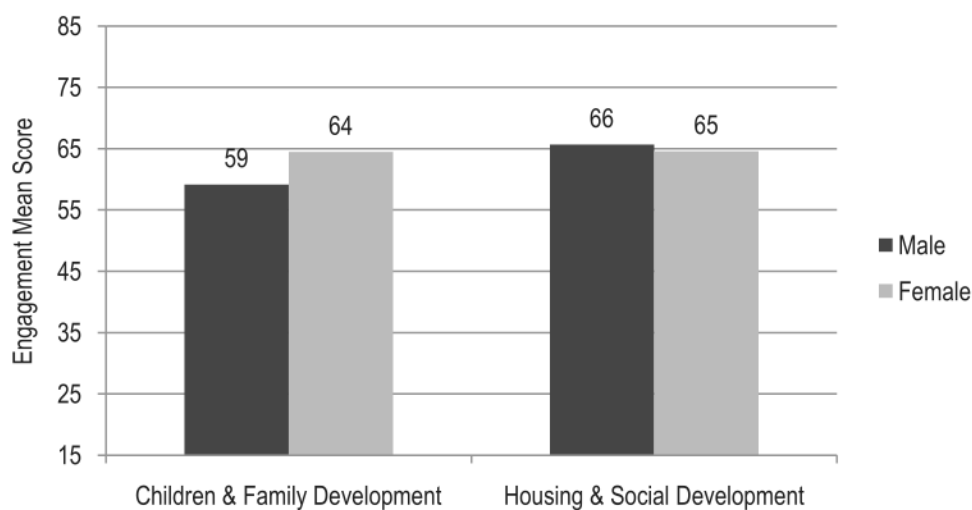
Visible Minority

Similar to the gender analysis of engagement scores, sector groupings revealed a difference between respondents who identified themselves as being a member of a visible minority group and those who did not[11]. Specifically, within the Justice sector, respondents who identified themselves as being a member of a visible minority group were, on average, less engaged than respondents who indicated they were not a member of a visible minority group. The Justice sector's discrepancy however proved to be an exception within the public service, rather than the norm, as the remaining seven sectors did not produce similar differences when crossed with the visible minority question. Figure 7 provides a summary of these sector level results.

Figure 7: Sector-level Engagement Scores by Visible Minority Status – Significant Differences in the Justice Sector
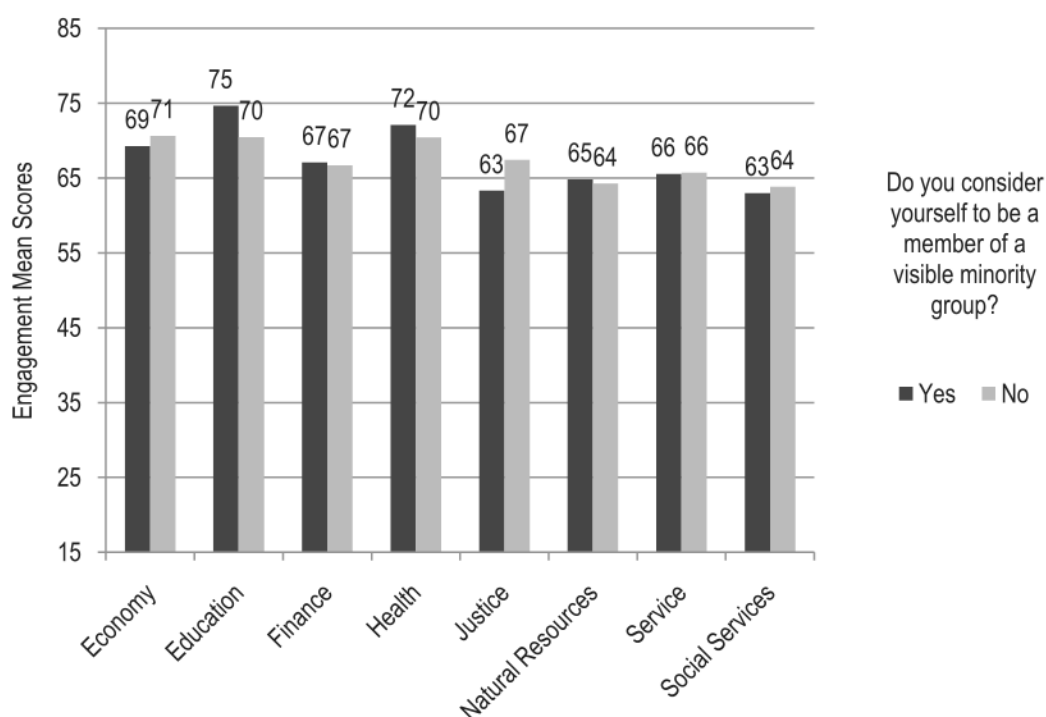
In order to develop a better understanding of what factors may have contributed to the differences within the Justice sector, an organization-level analysis was conducted on the three ministries within the sector. A comparison within each of the three organizations revealed that only Public Safety & Solicitor General offered a notable difference in engagement levels between respondents who identified themselves as a member of a visible minority group, and those who did not[12]. The implication is that the discrepancy present in the Justice sector's results was due in large part to the differing

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[11] For each sector, an independent sample t-test was conducted between the mean scores for respondents who identified themselves as being a member of a visible minority group, and those who didn't. Significance was determined at the 0.01 level.

[12] For each organization within the Justice sector, an independent sample t-test was conducted between the mean scores for respondents who identified themselves as a member of a visible minority group, and those who did not. Significance was determined at the 0.01 level.

engagement levels found within the Public Safety & Solicitor General. A summary of these results are depicted in Figure 8.

Figure 8: Justice Sector Organization Engagement Scores by Visible Minority Status – Significant Differences in Public Safety & Solicitor General
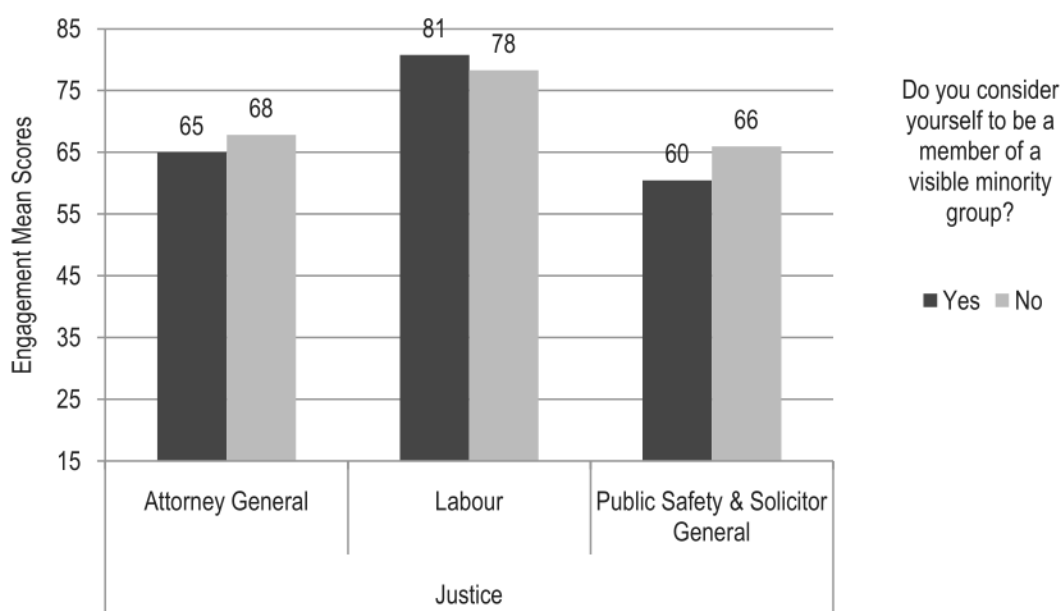
2.1.2. Region and City Group

Physical environmental factors can indirectly influence perceptions of employees on their work environment. Among the variables available for analysis, the region and city group variables were used to represent the employee's physical environment in a broad sense. Full analysis of variance was used to determine if both region and the demographic variables have a combined effect on the engagement score. Findings of significance could indicate the presence of possible issues on other factors associated with physical location.

Gender
Differences in engagement scores between males and females were largest in the Southern Interior and Northern British Columbia (BC) regions (Figure 9). In both these regions, male respondents have significantly lower engagement scores than female respondents as compared to the South Coast and Vancouver Island regions.

Figure 9: Engagement Score Comparison between Male and Female Respondents by Region: Male Respondents were Significantly Less Engaged then Female Respondents in both Northern BC and the Southern Interior
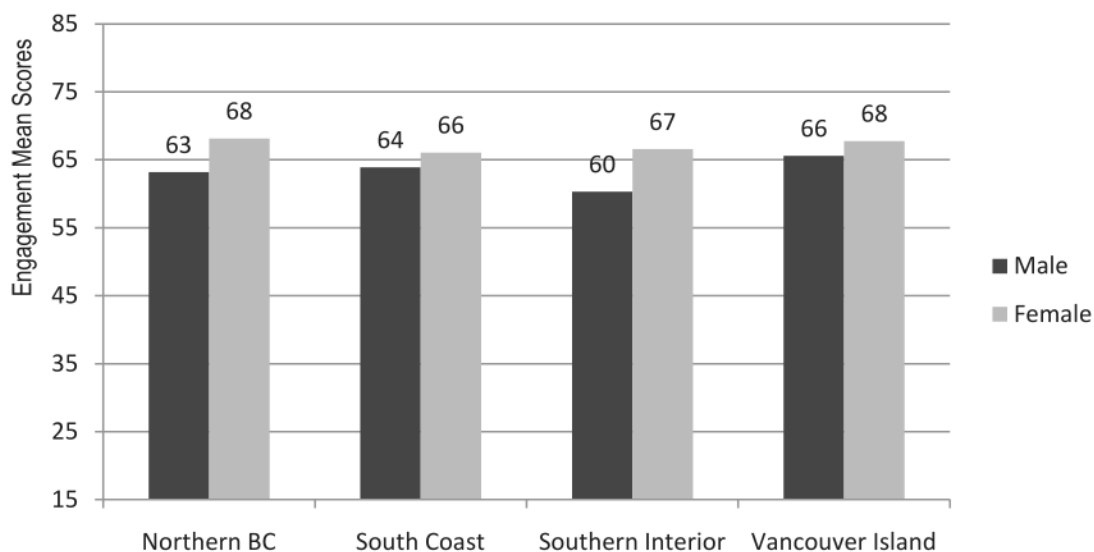
In addition, the Southern Interior region also had the lowest engagement score for male respondents among all four regions. Similar results were found when the city group variable was used. Both Vancouver and Victoria showed minimal engagement score differences between male and female respondents (2 average points) while the "Other" city group showed a 5 average point difference between the two gender groups (Figure 17 in the Appendix B).

To further understand possible factors in the Southern Interior and Northern BC regions that may have contributed to the gap between male and female respondents, engagement scores by gender and occupational groups were also investigated. The enforcements & corrections and science & technical officer occupations were found to be two of the top three occupations where male employees tend to have low engagement scores (Figure 10). Forty two percent of the employees who responded to the gender demographic question in the Northern BC and Southern Interior regions belong to these two job occupations. In comparison, both the South Coast and Vancouver Island regions have less than 15% of their population belonging to these two occupational groups. Furthermore, for both Northern BC and Southern Interior regions, greater than 75% of the enforcement & corrections and science & technical officer occupations were occupied by males. It is possible that the contributing factors for the low engagement scores for male respondents in these regions could be related to these two occupations and the organizations that these occupations belong to. While beyond the scope of this study, further investigation is needed to gain more insight on the factors that contributed to the gap seen between male and female respondents in these regions.

Figure 10: Engagement Score Comparison between Male and Female Respondents by Occupation Showing Lower Engagement Score for Male Respondents in the Enforcement & Corrections and Science & Technical Officer Occupations
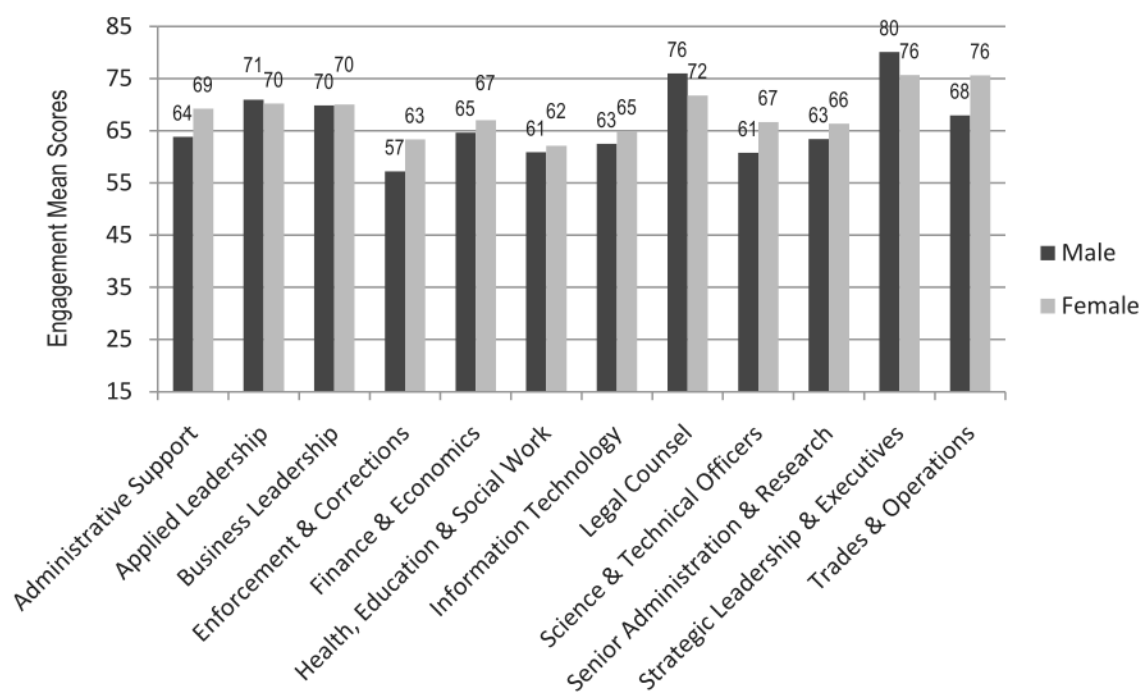
Visible Minority

The region variable was found to have an effect on the visible minority demographic. Employees in the Southern Interior region showed lower engagement scores compared to the Northern BC, South Coast and Vancouver Island regions (Figure 11). Furthermore, within the Southern Interior region, the engagement scores for people who identified as members of a visible minority group were significantly lower than those who were not members of a visible minority group. This resulted in the largest gap found between these two sub-groups among the four regions. As with the gender demographic, occupations within these regions were explored with respect to the visible minority demographic. The results showed that the top three occupations within the Southern Interior region with the lowest engagement scores for visible minorities were Enforcement & Corrections, Finance & Economics and Applied Leadership occupations.

Figure 11: Engagement Score Comparison by Region between those who identified as Visible Minority and those who did not identify as Visible Minority: Significant Differences Found within the Southern Interior
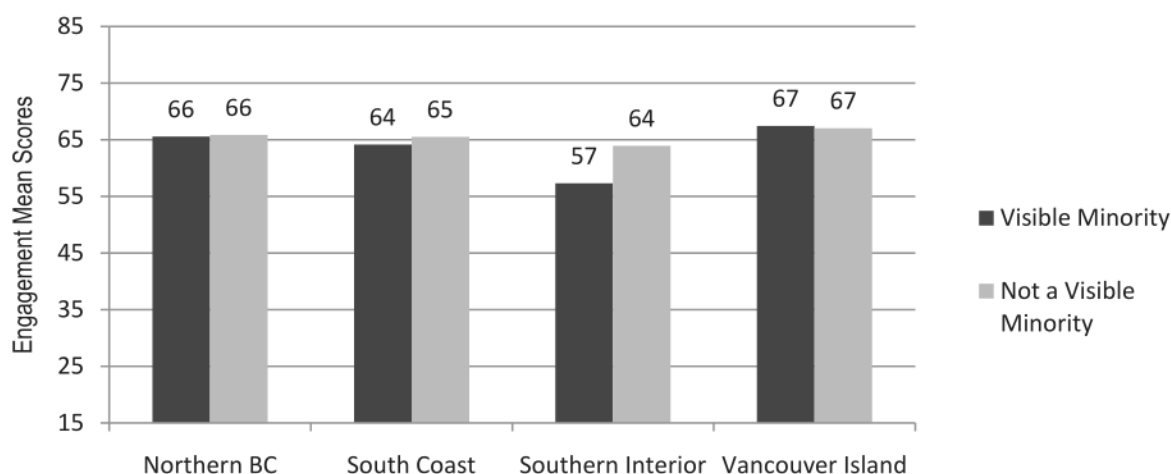
Aside from the large gap in mean scores seen in the Southern Interior region, the near absence of gaps between the engagement scores of people who identified as members of a visible minority group and those who did not identify themselves as members of a visible minority group in the Northern BC and Vancouver Island regions, is also notable (Figure 11). Moreover, plotting engagement scores by the visible minority demographic and city group showed that within Victoria, the engagement mean score of employees who identified as members of a visible minority group is higher than those who did not identify as members of a visible minority group (Figure 12). These results suggest that it is likely that some factors related to work location could have positive effects on the work environment perceptions for people who are members of a visible minority group.

Figure 12: When Compared Across City Group, Respondents Who Identified as a Member of a Visible Minority Group Had Slightly Higher Engagement Score than those Who Did Not Identify as Being a Member of a Visible Minority Group
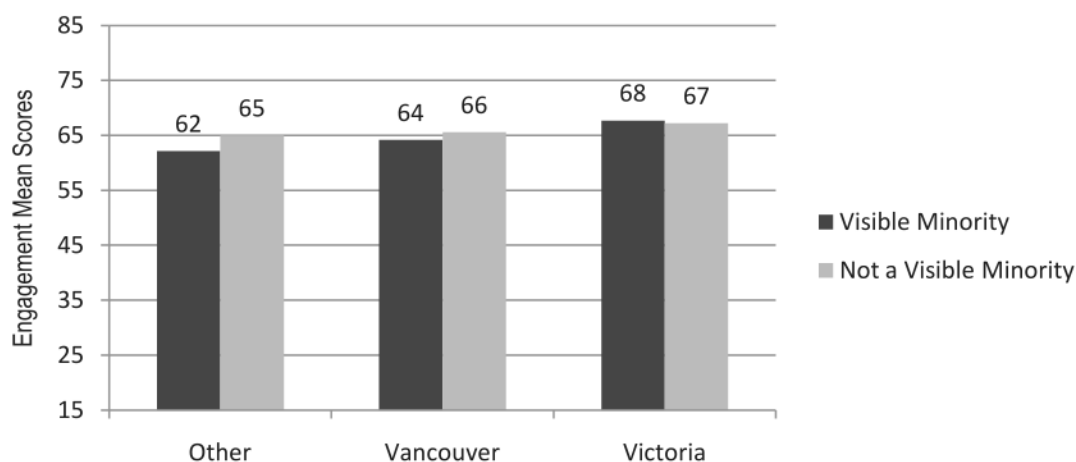
Aboriginal and Disability demographics

Unlike the gender and visible minority demographic, there were no significant differences in engagement scores seen in both aboriginal and disability demographics with respect to sector, region and city group variables. However the results for the aboriginal demographic present an interesting pattern that is unique to this demographic sub-group. Whereas both male respondents and respondents who identified themselves as members of a visible minority group have shown lower engagement scores than their counterparts in the Southern Interior region, the engagement scores between people who identified as Aboriginals and those who are non-Aboriginals were not significantly different for this region (Figure 13).

This result suggests that some factors present in the Southern Interior region may be negatively impacting the perceptions of respondents who identified as either male or a member of a visible minority group; however, these factors do not necessarily have a similar effect on the Aboriginal respondents.

Figure 13: Engagement Score Comparison by Region between the Aboriginal and Non-Aboriginal Groups: Significant Differences Found within the Southern Interior.
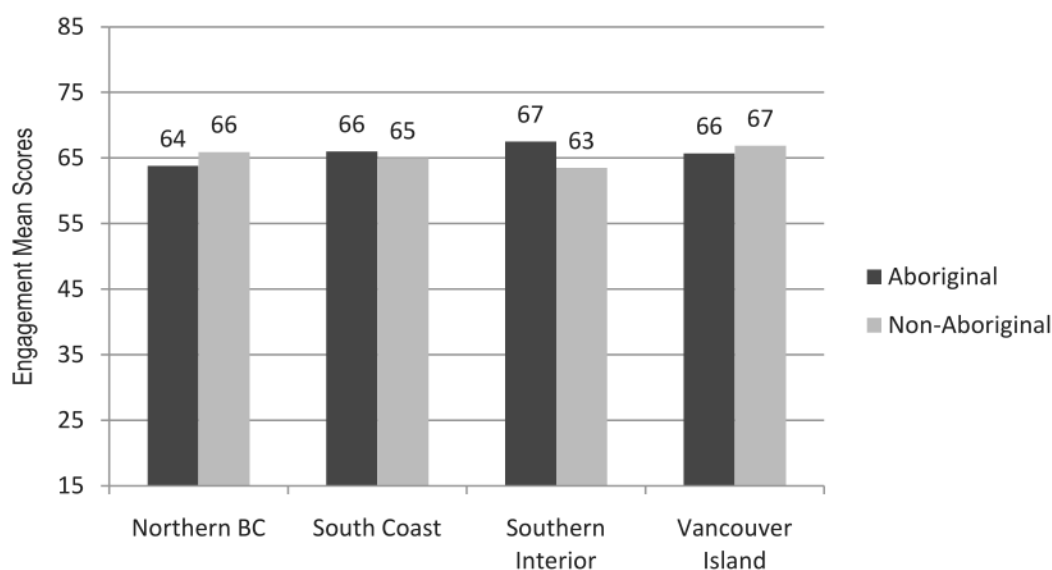
2.1.3. Year-Over-Year Comparisons

Main Demographic Groups

In terms of historical comparisons, the 2010 survey year was marked by a BC Public Service wide decrease in engagement relative to 2009 results. Whereas a continual improvement in engagement scores occurred from 2007 to 2009, this upward trend was halted in 2010 for both the overall survey population, as well as many of the demographic groups within the population. In terms of workplace diversity, a drop in the engagement scores of continuing responders between 2009 and 2010 was found for each of the four demographic questions of interest (gender, Aboriginal status, visible

minority status and disability status)[13]. A similar year-over-year decrease in engagement scores was also observed for those respondents who opted not to answer one or more of the four demographic questions.

As the engagement score differences between 2009 and 2010 were statistically significant for all demographic groups, it became difficult to distinguish which year-over-year change was the most meaningful. In an effort to obtain a clearer picture of which demographic groups had the greatest decrease in engagement between 2009 and 2010, attention was given to both the magnitude of the differences, as well as their corresponding effect sizes[14]. The following Table 1 provides a summary of the differences between the 2009 and 2010 survey years for each of the four demographic questions.

Table 1: Year-Over-Year Engagement Score Comparison – Respondents Who Refused to Answer One or More of the Demographic Questions Had the Greatest Decrease in Engagement between 2009 and 2010

Demographic Questions	Responses	Engagement Scores		Differences (2009 - 2010)	Effect Sizes
		2009	2010		
Please indicate your sex	Male	68.4	64.4	4.0	0.17
	Female	71.0	67.7	3.4	0.15
	Refused	59.9	49.6	10.3	0.41
Do you identify yourself as an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuit?	Yes	69.0	65.8	3.3	0.13
	No	70.0	66.3	3.7	0.16
	Refused	59.9	50.4	9.5	0.38
Do you consider yourself to be a member of a visible minority group?	Yes	68.3	65.5	2.8	0.12
	No	70.3	66.5	3.7	0.16
	Refused	60.9	51.6	9.3	0.37
Do you consider yourself to be a person with a disability?	Yes	64.5	62.0	2.5	0.10
	No	70.1	66.4	3.7	0.16
	Refused	60.1	50.2	9.9	0.40

As the effect size results indicate, the greatest drops in engagement scores were obtained for the continuing responders who refused to answer one or more of the demographic questions. In addition to having the largest year-over-year decreases in engagement, respondents who opted not to answer one or more of the demographic questions were unique in that their level of engagement was well below the overall engagement levels for both 2009 and 2010. While an analysis of the characteristics of this group goes beyond the scope of this report, one possible interpretation of these results is that a relationship may exist between an employees' engagement and their willingness to respond to certain survey questions. Perhaps due to the sensitive nature of the four demographic questions, respondents with lower engagement may have had

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[13] A repeated measures t-test was used for all 2009-2010 mean score comparisons. Significance was determined at the 0.01 level.

[14] Effect sizes are used to identify meaningful differences between mean scores, as well as directly compare differences across different groups. The effect size values were estimated with Cohen's d equation, using pooled standard deviations. Effect sizes less than 0.3 are usually considered to be small to trivial, whereas effect sizes 0.3 and greater are considered moderate to large.

reservations regarding the confidentiality and/or relevance of the demographic survey items.

Focusing on those respondents who did choose to answer one or more of the demographic questions, the largest year-over-year drop in engagement was associated with males. Conversely, the smallest decrease in engagement from 2009 to 2010 was obtained for respondents who identified themselves as a person with a disability.

Combined Demographic Sub-groups

While longitudinal comparisons of the four main demographic questions offer insight into important high-level trends, the combination of demographic sub-groups into more specific groupings can provide a more nuanced picture of change over time. All employees have a unique combination of demographic characteristics, and in many cases, these characteristics can have both subtle and considerable impacts on the employee's work environment experiences. By taking into consideration the intersection of these demographic groups, it is hoped that a closer representation of the employee experience can be obtained. With this in mind, responses taken from all four demographic questions were combined to create a total of 12 unique demographic sub-groups combinations[15]. The characteristics of each combined sub-group are presented in the Table 2.

Table 2: Combined Sub-Group Characteristics

Group	Please indicate your sex	Do you identify yourself as an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuit?	Do you consider yourself to be a member of a visible minority group?	Do you consider yourself to be a person with a disability?	Count of Respondents
1	Female	Yes	N/A*	No	122
2	Female	No	Yes	Yes	33
3	Female	No	Yes	No	391
4	Female	No	No	Yes	110
5	Female	No	No	No	3,844
6	Female	Yes	N/A*	Yes	-
7	Male	Yes	N/A*	No	70
8	Male	No	Yes	Yes	25
9	Male	No	Yes	No	324
10	Male	No	No	Yes	93
11	Male	No	No	No	2,804
12	Male	Yes	N/A*	Yes	-

*Respondents who identified themselves a being an Aboriginal person were not asked if they considered themselves to be a member of a visible minority group.

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[15] Only respondents who answered all of the demographic questions (i.e. did not refuse to answer any of the demographic questions) were assigned to one of the combined sub-groups.

For each of the 12 combined sub-groups, a cohort of continuing responders was identified across the past four survey years. Engagement scores were then calculated for 10 of the 12 combined sub-groups across all four survey years. The results were then broadly split into male and female sub-groups (see Figure 14 and Figure 15 respectively), and depicted by the colour coded line charts below[16].

Figure 14: Four Year Longitudinal Trends for Female Combined Sub-Groups – Respondents Who Identified as a Being Member of a Visible Minority Groups as Well as Having a Disability had the Largest Decrease in Engagement in 2010
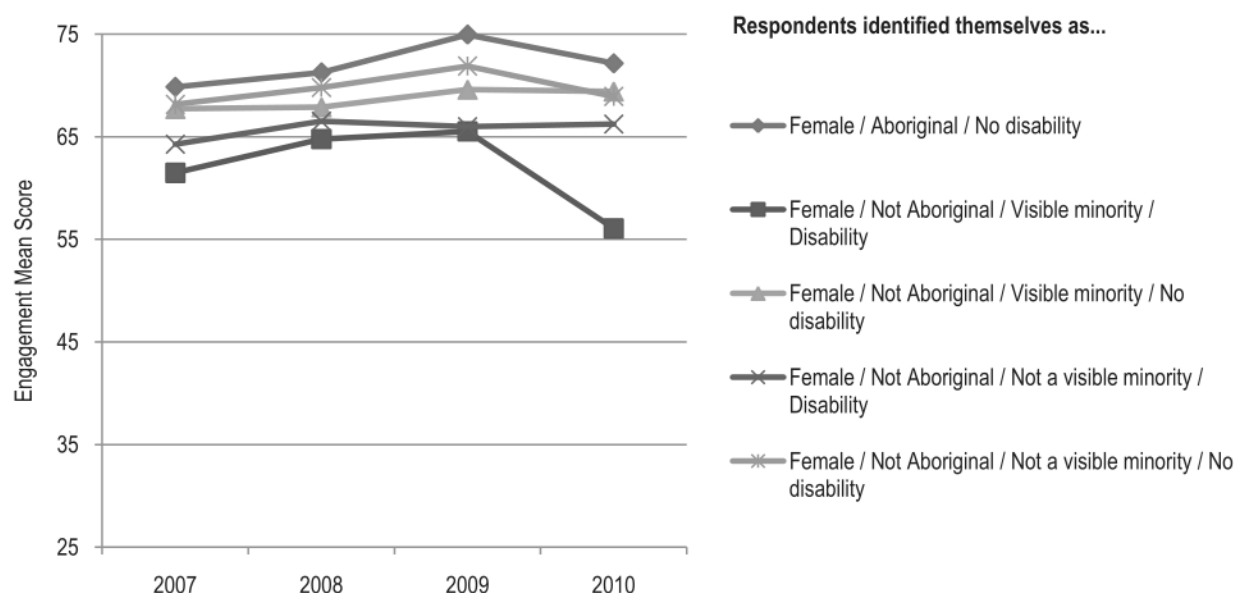
As seen in Figure 14, a general upward trend from 2007 to 2009 was noted for several of the combined sub-groups comprised of female respondents. In 2010 however, the response trend for the female combined sub-groups diverged from each other. For both combined sub-group 3 (Female / Not Aboriginal / Visible minority / No disability) and 4 (Female / Not Aboriginal / Not a visible minority / Disability), engagement levels remained the same between 2009 and 2010. In contrast, respondents in combined sub-groups 1(Female / Aboriginal / No disability), 2 (Female / Not Aboriginal / Visible minority / Disability), and 5 (Female / Not Aboriginal / Not a visible minority / No disability) became less engaged in 2010 than they were in 2009. Female respondents, who identified themselves as a member of a visible minority group in addition to being a person with a disability (combined sub-group 2) reported the largest decrease in engagement between 2009 and 2010, producing a nearly 10 point year-over-year drop in engagement scores.

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[16] Only sub-groups that contained 20 or more sample points were included in the comparison. As a result, low sample sizes for both group 6 and group12 lead to their removal from the longitudinal summary.

Figure 15: Four Year Longitudinal Trends for Male Combined Sub-Groups – Respondents Who Identified as Being a Member of a Visible Minority Group as Well as Having a Disability Was the Only Group that Became more Engaged from 2009 to 2010
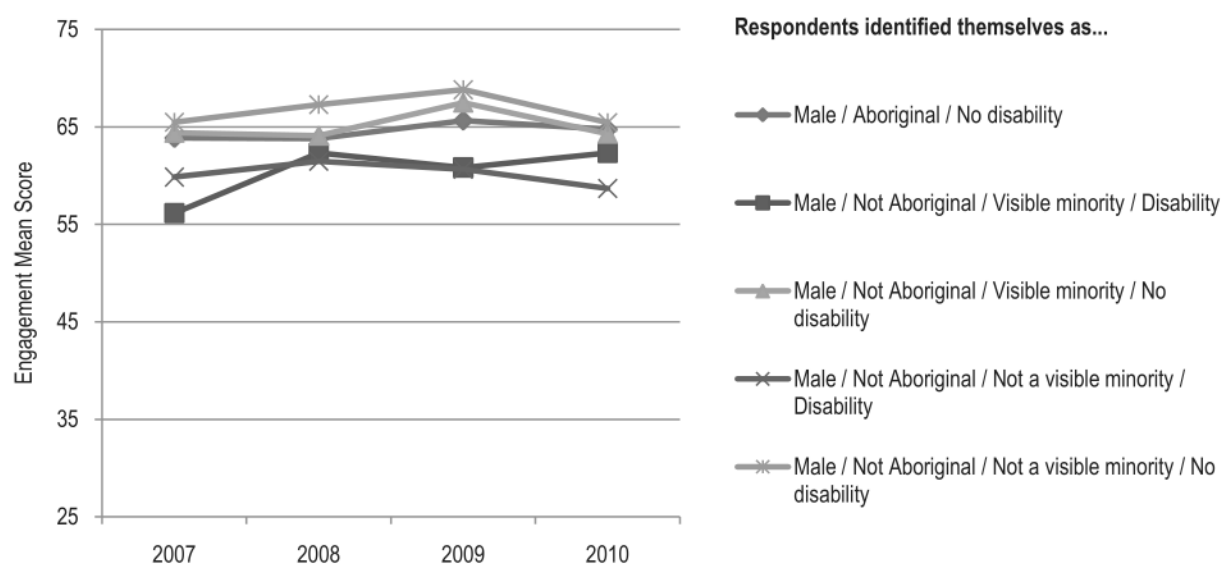
For the combined sub-groups comprised of male respondents (see Figure 15), the longitudinal engagement trends indicated a similar pattern to what was observed for the female combined sub-groups. For combined sub-groups 7 (Male / Aboriginal / No disability), 9 (Male / Not Aboriginal / Visible minority / No disability) and 11 (Male / Not Aboriginal / Not a visible minority / No disability), engagement increased from 2007 to 2009 and then subsequently decreased in 2010. Similarly, respondents in combined sub-group 10 (Male / Not Aboriginal / Not a visible minority / Disability) experienced a year-over-year improvement in engagement, which was then followed by a decrease. In the case of combined sub-group 10, the increase was limited to the change between the 2007 and 2008 survey years, whereas the decrease was maintained across three survey years (2008-2010). Combined sub-group 8 (Male / Not Aboriginal / Visible minority / Disability) presented perhaps the most unique longitudinal response trend with a marked increase in engagement between 2007 and 2008, followed by a decrease between 2008 and 2009, and finally a rebound in scores between 2009 and 2010. It should be noted that while the level of engagement for the male combined sub-groups mirrored some of year-over-year response trends for the female combined sub-groups, the engagement scores generated by males were generally lower across all years.

2.2   Work Environment Experiences

In addition to the overall engagement score discussed in section 2.1, there are 12 drivers of engagement and 3 engagement characteristics (namely Job Satisfaction, Organization Satisfaction and BC Public Service Commitment) within the BC Public Service engagement model (see Appendix A). These drivers and characteristics of engagement are in turn based on 32 five-point scale survey questions, the details of which are found in Table 19 (Appendix B). This section explores the perceptions on work environment experiences based on the responses from the four demographic questions through the lens of these model drivers.

2.2.1. Investigating Model drivers

The model driver mean scores were compared for each group within the four major demographics (gender, Aboriginal, visible minority and disability). Significant differences as well as the directionality of these differences were indicated in Table 20 (Appendix B)[17]. Results showed that for all of the drivers that had substantial differences between the demographic groups, male respondents, people who self-identified as Aboriginals, respondents who were members of a visible minority group and people who have disabilities have significantly lower driver scores than their counterparts (e.g. females, non-Aboriginals, people without disabilities). The two exceptions to this trend were found for the Teamwork and Executive-level Management drivers. For the Teamwork driver, males showed the reverse trend and had higher scores than females. Visible minorities on the other hand, showed higher scores on the Executive-level Management driver than respondents who are not a member of a visible minority group. Among the four demographics, the disability demographic had the greatest number of significant differences between its sub-groups (13 out of 15 drivers). Across all the drivers, people with a disability scored significantly lower than people without a disability.

Another way to look at the results from Table 20 (Appendix B) is by ranking the model drivers according to the largest difference in mean scores within each demographic (Table 3). The drivers with the largest gaps may indicate the top areas of focus when nurturing diversity in the workplace. The results revealed that there were certain drivers that were common areas of focus between different demographic groups as well as ones which were unique to each demographic. For example, the gender demographic had the least commonality with the rest of the other demographics where Vision, Mission & Goals, Organization Satisfaction, Commitment, and Executive level drivers showed the biggest score differences between male and female respondents. These drivers were not found to have the largest gaps in the other demographic groups. The Physical Environment driver also posed a unique challenge for respondents who were members of a visible minority group as well as for male respondents. It was only in these two groups that this driver showed up as one of the top five drivers with the biggest score difference within the demographic groups.

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[17] Independent sample t-test was conducted between the sub-group respondents for each demographic. Significance was determined at the 0.01 level.

Table 3: Model Drivers Ranked by the Largest Significant Mean Score Gaps between Groups in Each of the Four Demographics.

Engagement and its Drivers	Top Driver Score Gap between Male/Female	Top Driver Score Gap between Aboriginal/Non-Aboriginal	Top Driver Score Gap between Visible Minority/Non-Visible Minority	Top Driver Score Gap between People with Disability/People without Disability
	Rank	Rank	Rank	Rank
Vision, Mission & Goals	1	11	13	12
Organization Satisfaction	2	13	11	9
Commitment	2	15	10	11
Executive Level	3	10	8	13
Pay & Benefits	4	12	1	5
Physical Environment & Tools	5	7	4	8
Recognition	6	5	5	3
Empowerment	7	6	6	6
Job Satisfaction	7	14	8	10
Teamwork	8	8	7	7
Staffing Practices	9	1	2	1
Stress & Workload	9	9	12	7
Supervisory Level	10	3	9	4
Professional Development	11	4	11	2
Respectful Environment	12	2	3	6

* Blue highlighted cells indicate significant differences, where the mean score of Females/Non-Aboriginal/Non-Visible Minority/People without disabilities were larger than the corresponding mean score for Males/Aboriginal/Visible Minority/People with Disability. Grey highlighted cells indicate significant differences where Males/Visible Minority mean score was larger than the mean score for Females/Non-Visible Minority. Cells with no highlights indicate non-significant differences.
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The significant difference in the scores between groups on the Pay & Benefits driver on the other hand is common between gender and two other demographics, namely visible minority/not a visible minority and people with disability/people without disability. The Pay & Benefits driver is of particular concern for the visible minority demographic as it is the driver with the largest gap between members of a visible minority group and those who are not. People who identified themselves as members of a visible minority group had an average score of 49 points as compared to those who identified themselves as not a member of a visible minority (56 points). A similar gap was also seen for the disability demographic where people with disabilities showed a mean score of 48 points on the Pay & Benefits driver as compared to those who didn't identify themselves as having disabilities (55 points). Specifically, this indicates that people who belong to a visible minority group and people who have disabilities gave lower agreement scores than their counterparts in terms of their perceptions on being paid fairly for the work they do and that their benefits meet their needs.

Both Staffing Practices and Recognition drivers were of top concern common to people who identified themselves as Aboriginals, members of a visible minority group and people with disabilities. All three sub-groups showed lower scores on these two drivers as compared to their counterparts (non-Aboriginals, not a visible minority, people without disabilities). Specifically, people who identified themselves as Aboriginals,

members of a visible minority and people with disabilities gave lower agreement scores on two survey questions which indicated that in their work unit, the selection of a person for a position is based on merit and that the process of selecting a person for the position is fair. These three groups also expressed lower agreement than their counterparts on questions which indicated that they received meaningful recognition for work well done as well as that in their work unit, recognition is based on performance.

In addition, specific to both the Aboriginal and disability demographic groups, the Supervisory-level Management and Professional Development drivers are two of the top areas that may require particular attention for these groups. People who identified themselves as Aboriginals as well as people with disabilities showed significantly lower agreement scores compared to their counterparts in terms of the support they received from their organizations on their work related learning and development, the quality of training and development they receive, and having adequate opportunities to develop their skills. They also expressed lower agreement on questions specific to their manager/supervisors, namely the two survey questions which indicated that the person they report to consults them on decisions that affect them and that the person they report to keeps them informed of things they need to know.

2.2.2. Investigating Non-model Questions

The 32 survey questions upon which the WES engagement model is built provide a clear means of measuring employee engagement within the context of the BC Public Service work environment. However, the 36 WES questions not contained within the engagement model should not be disregarded, as they still offer an excellent insight into the work experiences of public service employees. For topics concerning workplace diversity, the non-model questions present an opportunity to develop a broader understanding of which employee perceptions are either unique to or shared between, the various demographic groups and sub-groups.

To better understand the relevance of the non-model questions, eight mean scores (one for each demographic sub-group) were created for 35 of the 36 non-model questions[18]. The resulting mean scores were then organized into pairs of sub-groups based on each of the four demographic questions (e.g. males and female scores, Aboriginal and non-Aboriginal scores, etc.), and the scores within each pair were compared. Differences within each pair were then identified, and the direction of the differences (e.g. did female or male respondents have the higher score) were noted in each instance[19]. Finally, the non-model questions that were found to have differences for all four of the demographic pairs were identified, in an effort to highlight areas of the work environment that present a commonly shared challenge across all four demographic groups.

Similar to the results for the engagement and model driver analyses, a consistent, demographic based trend was identified across the majority of non-model questions. Specifically:

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[18] One of the non-model questions asked respondents to only provide a Yes or No response. As a result, a valid mean score could not be calculated on the data, and the question was subsequently excluded from the non-model analysis.
[19] An independent sample t-test was performed between the mean scores for each sub-group. Significance was tested at the 0.01 level.

- respondents who identified as male provided lower scores than respondents who identified as female,

- respondents who identified as an Aboriginal person provided lower scores than respondents who did not identify as an Aboriginal person,

- respondents who identified as being a member of a visible minority provided lower scores than respondent who did not identify as being a member of a visible minority,

- and respondents who identified as being a person with a disability provided lower scores than respondents who did not identify as having a disability.

While this response trend was observed for many of the non-model questions, only a sub-set of four non-model questions had notable differences across all four demographic questions. These questions are presented in the Table 4.

Table 4: Non-Model Questions With Significant Differences across All Demographic Groups

Non-Model Survey Questions	Please indicate your sex			Do you identify yourself as an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuit?			Do you consider yourself to be a member of a visible minority group?			Do you consider yourself to be a person with a disability?		
	Male	Female	Diff*	Yes	No	Diff*	Yes	No	Diff*	Yes	No	Diff*
Innovation is valued in my work.	66.0	68.5	-2.5	63.9	67.5	-3.7	64.4	68.3	-3.8	62.8	67.6	-4.8
I am encouraged to be innovative in my work.	65.5	67.7	-2.2	62.5	66.8	-4.3	64.2	67.4	-3.2	62.0	66.8	-4.8
The physical security of my workplace is satisfactory.	74.0	72.8	1.2	69.2	73.3	-4.1	68.4	74.2	-5.8	68.1	73.4	-5.4
The person I report to maintains high standards of honesty and integrity.	78.1	76.0	2.0	73.4	76.7	-3.3	73.7	77.3	-3.6	70.5	76.9	-6.4

*Blue highlighted boxes indicate significant differences, where the mean score in the right column of a demographic question (e.g. females) was larger than the corresponding mean score in the left column of the question (e.g. males). Grey highlighted boxes indicate significant differences where the left column mean score was larger than the mean score in the right column.

It should be noted that with respect to the gender demographic question presented in Table 4 above, "The physical security of my workplace is satisfactory" and "The person I report to maintains high standard of honesty and Integrity" questions actually reverse the general response trend, as female respondents provided lower scores than male respondents.

As summarised in Table 21 (see Appendix B), non-model mean scores led to 20 significant differences when crossed with the gender question, 6 significant differences when crossed with the Aboriginal status question, 20 significant differences when crossed with the visible minority status question, and 31 significant differences when

crossed with the disability status question. Of the 20 significant differences for the demographic question, three positive differences were observed (i.e. male scores higher than female scores). Similarly, of the 20 significant differences for the visible minority questions, four positive differences were observed. Finally, for "The work I do gives citizens good value for their tax dollars" question, no significant differences were found within any of the demographic questions. This suggests that the majority of public service employees, regardless of their demographic background, have similar views regarding the value of their work.

2.3 Retention: Do specific demographic groups face greater retention issues?

Two of the core goals of the BC Public Service include building internal capacity and improving its competitiveness[20]. A key factor in achieving these goals depends on the ability of the organization to foster and attract a diverse workforce where diverse groups are engaged, included and able to contribute and achieve their full potential. This section explores employee engagement and its drivers in relation to employee exits[21] within each of the four demographic groups (gender, aboriginal, visible minority and people with disabilities).

2.3.1. Employee Exits

Comparison between the engagement scores of those who exited the BC Public Service and those who remained active after the WES roll-out showed that employees who exited the BC Public Service had significantly lower engagement scores than those who remained active as of August 31, 2010 (Table 5 below)[22]. This may suggest that employee engagement most likely plays a role in employee retention.

Table 5: Comparison of Engagement Scores for Employees who Left the BC Public Service and those who Remained Active: Exiting Employees showed Lower Engagement than Non-Exiting Employees

Exited after March 2, 2010?	Employee Count	Engagement 2010 Mean
Yes	359	53.7
No	19265	66.2

Gender
Within the gender demographic, the engagement scores for both male and female respondents who exited did not differ substantially from each other (53.4 points and

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[20] *Being the Best 4.0 Human Resource Plan 2009/10-2011/12.* (2010). Retrieved from
https://gww.gov.bc.ca/sites/default/files/docs/2010/0318/2009plan.pdf
[21] Employee exits covered here are voluntary resignations and retirements only. Exits due to "Care of Family" reason were counted under voluntary resignations. Involuntary exits such as terminations due to layoffs or redundancy were excluded. The cut-off date used for the employee exits was March 2, 2010 as this is consistent with the date that the population frame for the WES 2010 survey was pulled. Specifically, data from employees who answered the demographic questions in the WES 2010 and have left the BC Public Service after March 2, 2010 was compared with employees who answered the demographic questions in the WES 2010 and have remained employed in the BC Public Service as of August 31, 2010. As with previous analysis, employees who have indicated a "Refused" response in the demographic questions were excluded.
[22] Independent sample t-test was done between the mean scores for each sub-group. Significance level was determined at 0.05.

53.8 points respectively). In addition, there was no significant difference seen in the proportions of exits with respect to population between males and females (Table 6) [23]. However, when the overall exits were broken down further to the type of exits, significant differences in the proportion of resignations and retirements between the two gender sub-groups were observed. Males tended to have a higher proportion of retirements (55.7%) than females (38.6%), while females had a higher proportion of resignations (61.4%) compared to males (44.3%). Refer to Table 6 for details.

Table 6: Resignation and Retirement Proportions by Gender[24]: Significantly Higher Proportion of Resignations for Female respondents observed

Gender	Resignation		Retired		Exits Count	Population	% Total Exits	Engagement 2010 Mean of Exiting Employees
	Count	%	Count	%				
Male	66	44.3%	83	55.7%	149	7744	1.9%	53.4
Female	129	61.4%	81	38.6%	210	11880	1.8%	53.8

Responses to the exit survey were also analyzed and crossed with the demographic data from the WES 2010 survey. However, not all of those who exited the BC Public Service answered the exit survey. Of the 78 employees who resigned and who responded to the exit survey, both male and female sub-groups ranked career advancement, job fit with skills and interests and salary as three of their top four reasons for voluntarily resigning from the BC Public Service. Where they differ was on male respondents citing training and development as one of the top four while female respondents cited job fit with expectations.

The reasons for leaving for employees who retired were different from those who resigned. Of the 44 employees who retired and who answered the exit survey, both male and female respondents indicated that their top three reasons for retiring were due to issues on work arrangements, senior leadership and organizational processes and procedures. In addition to these three, female respondents have also indicated job security and stability as among their top three reasons for retiring as well.

Further insights into the difference in work environment perceptions between the gender groups could be gained by investigating the differences in model driver scores between those who exited and those who didn't exit the BC Public Service. Statistical analysis performed showed significant differences in the engagement model driver scores were evident between exiting and non-exiting employees for both gender sub-groups (Table 7) [25].

For male respondents, only the overall engagement score and its three components, namely Job Satisfaction, Organization Satisfaction and BC Public Service Commitment, showed significant differences between those who remained employed in the BC Public Services compared to those who exited. For female respondents

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[23] Chi-square statistic was used with significance determined at 0.05.
[24] Blue cells indicate significant difference.
[25] Independent sample t-tests were conducted between exiting and non-exiting respondents for the gender demographic. Significance was determined at the 0.05 level.

however, aside from the overall engagement score and its three component drivers, a number of additional engagement drivers showed substantial differences between female respondents who remained active in the BC Public Service and those who exited. Female respondents who exited the BC Public Service had significantly lower mean score in the Commitment, Job Satisfaction, Organization Satisfaction, Empowerment, Stress & Workload, Teamwork, Recognition, Staffing Practices, Respectful Environment and Supervisory level drivers compared to female respondents who remained active in the BC Public Service.

Table 7: Comparison of Engagement and Model Driver Scores between Exiting and Non-Exiting Employees by Gender: More differences seen between female respondents who exited and who remained active as compared to male respondents

Engagement and Model Drivers	Male			Female		
	Exited BC Public Service (after March 2, 2010)	Remained In BC Public Service	Mean Difference	Exited BC Public Service (after March 2, 2010)	Remained In BC Public Service	Mean Difference
Engagement	53.4	64.3	-10.8	53.8	67.4	-13.6
Commitment	54.2	65.6	-11.4	55.8	69.7	-13.9
Job Satisfaction	56.3	67.4	-11.1	55.5	68.5	-13.1
Organization Satisfaction	50.5	59.3	-8.7	51.9	63.4	-11.5
Empowerment	62.1	65.5	-3.5	58.7	66.8	-8.1
Stress & Workload	58.8	57.9	0.9	53.1	58.5	-5.5
Vision, Mission & Goals	51.3	54.4	-3.1	55.2	59.7	-4.5
Teamwork	74.8	76.5	-1.7	69.6	75.5	-5.8
Physical Environment & Tools	67.3	66.2	1.1	66.7	68.2	-1.6
Recognition	59.2	60.2	-1.0	55.8	61.9	-6.1
Professional Development	51.9	56.4	-4.5	52.1	56.6	-4.4
Pay & Benefits	55.9	53.0	2.9	53.4	55.8	-2.4
Staffing Practices	59.2	58.2	1.0	48.8	57.9	-9.1
Respectful Environment	73.8	73.1	0.7	66.1	73.2	-7.1
Executive Level	48.1	51.9	-3.7	51.3	55.3	-4.0
Supervisory Level	66.1	69.6	-3.4	62.2	69.3	-7.1

*Mean differences were calculated by subtracting the mean score in the second column of a demographic sub-group (i.e. employees who remained in BC Public Service) from the mean score in the first column (i.e. employees who exited the BC Public Service). In these columns, negative significant differences are highlighted in blue, positive significant differences (if any) are highlighted in gray while cells with no highlights indicate non-significant difference.

These results suggest that when looking at employee retention, the overall engagement and its three components (Job Satisfaction, Organization Satisfaction and BC Public Service Commitment) are important factors to consider for both male and female demographic sub-groups. However, in addition to these, seven other model drivers may need to be examined when investigating employee retention specific to the female demographic sub-group.

Aboriginal/Non-Aboriginal

Similar to gender, there were minimal differences found in terms of the proportion of total exits between people who identified themselves as Aboriginal (2.6%) compared to those who identified themselves as non-Aboriginal (1.8%). However, a higher proportion of resignations were seen for Aboriginals as compared to non-Aboriginals[26]. Of the 17 Aboriginal respondents who exited after March 2, 2010, 94% were due to resignations compared to only 53% for non-Aboriginal respondents. Non-Aboriginal respondents on the other hand showed higher proportions of retirements than Aboriginal respondents.

Table 8: Resignation and Retirement Proportions by Aboriginal/Non-Aboriginal demographic[27]: Significantly Higher Proportion of Resignations observed for Aboriginals

Aboriginal Status	Resignation		Retired		Total Exit Count	Population	% of Total Exit	Engagement 2010 Mean of Exiting Employees
	Count	%	Count	%				
Aboriginal	16	94.1%	1	5.9%	17	638	2.6%	50.8
Non-aboriginal	184	53.0%	163	47.0%	347	19041	1.8%	54.0
Total	200	54.9%	167	45.8%	364	19679	1.8%	53.9

Members from both Aboriginal and non-Aboriginal sub-groups who exited the BC Public Service after March 2, 2010 similarly showed low engagement scores at 51 and 54 points respectively as compared to their respective counterparts who didn't exit. Further similarities between the Aboriginal and non-Aboriginal sub-groups were seen when comparison between the scores of those who exited and those who remained in the BC Public Service was done. Results showed that for both Aboriginal and non-Aboriginal sub-groups, the mean scores for Job Satisfaction, Organization Satisfaction, and Teamwork drivers were significantly lower for those who exited as compared to those who remained in the BC Public Service (Table 9).

Table 9: Comparison of Engagement and Model Driver Scores between Exiting and Non-Exiting employees by Aboriginal/Non-Aboriginal demographic

Engagement and Model Drivers	Aboriginal			Non-Aboriginal		
	Exited BC Public Service (after March 2, 2010)	Remained In BC Public Service	Mean Difference	Exited BC Public Service (after March 2, 2010)	Remained In BC Public Service	Mean Difference
Engagement	50.8	65.9	-15.1	54.0	66.1	-12.0
Commitment	58.6	67.7	-9.1	55.4	68.0	-12.6
Job Satisfaction	47.1	67.7	-20.6	56.3	67.9	-11.6
Organization Satisfaction	42.6	61.3	-18.6	51.6	61.7	-10.1
Empowerment	50.0	63.3	-13.3	60.2	66.2	-6.0
Stress & Workload	47.8	56.4	-8.6	55.9	58.2	-2.4

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[26] Chi-square statistic was used with significance determined at 0.05.
[27] Blue cells indicate significant difference.

Engagement and Model Drivers	Aboriginal			Non-Aboriginal		
	Exited BC Public Service (after March 2, 2010)	Remained In BC Public Service	Mean Difference	Exited BC Public Service (after March 2, 2010)	Remained In BC Public Service	Mean Difference
Vision, Mission & Goals	43.0	59.1	**-16.1**	53.8	57.4	**-3.7**
Teamwork	52.5	74.0	**-21.5**	72.4	75.9	**-3.4**
Physical Environment & Tools	58.1	64.9	**-6.8**	67.1	67.5	**-0.3**
Recognition	47.1	57.8	**-10.8**	57.3	61.2	**-3.9**
Professional Development	34.4	53.0	**-18.6**	52.5	56.5	**-4.0**
Pay & Benefits	46.3	54.1	**-7.8**	54.9	54.7	**0.1**
Staffing Practices	39.2	52.0	**-12.9**	53.0	58.1	**-5.1**
Respectful Environment	47.5	67.9	**-20.4**	70.0	73.1	**-3.1**
Executive Level	39.8	52.2	**-12.4**	50.0	53.9	**-3.9**
Supervisory Level	55.9	65.5	**-9.6**	63.7	69.3	**-5.6**

What is particularly distinct to each demographic sub-group however was that for those who identified themselves as Aboriginals, respondents who exited the BC Public Service showed significantly lower mean scores in the Professional Development and Respectful Environment drivers than those who remained. This was not the case for respondents who self-identified as non-Aboriginals. Instead, non-Aboriginal respondents who exited the BC Public Service showed significantly lower mean scores in the Commitment, Empowerment, Recognition, Staffing and Supervisory level drivers compared to non-Aboriginal respondents who remained employed in the BC Public Service.

This may indicate that when it comes to retention, some drivers provide a common area of focus for both Aboriginal and non-Aboriginal subgroups namely Job Satisfaction, Organization Satisfaction, and Teamwork. However, differences in the relevance of other retention factors are also present depending on whether a person considers himself as Aboriginal or non-Aboriginal. For Aboriginals, factors around Professional Development and Respectful Environment drivers could be areas of focus in retention while for non-Aboriginals, Commitment, Empowerment, Recognition, Staffing and Supervisory level factors may be more relevant.

Visible Minority/Not a Visible Minority and People with Disabilities/People without Disabilities

Relatively small differences were found when analysis on the exit survey and WES 2010 data for both visible minority and disabilities demographic groups was conducted. No significant differences were found on both these demographic groups in terms of total exit rates, overall engagement means and driver mean scores between those who exited as compared to those who remained active in the BC Public Service.

However, when total exits were further broken down to the type of exit, significant differences in the proportions of resignations and retirements between people with

disabilities and people without disabilities were observed. Of the 17 exits from people who identified as having disabilities, 76% were due to retirements while only 44% was found for people without disabilities. Conversely, higher proportions of resignations (56%) were seen for people without disabilities as compared to the proportion of resignations (24%) for people with disabilities (Table 10).

Table 10: Resignation and Retirement Proportions by People with Disability/People without Disability[28]: Significantly Higher Proportion of Retirements observed for People who identified as having a Disability

| Disability | Resignation | | Retired | | Exits Count | Population | % Total Exits | Engagement 2010 Mean of Exiting Employees |
	Count	%	Count	%				
People with Disability	4	23.5%	13	76.5%	17	688	2.5%	49.0
People without Disability	190	55.7%	151	44.3%	341	18983	1.8%	54.1
Total	194	54.2%	164	45.8%	358	19671	1.8%	53.8

In summary, overall percentages of total exits in all of the four demographic groups investigated were found to be similar between the demographic sub-groups. However when exits were further broken down into proportions of resignations and retirements, most demographic groups, with the exception of visible minority/not a visible minority, showed significant differences in the proportions of retirements and resignations within each sub-group. People with disabilities and male respondents showed higher retirement proportions than their counterparts (i.e. people with no disabilities, female respondents) while the Aboriginal and female respondents showed higher resignation proportions than non-aboriginals and male respondents respectively. Furthermore, results suggest that different engagement drivers and work environment factors become relevant when looking at employee retention depending on the gender and Aboriginal/non-aboriginal demographic sub-group that is being investigated.

2.3.2. Inter-Ministry Migration

Exit survey data provides insight into a particular type of employee migration; specifically, employees who migrate outside of the public service. There are however, additional forms of migration that can be explored, such as the migration of employees who move between organizations or work units while remaining in the public service. As the motivations and pressures leading to inter-organization migration are likely to be distinct from those that influence exits from the public service, the resulting demographic trends may be similarly disparate. For this reason, an inter-organization migration analysis of the four demographic questions was performed, with particular focus given to respondents who changed organizations between the 2009 and 2010 survey years[29] .

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[28] Blue cells indicate significant difference.

[29] As the comparison focuses on respondents who were in the in-scope population for both the 2009 and 2010 WES iterations, as well provided a response to the 2010 demographic questions, the groups under analysis consist only of continuing responders.

To determine whether a relationship was present between a respondent's demographic status and their inter-organization migration status, each of the four demographic variables were individually crossed with the migration variable. The resulting counts were then analyzed by comparing the observed findings with what would be the expected findings if the demographic proportions remained constant across the migration states. The resulting Chi-square statistic indicated that only the gender demographic question led to significant discrepancy between the observed and expected results[30]. Table 11 provides a summary of these findings.

Table 11: Observed and Expected Migration Counts for Male and Female Respondents

Migration Status	Statistic Type	Male		Female	
		Count	% of Row	Female	% of Row
Inter-Organization Migration	Observed	145	29%	351	71%
	Expected	199	40%	297	60%
	Standardized Residual	-3.8		3.1	
Remained In Organization	Observed	6,693	40%	9,847	60%
	Expected	6,639	40%	9,901	60%
	Standardized Residual	.7		-.5	
Total		6,838	40%	10,198	60%

As a Chi-square test only provides a general indication of whether the observed cell counts differ from the expected, it is necessary to rely on the standardized residuals to identify which cells made the greatest contribution to the Chi-square result[31]. In the case of the migration status comparison, the largest standardized residuals are associated with male respondents who migrated between organizations. A large, negative, standardized residual indicates that expected cell counts are substantially greater than the observed results, and in this case the implication is that fewer male respondents migrated between organizations than expected.

To better understand the reasons why the gender breakdown for the inter-organization migration group was so disproportionate, a comparison of driver scores was conducted. For both male and female respondents, the driver scores for the inter-organization migration group were contrasted with the group of employees who remained in the same organization. The results of the means test presented a dramatically different trend than what was typically obtained when the results of male and female respondents were compared. Specifically, male respondents who changed organizations between 2009 and 2010 had significantly higher driver scores than males who remained in the same organization[32]. A similar set of differences was observed between male respondents who migrated between organizations and female respondents who also changed organizations.

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[30] Significance was tested at the 0.01 level, using a Pearson chi-square test of difference between expected and observed results.
[31] Standardized residuals greater than 2, or less than -2, are associated with cells that contributed to the Chi-square's significant result.
[32] Independent sample t-tests were used to compare mean scores. Significance was determined at the 0.05 level.

Table 12: Driver Mean Score Comparison for Migrating and Non-Migrating Respondents

Engagement and Model Drivers	Male			Female			Inter Organization Migration Mean Differences (Male – Female)
	Inter Organization Migration	Remained In Organization	Mean Difference	Inter Organization Migration	Remained In Organization	Mean Difference	
Engagement	69.0	64.2	4.8	65.2	67.5	-2.2	3.7
Commitment	71.3	65.5	5.8	69.4	69.8	-0.4	1.9
Job Satisfaction	68.9	67.5	1.5	62.3	68.6	-6.3	6.6
Organization Satisfaction	65.7	59.0	6.7	64.1	63.4	0.7	1.6
Empowerment	70.9	65.9	5.0	66.5	67.0	-0.6	4.4
Stress & Workload	64.1	57.8	6.3	58.4	58.4	0.0	5.6
Vision, Mission & Goals	63.0	54.0	9.0	63.4	59.8	3.6	-0.4
Teamwork	79.1	76.6	2.4	75.3	75.4	-0.1	3.7
Physical Environment & Tools	71.7	66.5	5.2	68.7	68.5	0.3	3.0
Recognition	71.0	60.2	10.8	66.0	61.8	4.2	5.0
Professional Development	60.8	56.3	4.5	58.5	56.6	1.9	2.3
Pay & Benefits	60.2	53.3	6.9	59.4	56.0	3.5	0.8
Staffing Practices	69.8	58.5	11.2	60.8	58.0	2.8	9.0
Respectful Environment	79.2	73.4	5.8	73.4	73.2	0.2	5.8
Executive Level	62.4	51.4	11.0	60.4	55.3	5.2	2.0
Supervisory Level	75.6	69.6	6.0	70.7	69.0	1.7	4.9

While the comparisons presented in Table 12 cast light on a unique group of male respondents (those who migrated between organizations), the results do not provide a clear explanation of why the scores for this group are so uncharacteristically high. One possible explanation is that the process of transferring to a different organization positively impacts the perceptions of male respondents, more so than female respondents. Alternately, it could be that males with atypically high driver scores are more likely to transfer between organizations. In either event, it is still uncertain why a disproportionately low number of male respondents transferred organizations between the 2009 and 2010 survey years. Further analysis on this topic, with particular attention given to additional demographic variables (i.e. occupation, age group, etc.), may reveal what driving factors contributed to this trend.

2.4 Work Unit Composition

A work unit's demographic composition is an element of the work environment that has only become measureable with the most recent iteration of WES. As a result, its relationship with employee engagement has, up until now, not been described within the context of the BC Public Service. While WES has always provided a valid and reliable metric for employee engagement, a similarly well defined measurement for a work unit's demographic composition still needed to be developed. The following section provides a description of how a work unit composition variable was developed

based on responses to the four demographic questions. Additionally, the relationship between the resulting work unit composition variable and the perceptions of employees was also explored.

As demographic data is usually categorical in nature, a percentage based transformation of the categories can help facilitate a meaningful quantitative comparison with other scale variables. For this reason, a set of four work unit composition variables were created (one variable for each of the four demographic questions), where a relative comparison could be established between each of the demographic states and the engagement model drivers.

The values used in each of the composition variables were created by first identifying all of the in-scope Department ID's (DEPTID) throughout the public service that contained more than five respondents[33]. A proportion was then calculated at the respondent level, where the sum of respondents belonging to a demographic state within a DEPTID was divided by the total sum of respondents within the DEPTID. For example, if a DEPITD contained 20 respondents, five of which were male and 15 were female, the resulting variable would contain two values for the DEPTID. The proportions assigned to each of the male respondents in the DEPTID would be equal to 0.25 (5/20) and the values for female respondents would be equal to 0.75 (15/20). In effect, these proportions provide an indication of how diverse a work unit is relative to a respondent's own demographic characteristics[34].

Once the four demographic variables were created, a correlation analysis was generated by plotting the work unit composition proportions for each demographic group against the engagement model drivers. Before the correlation results are presented, it would be useful to briefly describe what a correlation represents, and how it can be used to better understand the relationship between two variables. In general, a correlation provides a measure of how closely related two variables are with one another. In the context of workplace diversity, a correlation allows us to identify whether or not the perceptions of employees are related to their work unit's demographic composition. More specifically, a correlation can help illustrate both the direction of the relationship (i.e. are high work unit composition proportions linked to low or high driver scores?) and the strength of the relationship (i.e. are high work unit composition proportions consistently or only occasionally linked to high or low driver scores?)[35].

Using the diversity report as an example, a positive correlated relationship would indicate that respondents who provided high driver scores, also tended to be from work units with high proportions of other employees with their own demographic characteristics (e.g. female respondents in work units with high proportion of other female respondents). A specific instance of a positive relationship can be found in Table 13 below, where a correlation coefficient of 0.15 was obtained when engagement scores for respondents with a disability were correlated with their work unit demographic composition. This coefficient indicates that respondents who have a

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[33] DEPITD's help identify individual work units, and are defined within the CHIPS database.
[34] It was decided that a relative interpretation of diversity would be used rather than a representative definition (i.e. a diverse work unit reflects the demographic characteristics of the province). Due to the small size of some DEPTID's, a representative definition would exclude certain respondents, particularly those who were members of low incidence demographic groups,
[35] A correlation can also be summarised by a single measure, known as a correlation coefficient. Correlation coefficients can range in value from -1 to 1, where stronger relationships are represented by larger values (i.e. closer to -1 or 1) and weaker relationships are represented by smaller values (i.e. closer to 0). The direction of the relationship is indicated by whether the coefficient is negative or positive.

disability tend to be more engaged if their work unit has a higher proportion of other respondents with a disability.

In contrast to a positive correlation, a negative correlation implies that respondents who provided high driver scores tend to be in work units with low proportions of other employees with their own demographic characteristics. Again, using an example from Table 13, a correlation coefficient of -0.15 was obtained when the Staffing Practices driver scores for male respondents were correlated with their work unit's demographic composition. This suggests that male respondents who are in work units with smaller proportions of other male respondents tend to have more favourable views regarding the staffing practices within their work unit.

The results of the correlation analysis is summarised in Table 13.

Table 13: Correlations between Drivers and Work Unit Composition Proportions Produced Four Negative Correlations for Male Respondents and 13 Positive Correlations for Respondents with a Disability

Engagement and Model Drivers	Please indicate your sex		Do you identify yourself as an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuit?		Do you consider yourself to be a member of a visible minority group?		Do you consider yourself to be a person with a disability?	
	Male Correlation	Female Correlation	Aboriginal Correlation	Non-Aboriginal Correlation	Visible Minority Correlation	Not a Visible Minority Correlation	Disability Correlation	No Disability Correlation
Engagement	-0.06	-0.02	0.05	0.01	-0.02	0.03	0.15	0.02
Commitment	-0.07	-0.01	0.07	0.01	-0.04	0.03	0.13	0.01
Job Satisfaction	-0.01	-0.03	0.02	0.01	-0.01	0.02	0.13	0.02
Organization Satisfaction	-0.06	-0.02	0.06	0.01	-0.01	0.03	0.12	0.02
Empowerment	-0.07	-0.01	0.03	0.02	0.00	0.03	0.17	0.02
Stress & Workload	-0.04	-0.08	0.05	0.01	0.04	0.01	0.13	0.04
Vision, Mission & Goals	-0.08	0.01	0.00	0.01	0.01	0.00	0.16	0.01
Teamwork	-0.07	0.01	0.01	0.03	-0.02	0.03	0.02	0.01
Physical Environment & Tools	-0.13	-0.02	0.06	0.02	-0.01	0.04	0.13	0.04
Recognition	-0.09	0.00	0.07	0.03	-0.03	0.03	0.13	0.02
Professional Development	-0.06	-0.05	0.01	0.03	0.02	0.00	0.13	0.03
Pay & Benefits	-0.13	-0.04	0.10	0.04	-0.05	0.09	0.12	0.04
Staffing Practices	-0.15	0.01	0.06	0.03	-0.06	0.03	0.12	0.03
Respectful Environment	-0.12	0.01	0.05	0.03	0.01	0.03	0.16	0.02
Executive Level	-0.07	0.03	0.08	0.03	0.04	-0.02	0.10	0.00
Supervisory Level	-0.09	0.00	0.03	0.03	0.02	0.01	0.08	0.01

* Gray highlighted cells indicate statistically significant, but very small correlations. Blue highlighted cells indicate significant and meaningful correlations. Cells that are not highlighted represent non-significant correlations (i.e. no discernable relationship between work unit composition proportion and driver scores).

The resulting correlations suggested the presence of two significant, yet distinct correlation trends. The first trend was observed for male respondents. Focusing on the blue highlighted cells in Table 13, negative correlations occurred between four of the engagement model drivers (Physical Environment & Tools, Pay & Benefits, Staffing Practices, and Respectful Environment) and the gender based work unit composition variable. The negative correlations indicated that higher driver scores were related to lower work unit composition proportions, with the strongest relationship associated with Staffing Practices (-.15). More specifically, male respondents who were in a DEPTID with a low proportion of male respondents tended to provide higher scores in the Physical Environment & Tools, Pay & Benefits, Staffing Practices and Respectful Environment drivers.

Turning to the disability based work unit composition variable, 13 positive correlations were found for respondents who identified themselves as having a disability. Of the 13 correlations, the three strongest relationships were found between the disability based work unit composition variable and the Empowerment (0.17), Staffing Practices (0.17) and Respectful Environment (0.16) drivers. The positive correlations indicated that respondents with a disability who provided higher driver scores, also tended to be from work units with higher proportions of respondents with disabilities.

It is important to note that as the relationships summarised in Table 13 are correlations, any conclusions regarding causation cannot be reached. For the significant relationships associated with male respondents, it is unclear whether work units with greater proportions of male respondents cause lower driver scores, or if male respondents with lower driver scores are drawn to work environments with high proportions of other male respondents. Similarly, the correlations for respondents with disabilities may be due to the work unit's impact on the perceptions of the respondent, or it could be that respondents with positive perceptions are drawn to work environments with higher proportions of other respondents with disabilities. It is also possible that the significant correlations for both male respondents and respondents with a disability are due to one or more unidentified factors.

2.5 Exploring the Comments of the Demographic Groups

The agreement scale survey questions contained in WES provide an excellent means of measuring employees' perceptions of the work environment. When analysed, the findings can help highlight both similarities and differences between the various groups within the BC Public Service. These results in turn can offer areas of focus for further investigation, as well as direction for workplace improvement strategies. While it is possible to center a diversity analysis exclusively on quantitative research, the data collected through the survey's open ended comment question introduces a critical contextual element to the research, and as a result, provides a richer and more comprehensive description of the issues faced by the public service's demographic groups. The wording of the open ended question is provided below:

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

The analysis of the comment data was performed in three steps, with each step offering an additional layer of context to the quantitative findings[36]. The steps consisted of:

1. A summary of the top 10 major themes for each demographic group,

2. A more detailed look at the top five major themes for each demographic group, where each major theme was broken out by its component sub-themes,

3. A focused analysis of the major theme, *Professional Environment* and its component sub-themes. This theme was unique in that it was only present in the list of top 10 major themes for three demographic groups (i.e. respondents who identified as Aboriginal, a member of a visible minority group, or having a disability).

2.5.1. The Top 10 Major Themes for Each Demographic Group

Major themes offer a high level description of the issues faced by respondents throughout the BC Public Service. Through the process of comment analysis, a total of 17 distinct major themes were identified as being a topic of concern for employees[37]. Within the context of the diversity analysis, the focus was narrowed to the 10 most frequent major themes for each demographic group. This was done in order to more clearly identify the shared experiences between groups, as well as the unique work environment challenges encountered by certain demographic sub-groups.

A table summarising the top 10 major themes for each demographic sub-group are presented below (see Table 14), and a more detailed set of tables, providing overall sample counts and theme proportions, is included in the Appendix (see Appendix C, Table 22).

Table 14: Order of Top 10 Major Themes for Each Demographic Sub-Group: Comment Themes were found to be Similar across the Four Demographic Sub-Groups

Major Theme	Please indicate your sex		Do you identify yourself as an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuit?		Do you consider yourself to be a member of a visible minority group?		Do you consider yourself to be a person with a disability?	
	Male Rank	Female Rank	Aboriginal Rank	Non-Aboriginal Rank	Visible Minority Rank	Not a Visible Minority Rank	Person With a Disability Rank	Person Without a Disability Rank
Vision, Mission and Goals of Organization	1	2	1	1	2	1	2	1
Stress and Workload	2	1	2	2	1	2	1	2
Supervisory (Management and Executive)	3	4	3	3	3	3	3	3

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[36] It should be noted that not all respondents who completed the 2010 WES provided a response to the open ended comment question. As a result, the views presented in the comment analysis may not be entirely representative of the full sample of respondents who completed the survey.

[37] A description of the comments and topics common to each major theme can be found in Appendix C.

Major Theme	Please indicate your sex		Do you identify yourself as an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuit?		Do you consider yourself to be a member of a visible minority group?		Do you consider yourself to be a person with a disability?	
	Male Rank	Female Rank	Aboriginal Rank	Non-Aboriginal Rank	Visible Minority Rank	Not a Visible Minority Rank	Person With a Disability Rank	Person Without a Disability Rank
Communication	4	3	5	4	5	4	6	4
Career and Professional Development	5	5	4	5	4	5	4	5
Physical Environment and Resources	6	6	6	6	6	6	5	6
Compensation and Benefits	7	7	10	8	7	9	9	8
Staffing Practices	8	8	8	9	9	8	10	9
Empowerment and Engagement	9	9	7	7	8	7	7	7
Improve Job Security	10	10	-	10	-	10	-	10
Professional Environment	-	-	9	-	10	-	8	-

As can be seen in Table 14, the comments left by respondents suggest a great deal of similarity between the demographic sub-groups. Not only are the top 10 major themes largely the same between the sub-groups, but the ordering of the themes is also comparable across all sub-groups. At a high level, this suggests a shared experience exists between employees, regardless of their demographic characteristics. For all sub-groups, the top two priorities for improving the work environment focus on issues surrounding the *Vision, Mission and Goals of the Organization* and *Stress and Workload*.

Despite the similarities between groups, one major theme did appear to be a concern for three of the demographic sub-groups, but was absent from the top 10 lists of the remaining five sub-groups. Specifically, the *Professional Environment* theme was present in the top 10 list of major themes for respondents who identified as being either an Aboriginal person, a person who is a member of a visible minority group, or person with a disability. In place of the *Professional Environment* theme, the remaining five sub-groups (i.e. male, female, non-Aboriginal, not a visible minority, and persons without a disability) provided comments that fell within the *Improve Job Security* theme. As the *Professional Environment* theme touches on several topics directly related to workplace diversity and inclusiveness, including concerns with discrimination, harassment and equal treatment, a deeper sub-theme analysis specific to *Professional Environment* is provided further on in the report.

2.5.2 A Closer Look at the Sub-themes

Whereas the major themes provide a high level summary of the most common comment topics, the sub-themes take a closer look at the frequently occurring topics within each of the 17 major themes. This additional level of detail helps to contextualize the major themes while also offering a more specific means of grouping closely related comments. The increase in precision offered by sub-themes however presents a challenge in terms of interpretation, as the number of themes available for

consideration increases dramatically when compared to a major theme focused analysis. For this reason, it was decided that a sub-theme analysis for the demographic sub-groups should be based on each group's top five major themes, rather than their top 10 themes. The resulting sub-theme breakdown is summarised in Table 23 (see Appendix C).

While the sub-theme breakdown presented in Table 23 may be somewhat overwhelming in its level of detail, a clear trend does become evident when the ranking of sub-themes are compared between each pair of sub-groups (e.g. male and female). In almost all cases, the order of sub-themes is very similar between sub-groups. For instance, focusing on the major theme *Vision, Mission and Goals of Organization*, the ranking of the top four sub-themes is identical for both male and female respondents. This finding suggests that, regardless of demographic characteristics, a hierarchy of priorities exists within each of the major themes. A summary of the sub-themes contained within *Vision, Mission and Goals of Organization* for male and female respondents is provided in Table 15 below.

Table 15: Order of Sub-themes within Vision, Mission and Goals of Organization for Male and Female Respondents: Similar sub-theme trends were found between the sub-groups

Major Theme	Sub-Themes	Please indicate your sex	
		Male Rank	Female Rank
Vision, Mission and Goals of Organization	Assess plans, priorities and structure of organization	1	1
	Improve stability/manage change	2	2
	Improve/review budget allocation/funding to program/organization	3	3
	Improve policy and/or program implementation	4	4
	Look out for the public interest/ensure quality of pub relation/ improve accountability and transparency	5	-
	Minimize political/bureaucratic interference	6	-

One additional finding that became evident when the focus was narrowed to the top five major themes was that, when rank was ignored, seven of the eight sub-groups were found to have the same top five themes. The exception to this trend was for the sub-group comprised of respondents who identified themselves as having a disability. While all eight sub-groups shared four major themes in common, respondents with a disability were the only sub-group found to have *Physical Environment and Resources* in their top five list of major themes. Given the unique challenges faced by persons with a disability, the sub-group's focus on the inadequacy of physical aspects of the workplace points to potential issues surrounding the accessibility and physical adequacy of their work environment.

2.5.3 Focusing on Professional Environment

While the *Professional Environment* theme was not present in the top five major theme lists for any of the demographic sub-groups, two considerations warranted its breakdown into sub-themes. Firstly, due to the *Professional Environment* theme's direct relevance to the topic of workplace diversity, it was hoped that the examination of

its sub-themes would help clarify which issues were of the greatest concern to respondents. Secondly, as the top 10 major theme comparison indicated that the *Professional Environment* theme was of particular importance to three demographic sub-groups (i.e. Aboriginal, member of a visible minority, person with a disability), it was critical to investigate their specific concerns regarding the inclusiveness of their work environment.

With that in mind, a summary of the top two sub-themes for respondents who identified as Aboriginal, a member of a visible minority group or a person with a disability has been provided below (see Table 16).

Table 16: Top Two Sub-themes within the Professional Environment Theme indicating Diversity related issues for respondents who identified as Aboriginal, members of a Visible Minority and person with a Disability

	Aboriginal		Visible Minority		Person With a Disability	
	% Within Theme	% of total comments for demo	% Within Theme	% of total comments for demo	% Within Theme	% of total comments for demo
Professional Environment						
Treat employees and colleagues better/care about employees and colleagues	50%	3%	53%	3%	31%	2%
Address issues of discrimination and harassment	33%	2%	35%	2%	64%	5%

* The major theme Professional Environment represented 5% of the overall comments for Aboriginal, 5% of the overall comments for Visible Minority and 8% of the overall comments for persons with a Disability.

A quick glance at Table 16 reveals a clear sub-theme trend across all three sub-groups. Specifically, the high incidence of the following two sub-themes: *Address issues of discrimination and harassment* and *Treat employees and colleagues better/care about employees and colleagues*. For each demographic sub-group, the area of greatest concern with respect to their *Professional Environment* centers on issues of discrimination, harassment and the equal treatment of employees. Within the context of workplace diversity, these sub-themes point to circumstances where employees who are either Aboriginal, a member of a visible minority group or a person with a disability, have encountered non-inclusive work behaviours and/or environments. To help better understand the specific nature of these experiences, a selection of comments has been included in Table 27 (see Appendix C).

3. Conclusions and Recommendations

At the BC Public Service level, males were found to be less engaged than females. People with disabilities were also less engaged than people without disabilities. Employee engagement mean scores for males were found to be significantly lower than the engagement mean scores for females. People who self-identified as having disabilities also had significantly lower engagement mean scores compared to those who self-reported as having no disabilities. In contrast, no significant differences in engagement mean scores were seen for both the Aboriginal and visible minority demographic groups. It is recommended that these findings be interpreted with caution and needs to be correlated with findings from other data sources to be able to conclude that a diversity issue involving males and people with disability actually exists. Other cultural and non-cultural factors inherent to the demographic group (e.g. females may be tend to be more generous in giving scores in general) may be present and would need to be taken into account.

Among the 12 engagement drivers and the three engagement characteristics, the Staffing Practices, Recognition, Pay & Benefits, Respectful Environment, Professional Development and Supervisory-level Management drivers are the top areas of focus common to at least two of the four demographic groups. The largest gaps in driver mean scores between demographic sub-groups were seen on these six engagement model drivers. For example, Aboriginals, people who are members of a visible minority group and people with disabilities gave lower scores than their counterparts on both the Staffing and Recognition drivers. Respondents who identified themselves as either Aboriginal or a member of a visible minority group scored lower than their counterparts on the Respectful Environment driver. These drivers and the questions that compose them point to areas of particular focus when it comes to promoting an engaging and inclusive workplace for these specific demographic groups.

Additional significant gaps seen in all demographic groups on the non model questions involving innovation being valued and encouraged, the physical security of the workplace and managers/supervisors maintaining high standards of honesty and integrity may also indicate the presence of areas requiring particular attention related to diversity in the workplace. Male respondents, people who identified as Aboriginals, members of a visible minority group and persons with a disability all showed significantly lower scores than their counterparts on two questions involving innovation being valued and encouraged. This may suggest the presence of perceived inequity in these groups in terms of their ideas being valued or heard within their workplace. Also, while for most questions males tend to score lower than females, for the physical security and "the person I report to maintains high standards of honesty and integrity" non-model questions, females score significantly lower than their male counterparts. Aboriginals, members of a visible minority group and persons with a disability also scored lower than their counterparts on these two non-model questions. These findings may suggest areas where these diversity groups may be particularly sensitive and would require further investigation. As an example, members of a visible minority group in the Enforcement and Corrections occupation may tend to have more negative perceptions of the physical

security of their workplace compared to those who are not members of a visible minority group within the same occupation.

Each level in the organizational structure, as well as physical location, present a unique slice of the picture in terms of the type of work environment that the employees are experiencing and which in turn impact each demographic group differently. Sector, organization and work unit level work environments influence the engagement and drivers scores of some demographic groups. Economy, Justice, Natural Resources and Social Service sectors are the four sectors wherein male respondents were significantly less engaged than female respondents. When investigating differences in gender, these four sectors would be a good starting point. For the visible minority demographic however, only one sector (Justice) showed a significant difference in engagement scores between the visible minority sub-groups. This was mainly due to the large gap in engagement scores between the visible minority/not a visible minority demographic group found within the Public Safety & Solicitor General (PSSG) organization. Further investigation on the issues of employees who are members of a visible minority group in the PSSG organization is recommended. Moreover, when work unit composition was taken into account, results showed that male respondents who were in work units with low proportions of males, tended to provide higher scores for some drivers than males who are in work units with higher proportions of males. The opposite was seen for respondents with a disability where respondents who identified themselves as having a disability tended to provide higher scores on three engagement drivers when work units in which they belong to have a higher proportion of respondents with disabilities. These results suggest that in investigating the impact of diverse work environments, the level at which the work environment is being looked into needs to be defined and taken into consideration.

The combination of being a member of a visible minority group and having a disability poses a unique experience in the work environment that may require particular consideration. Although most demographic combined sub-groups mirror the overall BC Public Service trend over time, other combined sub-groups such as female and male respondents who are members of a visible minority group and are disabled, showed distinct and different trends. Female respondents who are members of a visible minority group and are disabled have the lowest engagement scores year-over-year as compared to other combined female demographic sub-groups (e.g., female respondents who are members of a visible minority group). They also showed the biggest drop in engagement scores compared to the other combined sub-groups in 2010. Male respondents who are members of a visible minority group and are disabled also showed the lowest engagement scores compared to the other male combined sub-groups (e.g., males who have disabilities) and showed the opposite trend in 2010 as compared to its counterparts. These results suggest that the combination of being a member of a visible minority group and having disabilities could present an experience of the work environment that is different from the rest of the other combined sub-groups. Particular consideration to the uniqueness of this group may need to be taken into account when considering improvements to perceptions of the workplace.

In terms of retention strategies, considerations on the demographic grouping provide additional insights on specific key model drivers and consequently workplace factors that may be more relevant for the specific employee groups that are being investigated. While movement across ministries tend to have a positive influence on employee engagement and its drivers, its impact was found to be greater for males than for females. This could suggest the presence of other related factors that could be further considered (i.e., the type of internal transfer available to each gender sub-group – internal transfer opportunities available for males may be of higher quality than those for females for example). Furthermore, differences in model driver mean scores between exiting employees and non-exiting employees with respect to gender and Aboriginal demographic groups, suggest that retention strategies may need to be catered to the specific gaps found within each demographic. For example, in addition to Job Satisfaction, Organization Satisfaction and BC Public Service Commitment, females who exited showed significantly lower scores than females who did not exit the BCPS on the Empowerment, Staffing Practices, Respectful Environment and Supervisory level drivers. On the other hand, Aboriginals who have exited showed significantly lower scores than Aboriginals who did not exit the BCPS on the Teamwork, Respectful Environment, and Professional Development drivers. These drivers could indicate areas where issues may exist and which may have significant impact on the retention of employees belonging to these demographic groups.

Survey comments indicate that employees from all demographic groups have similar concerns regarding their work environment. However, respondents who identified as either Aboriginal, a member of a visible minority group, or a person with a disability, had unique challenges regarding the Professional Environment of their workplace. At a high level, comment analysis indicated that the concerns of all respondents, regardless of their demographic membership, were largely similar. Not only were the topics of concern comparable for each demographic group, but the ranking of comment themes was also consistent across groups. Issues specific to respondents who identified as either Aboriginal, a member of a visible minority group, or a person with a disability, suggest that discrimination, harassment and inequalities are an ongoing problem in some work environments.

It is recommended that discussions on diversity be conducted with sensitivity towards employee confidentiality. As the data indicates, employees who have responded to the core WES 2010 questions and have chosen the "Refused" response on any or all of the four demographic questions tend to be less engaged than those who have indicated their demographic group. It is possible that due to the sensitive nature of the demographic questions, respondents with lower engagement may have reservations around the confidentiality of their responses.

APPENDIX

APPENDIX A: MORE ON THE EMPLOYEE ENGAGEMENT MODEL

In the Work Environment Survey, there are over 70 questions that cover a wide range of topics in the workplace. The questionnaire topics were developed from an extensive literature review of public and private sector research, and in consultation with other jurisdictions across Canada and leading experts in the field. In 2008, the questionnaire was further refined based on the growing expertise in BC Stats and feedback from the program partners. Each question is important and provides useful information, but some questions have a greater impact on engagement than others. However, it is difficult to know which questions are most strongly linked to engagement. BC Stats uses a sophisticated analysis technique, called *structural equation modeling*, to determine which questions or groups of questions have the biggest impact on engagement. The analysis uses the responses of all employees to develop a model of what matters most to employees. Model building has two main steps:

1. Identifying the important survey questions and grouping them into drivers

2. Uncovering the links and connections between the workplace concepts

The researchers who built the model started with a deep theoretical and practical knowledge of what contributes to engagement in the workplace. Their knowledge helped identify workplace concepts and relationships for testing during model building. The initial model was built from the survey responses of 17,400 BC Public Service employees in 2006. A software program uses the survey responses to identify groups of survey questions that predict patterns in the engagement characteristics. The resulting model is custom designed for the BC Public Service. The model is re-tested with each year's survey results to ensure it accurately represents the work environment experiences of employees.

Once the modeling process identified the drivers, the next step was to identify connections within the model. The parts of the model are all interconnected, like a spider web. The pattern of connections between drivers and characteristics form the overall structure of the engagement model.

The structure of the engagement model was graphically introduced in the *Exploring Employee Engagement* reports as a 'house', with a foundation, building blocks, and a roof. The house diagram is a visual metaphor that describes the relationships between the different parts of the work environment.

The model rests on two drivers – Executive and Supervisory-level Management – which are connected to every other driver in the model. As management is the foundation of the engagement model, it is depicted as the foundation of the 'house' diagram. The building blocks identify the workplace functions and concepts influencing engagement. The characteristics of engagement – BC Public Service Commitment, Job Satisfaction, and Organization Satisfaction – are the outcomes of the model. The Engagement score is a single number, calculated from the three engagement characteristics.

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

Figure 16: The Model as a House Diagram

THESE OVALS ARE THE ENGAGEMENT CHARACTERISTICS

BC Public Service Commitment

Job Satisfaction

Organization Satisfaction

The characteristics are made from questions, which express the concept of engagement.

… And they are used to calculate the engagement state and the engagement score.

Empowerment

Stress & Workload

Vision, Mission & Goals

Teamwork

Physical Enviro & Tools

Recognition

Professional Development

Pay & Benefits

Staffing Practices

Respectful Environment

THESE BOXES ARE

Drivers are made from questions with the biggest impact on the characteristics of engagement.

Executive-level Management

Supervisory-level Management

For more specific details on the statistical processes and results guiding the development and testing of this model, please refer to the technical report produced in April 2010 called Modelling the 2009 *Work Environment Survey* Results.[38]

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[38] Available online at: http://www.bcstats.gov.bc.ca/data/ssa/analysis.asp

APPENDIX B: ADDITIONAL RESULTS

Table 17: Respondent Counts and Engagement Mean Scores by Demographic Question Response group

Demographic	Status	Respondent Count	Engagement 2010 Mean score
GENDER	Male	7400	64
	Female	11205	67
	Refused	1599	50
ABORIGINAL	Aboriginal	615	66
	Non-Aboriginal	18043	66
	Refused	1546	51
VISIBLE MINORITY	Visible Minority	2320	65
	Not a Visible Minority	15420	66
	Refused	1847	52
DISABILITY	Person With a Disability	642	62
	Person Without a Disability	18010	66
	Refused	1552	50

Figure 17: Male and Female Respondents Engagement Means Score Comparison by City Group

Gender

	Male	Female
Other	62	67
Vancouver	64	66
Victoria	66	68
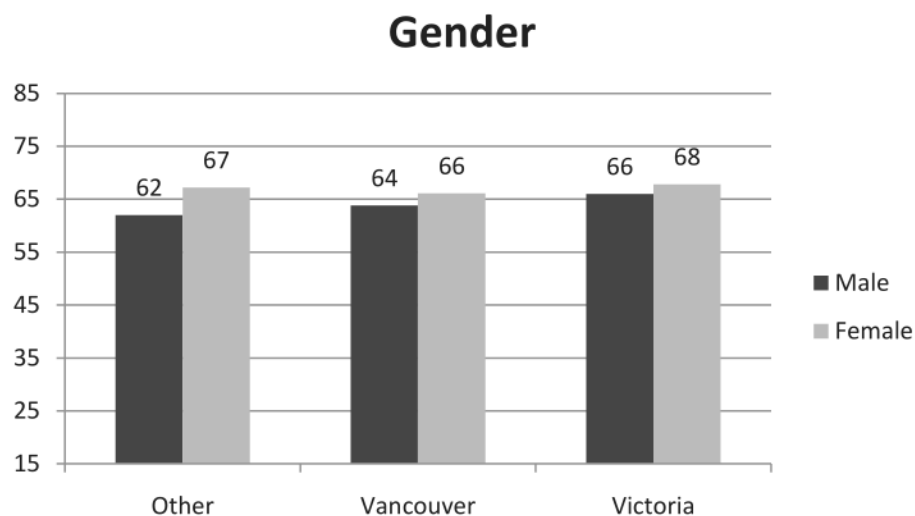
Figure 18: Engagement Means Score Comparison by Job Occupations between the Different BC Regions
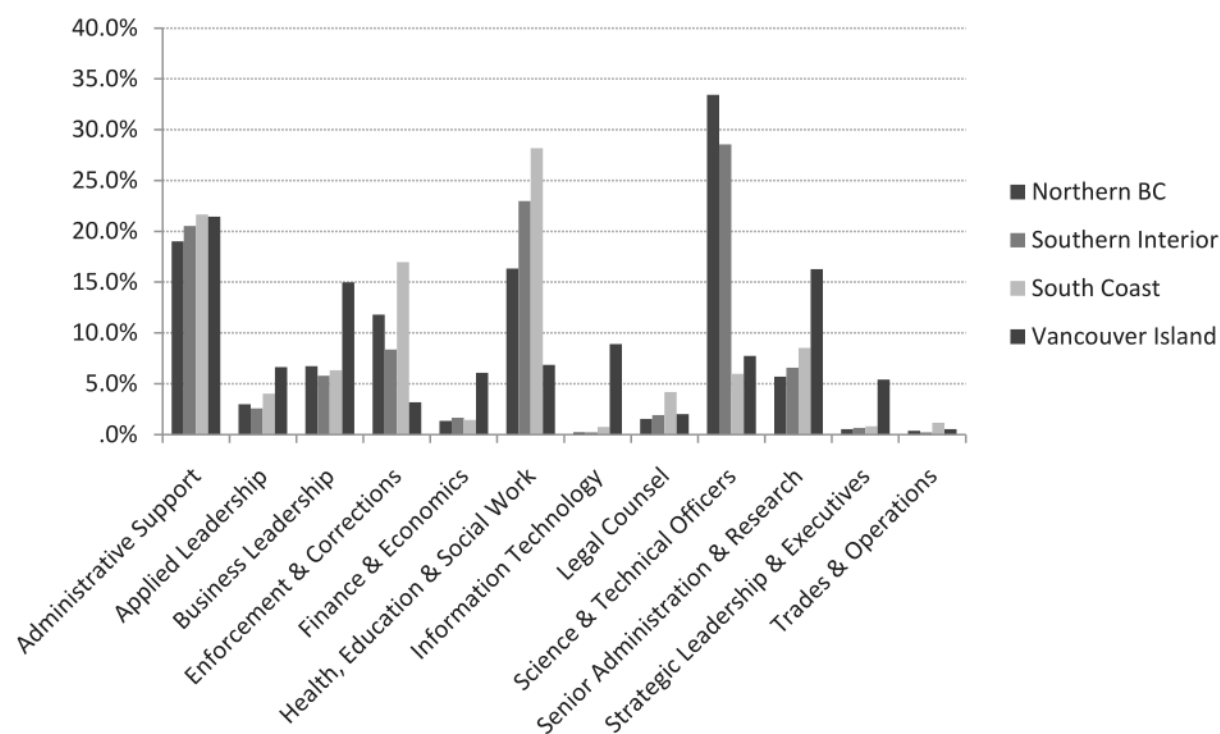
Table 18: Sector Breakdown of In-Scope Organizations

Sectors	Organizations
Economy	Community and Rural Development
	Small Business, Technology and Economic Development
	Tourism, Culture and Arts
	Transportation
Education	Advanced Education and Labour Market Development
	Education
Finance	Finance
	Olympic Games Secretariat
Health	Healthy Living and Sport
	Health Services
Justice	Attorney General
	Labour
	Public Safety & Solicitor General
Natural Resources	Aboriginal Relations and Reconciliation
	Agriculture and Lands
	Energy, Mines and Petroleum Resources
	Environment

Sectors	Organizations
	Environmental Assessment Office
	Forests and Range
	Integrated Land Management Bureau
Service	Citizens' Services
	Intergovernmental Relations Secretariat
	Office of the Premier
	Public Affairs Bureau
	Public Service Agency
Social Services	Children and Family Development
	Housing and Social Development

Table 19: WES 2010 Questions Making Up Each of the Engagement Model Drivers

Engagement Driver	Work Environment Survey 2010 Question
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.
	My work unit values diversity.
	My work unit is free from discrimination and harassment.
Empowerment	I have opportunities to provide input into decisions that affect my work.
	I have the freedom to make the decisions necessary to do my job well.
	I have the opportunities I need to implement new ideas.
Staffing Practices	In my work unit, the *selection* of a person for a position is based on merit.
	In my work unit, the *process* of selecting a person for a position is fair.
Recognition	I receive meaningful recognition for work well done.
	In my work unit, recognition is based on performance.
Pay & Benefits	I am fairly paid for the work I do.
	My benefits meet my (and my family's) needs well.
Stress & Workload	My workload is manageable.
	My work-related stress is manageable.
Physical Environment & Tools	My physical work environment is satisfactory.
	I have the tools (i.e., technology, equipment, etc.) I need to do my job well.
Professional Development	My organization supports my work related learning and development.
	The quality of training and development I have received is satisfactory.
	I have adequate opportunities to develop my skills.
Teamwork	When needed, members of my team help me get the job done.
	Members of my team communicate effectively with each other.
	I have positive working relationships with my co-workers.
Supervisory Management	*The person I report to* consults me on decisions that affect me.
	The person I report to keeps me informed of things I need to know.
Executive Level Management	Executives in my organization communicate decisions in a timely manner.

Engagement Driver	Work Environment Survey 2010 Question
	Executives in my Ministry/organization provide clear direction for the future.
Vision, Mission & Goals	My Ministry/organization is taking steps to ensure the long-term success of its vision, mission and goals.
	The vision, mission and goals of my Ministry/organization are communicated well.
Job Satisfaction	I am satisfied with my job.
Organization Satisfaction	I am satisfied with my ministry/organization.
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.
	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.

Table 20: Engagement and Model Drivers Mean Score Differences for Demographic Groups

Engagement and its Drivers	Please indicate your sex			Do you identify yourself as an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuit?			Do you consider yourself to be a member of a visible minority group?			Do you consider yourself to be a person with a disability?		
	Male	Female	Diff*	Yes	No	Diff*	Yes	No	Diff*	Yes	No	Diff*
Engagement	64.1	67.2	-3.1	65.5	65.8	-0.3	65.2	66.1	-0.9	61.9	66	-4.1
Commitment	65.4	69.5	-4.1	67.5	67.8	-0.3	67.4	68	-0.6	64.3	67.9	-3.6
Job Satisfaction	67.2	68.3	-1.2	67.2	67.7	-0.6	66.4	68.1	-1.7	63.4	67.9	-4.5
Organization Satisfaction	59.1	63.2	-4.1	60.8	61.5	-0.7	61.2	61.7	-0.5	57	61.6	-4.6
Empowerment	65.5	66.7	-1.2	63	66.1	-3.2	64.2	66.6	-2.4	60.3	66.2	-5.9
Stress & Workload	57.9	58.4	-0.5	56.2	58.2	-2	58	58.3	-0.3	53.1	58.3	-5.2
Vision, Mission & Goals	54.3	59.6	-5.3	58.7	57.4	1.3	57.5	57.5	0	55.1	57.5	-2.4
Teamwork	76.5	75.4	1.1	73.4	75.8	-2.4	74.2	76.1	-2	70.7	75.9	-5.2
Physical Environment & Tools	66.2	68.2	-2	64.7	67.4	-2.7	65	67.9	-2.9	62.5	67.5	-5
Recognition	60.2	61.8	-1.6	57.5	61.1	-3.6	58.9	61.6	-2.8	53.6	61.3	-7.7
Professional Development	56.3	56.5	-0.2	52.5	56.4	-3.9	56.1	56.6	-0.5	48.7	56.6	-7.8
Pay & Benefits	53.1	55.7	-2.6	53.9	54.7	-0.8	48.6	55.8	-7.2	48.3	54.9	-6.7
Staffing Practices	58.3	57.7	0.5	51.7	58	-6.3	53.7	58.9	-5.1	48.3	58.2	-9.8
Respectful Environment	73.1	73.1	0.1	67.3	73.1	-5.7	69.8	73.7	-3.9	67.2	73.1	-5.9
Executive Level	51.8	55.3	-3.5	51.9	53.8	-1.9	55.4	53.8	1.7	51.5	53.9	-2.3
Supervisory Level	69.5	69.1	0.4	65.2	69.2	-4	68	69.5	-1.6	62	69.3	-7.3

*Blue highlighted boxes indicate significant differences, where the mean score in the right column of a demographic question (e.g. females) was larger than the corresponding mean score in the left column of the question (e.g. males). Grey highlighted boxes indicate significant differences where the left column mean score was larger than the mean score in the right column.

Table 21: Non-Model Question Mean Score Differences for Demographic Groups

Non-Model Survey Questions	Please indicate your sex			Do you identify yourself as an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuit?			Do you consider yourself to be a member of a visible minority group?			Do you consider yourself to be a person with a disability?		
	Male	Female	Diff	Yes	No	Diff	Yes	No	Diff	Yes	No	Diff
Innovation is valued in my work.	66.0	68.5	-2.5	63.9	67.5	-3.7	64.4	68.3	-3.8	62.8	67.6	-4.8
I am encouraged to be innovative in my work.	65.5	67.7	-2.2	62.5	66.8	-4.3	64.2	67.4	-3.2	62.0	66.8	-4.8
I am inspired to give my very best.	61.8	66.4	-4.6	63.6	64.4	-0.8	64.0	64.7	-0.7	59.9	64.6	-4.6
My work unit is well supported during times of change.	52.0	53.8	-1.8	52.4	52.9	-0.5	54.5	52.9	1.6	47.2	53.2	-5.9
Appropriate accountabilities are in place in my work unit.	59.4	59.4	0.0	56.6	59.2	-2.5	59.5	59.3	0.2	56.1	59.3	-3.1
I feel my job is secure.	51.6	55.9	-4.3	51.7	54.2	-2.5	56.3	54.0	2.3	51.3	54.2	-2.9
My work is meaningful.	74.1	75.9	-1.9	75.6	75.1	0.5	74.2	75.3	-1.1	71.6	75.2	-3.6
My job is a good fit with my skills and interests.	75.2	75.1	0.1	75.4	75.0	0.4	72.4	75.6	-3.2	71.7	75.2	-3.5
I am proud of the work I do.	81.0	82.6	-1.6	82.1	81.8	0.3	80.5	82.1	-1.6	80.2	81.9	-1.8
My workplace procedures allow me to use my time as effectively as possible.	62.4	64.0	-1.6	63.1	63.3	-0.2	62.6	63.5	-0.9	58.4	63.5	-5.0
The work I do gives citizens good value for their tax dollars.	78.8	78.4	0.4	77.6	78.5	-0.9	77.7	78.7	-0.9	76.9	78.5	-1.7
Work is distributed fairly in my work unit.	61.0	59.3	1.7	57.1	59.9	-2.8	56.7	60.5	-3.9	55.3	60.0	-4.6
My job provides me with the right amount of challenge.	64.0	63.8	0.2	63.1	63.8	-0.6	62.1	64.2	-2.1	58.4	63.9	-5.5
I have support at work to provide a high level of service.	61.5	63.8	-2.2	60.7	62.8	-2.2	61.3	63.2	-1.9	57.5	63.0	-5.5
I have support at work to balance my work and personal life.	65.9	66.8	-0.9	63.9	66.4	-2.5	63.6	67.0	-3.3	59.5	66.6	-7.0
The physical security of my workplace is satisfactory.	74.0	72.8	1.2	69.2	73.3	-4.1	68.4	74.2	-5.8	68.1	73.4	-5.4
I have the information I need to do my job well.	65.0	66.6	-1.6	64.2	65.9	-1.7	64.7	66.3	-1.5	61.3	66.1	-4.8
I regularly receive feedback on my performance.	57.0	57.5	-0.5	55.5	57.2	-1.8	56.3	57.4	-1.1	52.0	57.3	-5.3

Non-Model Survey Questions	Please indicate your sex			Do you identify yourself as an Aboriginal person, that is, First Nations (North American Indian), Métis or Inuit?			Do you consider yourself to be a member of a visible minority group?			Do you consider yourself to be a person with a disability?		
	Male	Female	Diff	Yes	No	Diff	Yes	No	Diff	Yes	No	Diff
I have opportunities for career growth within the BC Public Service.	47.8	49.2	-1.4	48.8	48.6	0.2	47.9	48.9	-1.0	40.2	48.9	-8.7
My e.Performance (EPDP) helps me achieve my goals.	43.4	43.9	-0.5	44.0	43.8	0.3	46.8	43.3	3.5	38.3	43.9	-5.7
My ideas are respected by others in my work unit.	76.3	75.5	0.8	71.6	75.9	-4.3	72.6	76.5	-3.9	68.5	76.0	-7.5
The person I report to listens to my suggestions and ideas for improvement.	74.4	74.7	-0.3	69.9	74.6	-4.8	72.1	75.1	-3.0	67.8	74.7	-6.9
The person I report to provides clear expectations regarding my work.	69.6	70.2	-0.6	67.6	69.8	-2.2	69.2	70.0	-0.8	64.5	69.9	-5.4
The person I report to is an effective manager.	69.4	68.9	0.5	67.7	68.9	-1.2	67.8	69.1	-1.4	63.6	69.0	-5.5
The person I report to maintains high standards of honesty and integrity.	78.1	76.0	2.0	73.4	76.7	-3.3	73.7	77.3	-3.6	70.5	76.9	-6.4
I am satisfied with the quality of supervision I receive.	71.6	70.5	1.1	67.9	70.8	-2.9	69.6	71.0	-1.5	64.9	70.9	-6.0
Executives in my Ministry/organization clearly communicate strategic changes and/or changes in priorities.	54.0	57.1	-3.1	54.3	55.8	-1.4	56.8	55.8	1.0	53.2	55.9	-2.6
Essential information flows efficiently from senior leadership to staff.	49.2	52.2	-2.9	50.2	50.9	-0.7	52.9	50.7	2.1	47.8	51.0	-3.2
I have confidence in the senior leadership of my Ministry/organization.	52.8	56.8	-4.0	55.6	55.1	0.5	55.7	55.2	0.5	51.2	55.2	-4.0
I know how my work contributes to the achievement of my Ministry's/organization's/department's goals.	62.2	62.6	-0.4	62.6	62.3	0.3	62.5	62.4	0.1	58.4	62.5	-4.1
I am satisfied with my work unit.	70.7	70.0	0.7	68.7	70.1	-1.4	67.4	70.7	-3.3	64.8	70.3	-5.5
I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	68.1	67.3	0.7	64.3	67.5	-3.2	62.9	68.3	-5.4	63.3	67.5	-4.3
At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	62.9	65.1	-2.2	62.0	64.1	-2.1	61.1	64.7	-3.6	60.6	64.2	-3.6
I am proud to tell people I work for the BC Public Service.	64.7	68.1	-3.4	67.1	66.6	0.5	67.9	66.5	1.4	62.6	66.8	-4.2
I would recommend the BC Public Service as a great place to work.	57.1	62.7	-5.6	61.7	60.3	1.3	62.7	60.1	2.6	54.5	60.5	-6.0

APPENDIX C: COMMENT ANALYSIS RESULTS

To analyze the thousands of comments offered by respondents in the BC Public Service, each comment was read and coded (categorized) according to one or more major themes and sub-themes.

Major themes are more general categories that represent a particular set of inter-related topics and sub-themes within the major themes represent the variation of topics with the broader major themes. For example, the major theme *Professional Environment* has five sub-themes, including: *respect long-term employees* and *value diversity*.

BC Stats read and analysed every comment provided by respondents across the BC Public Service, and found that 17 major themes and 64 sub-themes encompassed what was offered. Comments were coded (categorized) for their cause, and not for their effect. It is the cause of the comment that is the issue and requires attention. For example, while the following comment, "*having our computers constantly crash affects my productivity,*" identifies productivity as being a problem, the comment is really addressing a problem with the computers. Efforts were made to establish high inter-coder reliability between analysts to ensure analytical consistency.

Major theme percentages and sub-theme percentages within major themes illustrate the issues that were discussed more often than others. Some employee's comments were coded into multiple categories where several distinct concerns were offered within the one comment. This analysis represents only those employees who took the time to provide a comment. The absence of a comment does not imply that a particular theme is irrelevant or not applicable.

The 17 major themes are listed below with brief descriptions of their contents and scope within.

Career and Professional Development
Increasing/improving training opportunities and ensuring opportunities are available to all employees – including opportunities to enhance and/or develop their careers in the Public Service.

Communication
Increasing/improving communication within and between organizations and departments; improved communication between supervisors and staff (open door policy, more feedback offered), and of the ministry's vision, mission, goals and organizational change.

Compensation and Benefits
The need for a wage increase (to match cost of living, rate of inflation, workload expectations or parity with the private sector), improvement to the benefits package (increasing coverage and reimbursements),or job (re)classifications.

Empowerment and Engagement
Employees feeling they have the opportunity and freedom to be innovative, provide input, and make decisions to do their jobs well; employees wishing to have their skills and abilities maximized; the need for increasing engagement, following through with engagement initiatives, work being meaningful and increasing/improving recognition.

Improve Internal and External Client/Public Service
Improving client service and the delivery of contracted services, prioritizing levels of client service, including services provided to citizens.

Improve Job Security
Job security in general, issues involving fears surrounding privatization as well as concerns related to the out-sourcing of ministry tasks and the need for more communication about job security and human resources initiatives.

Miscellaneous
Issues that do not address the question but hold some meaning.

No Comment/Not Applicable
Comments that are not applicable.

Opinions about Survey Value
Positive or negative remarks about the survey and its merit for improving the work environment or comments about specific questions/sections.

Organization Specific
A category available for a ministry/organization-specific issue that no other category could encompass.

Physical Environment and Resources
The inadequacy of the physical work environment (space, security, staff facilities, office location) and equipment (ergonomic furniture, computers, software, etc.), green initiatives and the health and wellness of employees.

Positive Remarks
Any positive comments made by employees regarding their job, their work environment and/or their co-workers.

Professional Environment
The need for employees to be treated fairly and equally without being subject to any forms of harassment or discrimination regardless of age, gender, ethnicity or experience.

Staffing Practices
The fairness of hiring and promotion procedures, staff retention and recruitment as well as general concerns about the BCGEU contract and new employee training.

St ress and Workload
Workload, equal distribution of work, sufficient staffing levels to provide coverage for vacations, sick days or training seminars without falling behind; the need for increased flexibility and work/life balance.

Supervisory (Management and Executive)
Supervisory roles such as: improving strategic planning, strengthening the quality of leadership and decision making, having management visible on the 'ground level,' ensuring that management effectively deals with under-performing employees, and criticism with micromanagement techniques.

Vision, Mission, Goals of Organization

Aggregate characteristics of the ministry such as its structures, plans and organizational and budgetary priorities. This could entail maintaining organizational stability, reducing the levels of bureaucracy or making policy changes that affect organizational operations. Also in this category are comments relating to the need for improving public relations and maintaining policies that act in the interest of the general public.

The top 10 major theme comments for each demographic group are presented in Table 22 below.

Table 22: Top 10 Major Themes for Each Demographic Group

Male (N = 5,413)	% of Comments*		Female (N = 7,978)	% of Comments
Vision, Mission and Goals of Organization	31%		Stress and Workload	22%
Stress and Workload	15%		Vision, Mission and Goals of Organization	19%
Supervisory (Management and Executive)	13%		Communication	14%
Communication	11%		Supervisory (Management and Executive)	14%
Career and Professional Development	8%		Career and Professional Development	12%
Physical Environment and Resources	8%		Physical Environment and Resources	10%
Compensation and Benefits	7%		Compensation and Benefits	6%
Staffing Practices	7%		Staffing Practices	5%
Empowerment and Engagement	6%		Empowerment and Engagement	4%
Improve Job Security	4%		Improve Job Security	4%
Aboriginal Identity (N=443)	**% of Comments**		**No Aboriginal Identity (N = 13,000)**	**% of Comments**
Vision, Mission and Goals of Organization	20%		Vision, Mission and Goals of Organization	24%
Stress and Workload	18%		Stress and Workload	19%
Supervisory (Management and Executive)	14%		Supervisory (Management and Executive)	14%
Career and Professional Development	14%		Communication	13%
Communication	13%		Career and Professional Development	11%
Physical Environment and Resources	12%		Physical Environment and Resources	9%
Empowerment and Engagement	8%		Empowerment and Engagement	8%
Staffing Practices	6%		Compensation and Benefits	6%
Professional Environment	5%		Staffing Practices	6%
Compensation and Benefits	4%		Improve Job Security	4%
Visible Minority Status (N = 1,598)	**% of Comments**		**No Visible Minority Status (N = 11,184)**	**% of Comments**
Stress and Workload	21%		Vision, Mission and Goals of Organization	25%
Vision, Mission and Goals of Organization	16%		Stress and Workload	19%
Supervisory (Management and Executive)	15%		Supervisory (Management and Executive)	14%
Career and Professional Development	14%		Communication	13%
Communication	12%		Career and Professional Development	10%

Physical Environment and Resources	11%		Physical Environment and Resources	9%
Compensation and Benefits	9%		Empowerment and Engagement	7%
Empowerment and Engagement	8%		Staffing Practices	6%
Staffing Practices	7%		Compensation and Benefits	6%
Professional Environment	5%		Improve Job Security	4%
Person with a Disability (N = 500)	**% of Comments**		**Not a Person with a Disability** (N = 1,2951)	**% of Comments**
Stress and Workload	23%		Vision, Mission and Goals of Organization	24%
Vision, Mission and Goals of Organization	20%		Stress and Workload	19%
Supervisory (Management and Executive)	14%		Supervisory (Management and Executive)	14%
Career and Professional Development	12%		Communication	13%
Physical Environment and Resources	10%		Career and Professional Development	11%
Communication	10%		Physical Environment and Resources	9%
Empowerment and Engagement	8%		Empowerment and Engagement	8%
Professional Environment	8%		Compensation and Benefits	6%
Compensation and Benefits	7%		Staffing Practices	6%
Staffing Practices	5%		Improve Job Security	4%

Top Sub-Themes within the Top 5 Major Themes By Demographic Group

The following tables present a detailed summary of the top 5 major themes and the corresponding sub-themes, within each major theme, for each demographic group based on the comments provided. To protect respondent confidentiality, the breakdown required a minimum count of comments per category

The middle column presents the percentage of comments within the corresponding themes. Where 22% of all comments in the female demographic group are related to the major theme Stress and Workload, 49% of comments within this major theme had to do with increasing staff/coverage.

The right-hand column displays the percentage of comments within the corresponding themes out of the total number of comments for the particular demographic group. In other words, out of the 7978 comments provided by respondents who identified as female, 11% had to do with increasing staff/coverage.

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

Table 23: GENDER (Major Theme/Sub-Theme)

MAJOR THEME / SUB-THEME	% within theme	% of comments for demographic
MALES (N = 5,413)		
VISION, MISSION AND GOALS OF ORGANIZATION		31%
Assess plans, priorities and structure of organization	54%	17%
Improve stability/manage change	23%	7%
Improve/review budget allocation/funding to program/organization	12%	4%
Improve policy and/or program implementation	5%	1%
Look out for the public interest/ensure quality of pub relation/ improve accountability and transparency	3%	1%
Minimize political/bureaucratic interference	3%	1%
STRESS AND WORKLOAD		15%
Increase staff/coverage	45%	7%
Review workload expectations	26%	4%
Improve productivity and efficiency	14%	2%
Be flexible/promote work-life balance	13%	2%
SUPERVISORY (MANAGEMENT AND EXECUTIVE)		13%
Strengthen quality of supervisory/management/executive	37%	5%
Hold ALL employees accountable/take action with problem employees	16%	2%
Support employees	12%	2%
Stop micro-managing/over-managing	8%	1%
Make yourselves visible/gain insight into day-to-day operations	7%	1%
Improve decision-making	6%	1%
Clarify, refine, and/or document procedures and expectations of work	6%	1%
COMMUNICATION		11%
Communication of Vision, Mission, Goals, and change	54%	6%
Improve internal communication - within team and between staff and supervisors (management and executive)	28%	3%
Improve communication & relationships between departments/other organizations	10%	1%
Communication (general, unspecified)	8%	1%

MAJOR THEME / SUB-THEME	% within theme	% of comments for demographic
FEMALES (N= 7,978)		
VISION, MISSION AND GOALS OF ORGANIZATION		19%
Assess plans, priorities and structure of org.	48%	9%
Improve stability/manage change	27%	5%
Improve/review budget allocation/funding to program/organization	13%	2%
Improve policy and/or program implementation	7%	1%
STRESS AND WORKLOAD		22%
Increase staff/coverage	49%	11%
Review workload expectations	25%	5%
Be flexible/promote work-life balance	16%	3%
Improve productivity and efficiency	8%	2%
SUPERVISORY (MANAGEMENT AND EXECUTIVE)		14%
Strengthen quality of supervisory/management/executive	37%	5%
Hold ALL employees accountable/take action with problem employees	21%	3%
Support employees	15%	2%
Clarify, refine, and/or document procedures and expectations of work	9%	1%
Make yourselves visible/gain insight into day-to-day operations	6%	1%
Improve decision-making	5%	1%
Stop micro-managing/over-managing	4%	1%
COMMUNICATION		14%
Communication of Vision, Mission, Goals, and change	46%	7%
Improve internal communication - within team and between staff and supervisors	33%	5%
Communication (general, unspecified)	12%	2%
Improve communication & relationships between departments/other organizations	9%	1%

MAJOR THEME SUB-THEME	% within theme	% of comments for demographic
MALES (N = 5,413)		
CAREER AND PROFESSIONAL DEVELOPMENT		**8%**
Improve/increase training and development opportunities	63%	5%
Provide opportunities for career advancement / enhancement	36%	3%

MAJOR THEME SUB-THEME	% within theme	% of comments for demographic
FEMALES (N= 7,978)		
CAREER AND PROFESSIONAL DEVELOPMENT		**12%**
Improve/increase training and development opportunities	63%	8%
Provide opportunities for career advancement / enhancement	37%	5%

Table 24: ABORIGINAL/NON-ABORIGINAL (Major Theme/Sub-Theme)

MAJOR THEME SUB-THEME	% within theme	% of comments for demographic
ABORIGINAL IDENTITY (N = 443)		
VISION, MISSION AND GOALS OF ORGANIZATION		**20%**
Assess plans, priorities and structure of org.	58%	12%
Improve stability/manage change	17%	3%
Improve/review budget allocation/funding to program/organization	14%	3%
Improve policy and/or program implementation	4%	1%
Look out for the public interest/ensure quality of public relations/ improve accountability and transparency	3%	1%
STRESS AND WORKLOAD		**18%**
Increase staff/coverage	49%	9%
Review workload expectations	22%	4%
Be flexible/promote work-life balance	19%	3%
Improve productivity and efficiency	6%	1%
SUPERVISORY (MANAGEMENT AND EXECUTIVE)		**14%**
Strengthen quality of supervisory/management/executive	35%	5%
Support employees	19%	3%
Make yourselves visible/gain insight into day-to-day operations	10%	1%
Hold ALL employees accountable/take action with problem employees	10%	1%
Clarify, refine, and/or document procedures and expectations of work	10%	1%
Stop micro-managing/over-managing	8%	1%

MAJOR THEME SUB-THEME	% within theme	% of comments for demographic
NON ABORIGINAL IDENTITY (N= 13,000)		
VISION, MISSION AND GOALS OF ORGANIZATION		**24%**
Assess plans, priorities and structure of org.	52%	12%
Improve stability/manage change	24%	6%
Improve/review budget allocation/funding to program/organization	12%	3%
Improve policy and/or program implementation	6%	1%
Look out for the public interest/ensure quality of public relations/ improve accountability and transparency	3%	1%
STRESS AND WORKLOAD		**19%**
Increase staff/coverage	48%	9%
Review workload expectations	25%	5%
Be flexible/promote work-life balance	15%	3%
Improve productivity and efficiency	10%	2%
SUPERVISORY (MANAGEMENT AND EXECUTIVE)		**14%**
Strengthen quality of supervisory/management/executive	38%	5%
Hold ALL employees accountable/take action with problem employees	20%	3%
Support employees	14%	2%
Clarify, refine, and/or document procedures and expectations of work	7%	1%
Make yourselves visible/gain insight into day-to-day operations	7%	1%
Improve decision-making	5%	1%

MAJOR THEME / SUB-THEME	% within theme	% of comments for demographic
ABORIGINAL IDENTITY (N = 443)		
COMMUNICATION		13%
Communication of Vision, Mission, Goals, and change	45%	6%
Improve internal communication - within team and between staff and supervisors (management and executive)	34%	4%
Improve communication & relationships between departments/other organizations	13%	2%
Communication (general, unspecified)	9%	1%
CAREER AND PROFESSIONAL DEVELOPMENT		14%
Improve/increase training and development opportunities	64%	9%
Provide opportunities for career advancement / enhancement	34%	5%

MAJOR THEME / SUB-THEME	% within theme	% of comments for demographic
NON ABORIGINAL IDENTITY (N= 13,000)		
Stop micro-managing/over-managing	5%	1%
Improve strategic/preventative planning	4%	1%
COMMUNICATION		13%
Communication of Vision, Mission, Goals, and change	48%	6%
Improve internal communication - within team and between staff and supervisors (management and executive)	31%	4%
Communication (general, unspecified)	11%	1%
Improve communication & relationships between departments/other organizations	9%	1%
CAREER AND PROFESSIONAL DEVELOPMENT		11%
Improve/increase training and development opportunities	63%	7%
Provide opportunities for career advancement / enhancement	37%	4%

Table 25: VISIBLE MINORITY/NON-VISIBLE MINORITY (Major Theme/Sub-Theme)

MAJOR THEME / SUB-THEME	% within theme	% of comments for demographic
VISIBLE MINORITY (N = 1,598)		
STRESS AND WORKLOAD		21%
Increase staff/coverage	47%	10%
Review workload expectations	24%	5%
Be flexible/promote work-life balance	18%	4%
VISION, MISSION AND GOALS OF ORGANIZATION		16%
Assess plans, priorities and structure of org.	47%	7%
Improve stability/manage change	29%	5%
Improve/review budget allocation/funding to program/organization	14%	2%
Look out for the public interest/ensure quality of pub relation/ improve accountability and transparency	4%	1%

MAJOR THEME / SUB-THEME	% within theme	% of comments for demographic
NON-VISIBLE MINORITY (N= 11,184)		
STRESS AND WORKLOAD		19%
Increase staff/coverage	48%	9%
Review workload expectations	26%	5%
Be flexible/promote work-life balance	14%	3%
Improve productivity and efficiency	10%	2%
VISION, MISSION AND GOALS OF ORGANIZATION		25%
Assess plans, priorities and structure of org.	52%	13%
Improve stability/manage change	24%	6%
Improve/review budget allocation/funding to program/organization	12%	3%
Improve policy and/or program implementation	6%	2%

MAJOR THEME / SUB-THEME	% within theme	% of comments for demographic
VISIBLE MINORITY (N = 1,598)		
Improve policy and/or program implementation	4%	1%
SUPERVISORY (MANAGEMENT AND EXECUTIVE)		15%
Strengthen quality of supervisory/management/executive	38%	6%
Hold ALL employees accountable/take action with problem employees	21%	3%
Support employees	17%	3%
Clarify, refine, and/or document procedures and expectations of work	8%	1%
Make yourselves visible/gain insight into day-to-day operations	7%	1%
Stop micro-managing/over-managing	4%	1%
Improve decision-making	3%	1%
CAREER AND PROFESSIONAL DEVELOPMENT		14%
Improve/increase training and development opportunities	63%	9%
Provide opportunities for career advancement / enhancement	36%	5%
COMMUNICATION		12%
Communication of Vision, Mission, Goals, and change	44%	5%
Improve internal communication - within team and between staff and supervisors (management and executive)	36%	4%
Communication (general, unspecified)	13%	2%
Improve communication & relationships between departments/other organizations	7%	1%

MAJOR THEME / SUB-THEME	% within theme	% of comments for demographic
NON-VISIBLE MINORITY (N= 11,184)		
Look out for the public interest/ensure quality of pub relation/ improve accountability and transparency	3%	1%
Minimize political/bureaucratic interference	2%	1%
SUPERVISORY (MANAGEMENT AND EXECUTIVE)		14%
Strengthen quality of supervisory/management/executive	37%	5%
Hold ALL employees accountable/take action with problem employees	20%	3%
Support employees	13%	2%
Clarify, refine, and/or document procedures and expectations of work	8%	1%
Make yourselves visible/gain insight into day-to-day operations	7%	1%
Improve decision-making	6%	1%
Stop micro-managing/over-managing	5%	1%
Improve strategic/preventative planning	5%	1%
CAREER AND PROFESSIONAL DEVELOPMENT		10%
Improve/increase training and development opportunities	62%	6%
Provide opportunities for career advancement / enhancement	37%	4%
COMMUNICATION		13%
Communication of Vision, Mission, Goals, and change	49%	7%
Improve internal communication - within team and between staff and supervisors (management and executive)	31%	4%
Communication (general, unspecified)	11%	1%
Improve communication & relationships between departments/other organizations	9%	1%

Table 26: PERSON WITH A DISABILIYT/PERSON WITHOUT A DISABILITY (Major Theme/Sub-Theme)

MAJOR THEME SUB-THEME	% within theme	% of comments for demographic	MAJOR THEME SUB-THEME	% within theme	% of comments for demographic
PERSON WITH A DISABILITY (N = 500)			**PERSON WITHOUT A DISABILITY (N= 12,951)**		
STRESS AND WORKLOAD		23%	**STRESS AND WORKLOAD**		19%
Increase staff/coverage	46%	10%	Increase staff/coverage	48%	9%
Review workload expectations	24%	5%	Review workload expectations	25%	5%
Be flexible/promote work-life balance	15%	3%	Be flexible/promote work-life balance	15%	3%
Improve productivity and efficiency	14%	3%	Improve productivity and efficiency	10%	2%
VISION, MISSION AND GOALS OF ORGANIZATION		20%	**VISION, MISSION AND GOALS OF ORGANIZATION**		24%
Assess plans, priorities and structure of org.	45%	9%	Assess plans, priorities and structure of org.	52%	12%
Improve stability/manage change	23%	5%	Improve stability/manage change	25%	6%
Improve/review budget allocation/funding to program/organization	12%	2%	Improve/review budget allocation/funding to program/organization	12%	3%
Improve policy and/or program implementation	9%	2%	Improve policy and/or program implementation	6%	1%
Minimize political/bureaucratic interference	4%	1%	Look out for the public interest/ensure quality of pub relation/ improve accountability and transparency	3%	1%
Minimize problems with out-sourcing and contracting	4%	1%			
Look out for the public interest/ensure quality of pub relation/ improve accountability and transparency	3%	1%			
SUPERVISORY (MANAGEMENT AND EXECUTIVE)		14%	**SUPERVISORY (MANAGEMENT AND EXECUTIVE)**		14%
Strengthen quality of supervisory/management/executive	45%	6%	Strengthen quality of supervisory/management/executive	37%	5%
Hold ALL employees accountable/take action with problem employees	28%	4%	Hold ALL employees accountable/take action with problem employees	19%	3%
Clarify, refine, and/or document procedures and expectations of work	8%	1%	Support employees	14%	2%
Support employees	7%	1%	Clarify, refine, and/or document procedures and expectations of work	7%	1%
Make yourselves visible/gain insight into day-to-day operations	6%	1%	Make yourselves visible/gain insight into day-to-day operations	7%	1%
			Stop micro-managing/over-managing	6%	1%
			Improve decision-making	5%	1%
			Improve strategic/preventative planning	4%	1%

MAJOR THEME / SUB-THEME	% within theme	% of comments for demographic
PERSON WITH A DISABILITY (N = 500)		
CAREER AND PROFESSIONAL DEVELOPMENT		12%
Improve/increase training and development opportunities	64%	8%
Provide opportunities for career advancement / enhancement	36%	4%
PHYSICAL ENVIRONMENT AND RESOURCES		10%
Provide better office facilities/equipment/furniture	57%	6%
Upgrade/improve technology/software	22%	2%
Ensure health and wellness of employees	8%	1%
Ensure safety and security of employees	8%	1%

MAJOR THEME / SUB-THEME	% within theme	% of comments for demographic
PERSON WITHOUT A DISABILITY (N= 12,951)		
CAREER AND PROFESSIONAL DEVELOPMENT		11%
Improve/increase training and development opportunities	63%	7%
Provide opportunities for career advancement / enhancement	37%	4%
COMMUNICATION		13%
Communication of Vision, Mission, Goals, and change	48%	6%
Improve internal communication - within team and between staff and supervisors (management and executive)	31%	4%
Communication (general, unspecified)	11%	1%
Improve communication & relationships between departments/other organizations	9%	1%

Table 27: VERBATIM COMMENTS ON THE PROFESSIONAL ENVIRONMENT TOP TWO SUB-THEMES (Aboriginal, Members of a Visible Minority and People with Disability)

ABORIGINAL
PROFESSIONAL ENVIRONMENT
Treat employees and colleagues better/care about employees and colleagues

s.22

Address issues of discrimination and harassment

s.22

s.22

VISIBLE MINORITY
PROFESSIONAL ENVIRONMENT
Treat employees and colleagues better/care about employees and colleagues

s.22

Address issues of discrimination and harassment

s.22

PERSONS WITH A DISABILITY
PROFESSIONAL ENVIRONMENT
Treat employees and colleagues better/care about employees and colleagues

s.22

s.22

Address issues of discrimination and harassment

s.22

If you have any questions
about the information in this report,
please contact
BC Stats.
250-387-6744

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Withheld pursuant to/removed as

s.13

Flow Report for Regular Employees*, by Equity Group

Group	2013 Population (WES)	2015 Population (WES)	Total Additions, 2013-2015	Total Departures, 2013-2015
All Gov Employees	**23,261**	**23,747**	**4,068**	**3,600**
Visible Minorities	3,172	3,329	588	430
Indigenous Peoples	718	747	126	100
Disabled Persons	994	946	94	140
Women	14,091	14,536	2,683	2,247

* Auxiliary employees are excluded from this report due to their high turnover rates compared to Regular sta

** Annual data is not available. The annual rate posted here is based on taking half of the number of departu

2-Year Departure Rate	Average Annual Departure Rate**
15.5%	**7.7%**
13.6%	6.8%
13.9%	7.0%
14.1%	7.0%
15.9%	8.0%

tus employees.

res seen between 2013 - 2015, and dividing into the 2013 population.

How much does engagement vary among diversity groups?

Prepared by: Stephanie Yurchak & Angela Matheson   Released: May 2016

2015 Work Environment Survey

Background

From October 6 to October 30 2015, 19,756 employees across the BC Public Service participated in the *Work Environment Survey (WES)*. Respondents provided feedback about their engagement as well as demographic information on available measures of diversity. Based on the combined diversity information they provided this year or in a previous WES, 31% indicated they were men and 12% considered themselves visible minorities. Nearly 700 respondents (4%) considered themselves persons with disabilities, while less than 500 (2%) identified as Aboriginal peoples. This summary explores how much their engagement varies compared to respondents who identified otherwise.

Key Findings

The analyses found that engagement among these four groups did not differ greatly from the BC Public Service average of 66 points (out of 100). Scores were two to eight points lower than their counterparts. These differences were statistically significant for three of the four diversity groups. Overall trends were as follows:

- Persons with disabilities were less engaged than those without disabilities[1]
- Men were less engaged than women[2]
- Visible minorities were less engaged than those who were not a member of a visible minority group[3]
- Aboriginal peoples were as equally engaged as non-Aboriginal peoples.[4]

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[1] $t(708)=-7.591$, $p < 0.0001$.
[2] $t(12,196)=-5.824$, $p < 0.0001$.
[3] $t(2,820)=-2.767$, $p < 0.01$.
[4] $t(458)=-0.886$, $p=0.376$.

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Overall Engagement ranged from 58 to 64 points (out of 100) across key diversity groups.
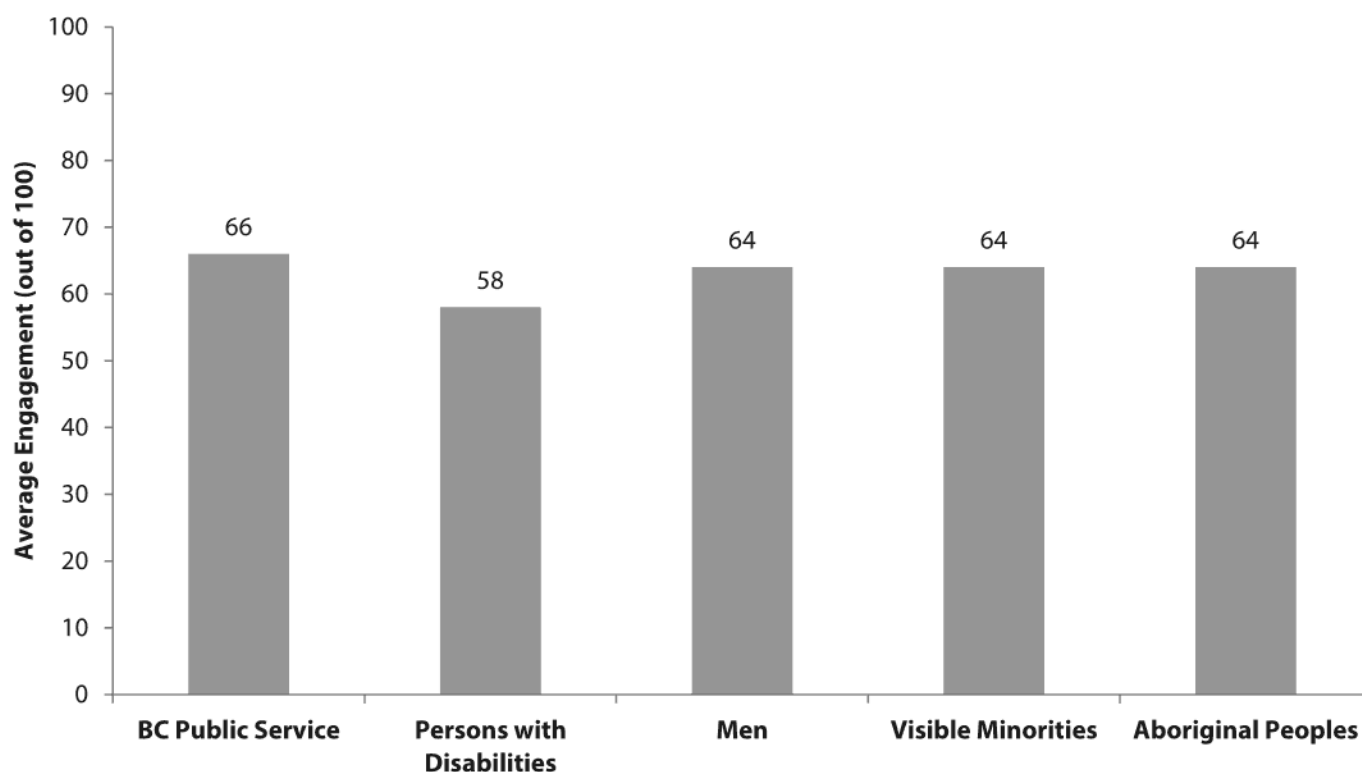
These overall trends were not necessarily seen at the ministry or organizational level. Depending on the diversity group, some organizational differences were large, while others were negligible. The next four tables show the differences for every diversity group by organization.[5] For the significantly different diversity groups, additional graphics are included to highlight the most prominent trends at the organization level.

Organization trends for persons with disabilities

The table below shows how the engagement (out of 100 points) for persons with disabilities varies more in some organizations than others.[6]

| Organization	Overall	Persons with Disabilities		
		Yes	No	Difference
BC Public Service	**66**	**58**	**66**	**8.3***
PSSG	62	50	63	13.3*
TICS	70	59	71	12.8*
AG	67	56	67	11.1*
SDSI	63	54	64	10.2*
FIN	71	64	72	7.6

[5] Engagement scores were calculated only for those organizations with more than 20 employees belonging to a key diversity group.
[6] Scores for persons with disabilities were available for nine organizations; the remaining organizations were aggregated as "Other" (n=110).

Organization	Overall	Persons with Disabilities		
		Yes	No	Difference
FLNR	67	61	67	6.4*
TRAN	69	63	69	6.3
CFD	62	60	62	2.4
HLTH	63	62	63	0.7
Other	--	59	68	9.2*

* Differences are statistically significant, with $p < 0.05$. Note that for ministries with few members of a diversity group caution is advised when interpreting the results.

The difference in engagement was the greatest for PSSG. In this organization, more respondents with disabilities reported lower scores compared to those without disabilities.
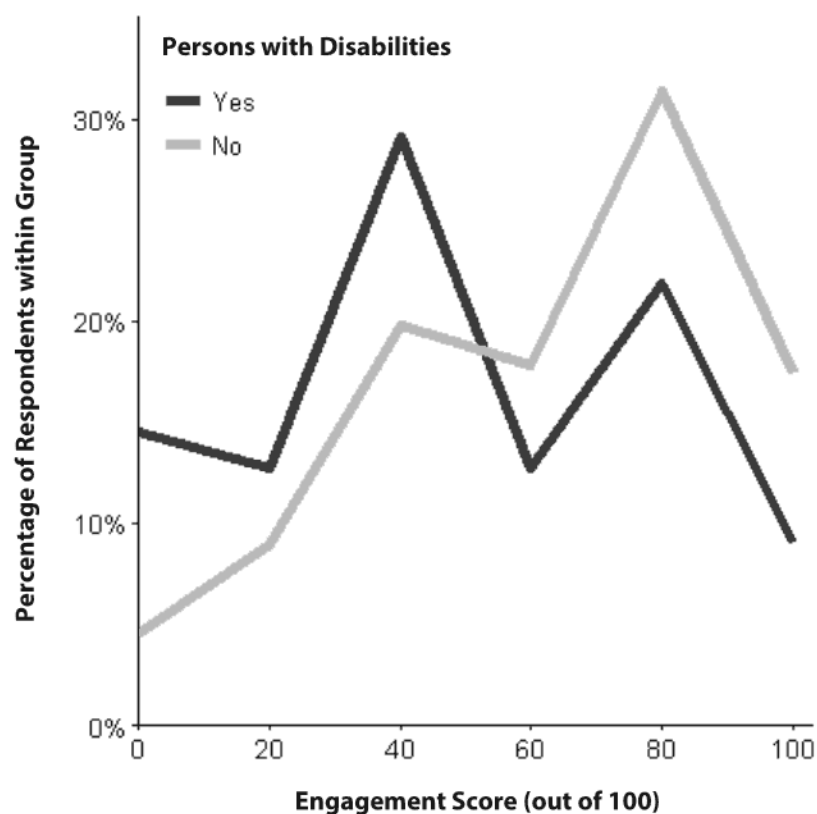
Comparisons of engagement between men and women at the organization level

Engagement scores (out of 100 points) were generally the same between men and women with the exception of AG, PSSG, TRAN and FLNR.[7] In these cases, women reported higher engagement than men.

---

[7] Scores for men and women are available for 24 organizations; the remaining organizations were aggregated as "Other" (n=28, Men).

Organization	Overall	Men	Women	Difference
BC Public Service	**66**	**64**	**66**	**2.4***
AG	67	60	69	9.0*
PSSG	62	58	65	7.6*
ARR	65	61	67	6.2
AGRI	64	57	63	6.0
SBRT	71	68	73	5.3
JTSTL	67	62	67	5.2
NGD	72	69	74	4.9
EM	73	72	76	4.5
TRAN	69	67	71	4.4*
MIT	62	60	63	2.8
FLNR	67	65	68	2.8*
ENV	68	66	69	2.7
CFD	62	60	62	2.4
TICS	70	69	70	1.6
HLTH	63	61	63	1.5
BCPSA	73	73	74	1.0
AVED	63	62	62	0.3
FIN	71	71	71	-0.1
SDSI	63	64	62	-1.7
CSCD	64	65	62	-2.6
EAO	67	70	67	-3.0
GCPE	68	68	64	-4.1
EDUC	68	70	66	-4.4
PGT	73	75	71	-4.5
Other	--	70	81	11.0

* Differences are statistically significant, with $p < 0.05$. Note that for ministries with few members of a diversity group caution is advised when interpreting the results.

Further exploration into the response patterns between men and women indicate that there were more differences within each group than between them. For example, despite a nine-point difference in engagement, men and women from AG generally reported similar rates of engagement, with both groups having 80 points out of 100 as the most prevalent engagement score.
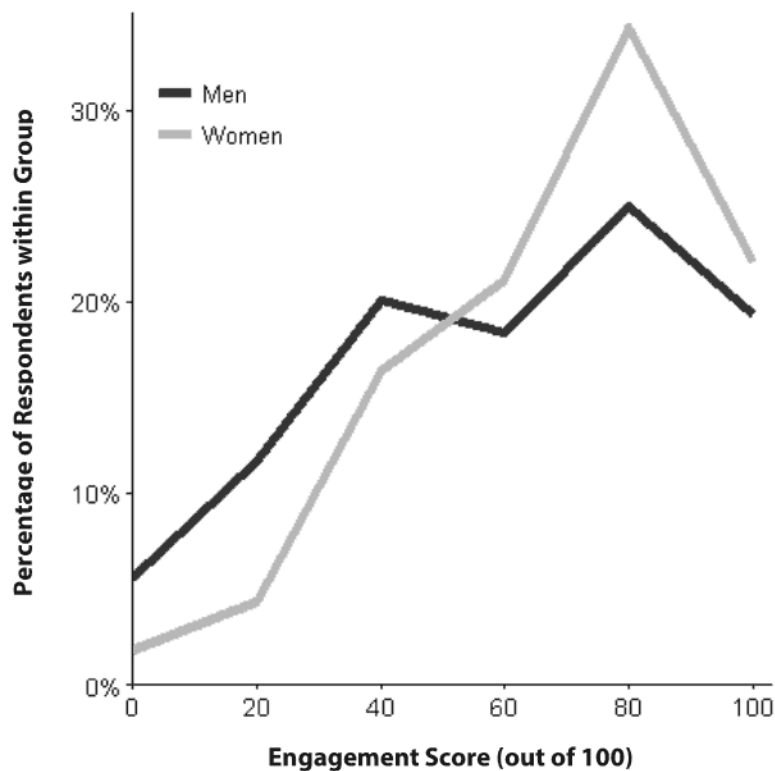
Organization trends among visible minorities

For most organizations, the engagement among visible minorities was more or less the same as their counterparts. There were exceptions however. In some organizations, visible minorities were significantly less engaged, while in EDUC they were significantly more engaged.[8]

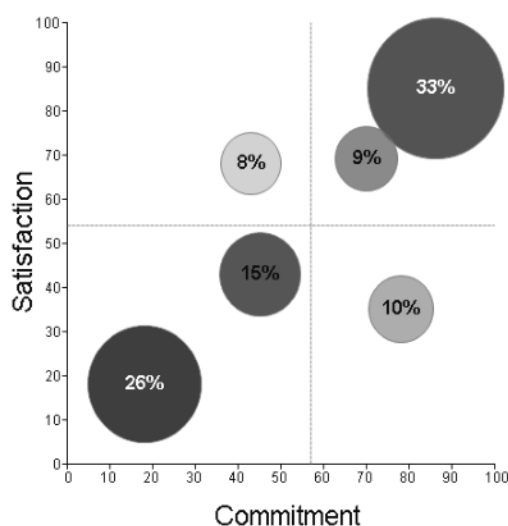| Organization	Overall	Visible Minorities		
		Yes	No	Difference
BC Public Service	**66**	**64**	**66**	**1.6***
PSSG	62	55	63	8.2*
AG	67	63	67	4.2*
NGD	72	70	73	3.2
FLNR	67	64	66	2.7
CFD	62	60	62	2.1
CSCD	64	61	63	2.1
MIT	62	60	62	2.1
TICS	70	69	70	0.6

[8] Scores for members of Visible Minority groups are available for 20 organizations; the remaining organizations were aggregated as "Other" (n=47).

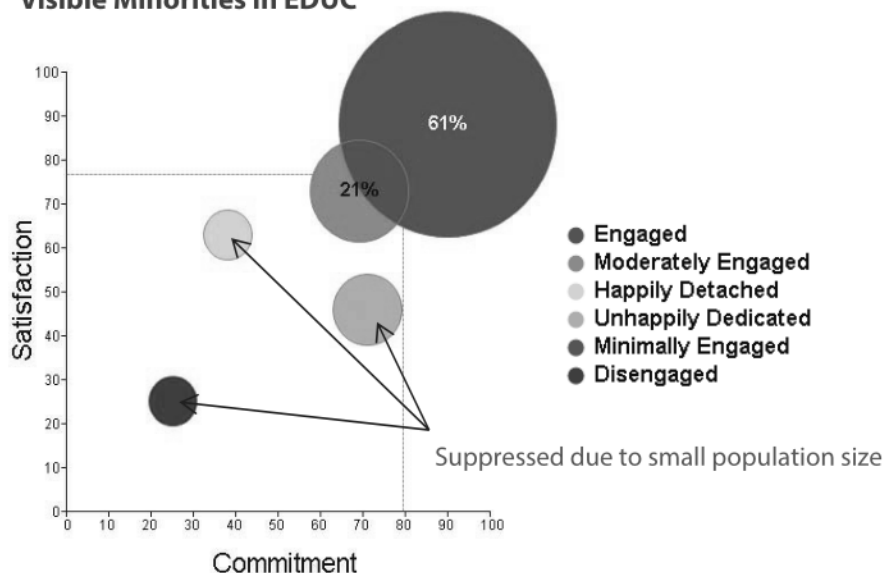| Organization	Overall	Visible Minorities		
		Yes	No	Difference
SDSI	63	62	62	0.2
BCPSA	73	73	73	0.2
AGRI	64	60	60	0.2
FIN	71	71	71	-0.1
JTSTL	67	66	65	-0.7
PGT	73	74	72	-2.2
GCPE	68	69	66	-2.5
AVED	63	65	62	-2.6
TRAN	69	71	68	-2.8
HLTH	63	65	62	-3.0
ENV	68	71	68	-3.5
EDUC	68	78	66	-12.0*
Other	--	70	71	0.3

* Differences are statistically significant, with $p < 0.05$. Note that for ministries with few members of a diversity group caution is advised when interpreting the results.

Engagement scores for this diversity group diverged by as much as 23 points across organizations, with PSSG and EDUC at either extreme. Engagement for visible minorities was more diverse in PSSG than in EDUC, where the majority reported high satisfaction and commitment scores.[9]

Visible Minorities in PSSG

Visible Minorities in EDUC

Suppressed due to small population size

Legend:
- Engaged
- Moderately Engaged
- Happily Detached
- Unhappily Dedicated
- Minimally Engaged
- Disengaged

[9] Calculations include only those employees who completed the four questions that comprise Satisfaction (Job Satisfaction and Organization Satisfaction) and BC Public Service Commitment (preference to stay and satisfaction as an employee). Engaged scored ≥ 75 points on both drivers; Moderately Engaged scored ≥ 60 points on both drivers; Happily Detached scored ≥ 60 points on Satisfaction and < 60 points on Commitment; Unhappily Dedicated scored ≥ 60 points on Commitment and < 60 points on Satisfaction; Minimally Engaged scored < 60 points on both drivers; Disengaged scored < 50 points on both drivers.

Organizational trends among Aboriginal peoples

Engagement scores (out of 100 points) for Aboriginal peoples did not differ from those who did not identify as Aboriginal peoples for many organizations.[10] The only exception was found in the group called "other," which contained the rest of the ministries that could not be analyzed separately because the groups were too small at the organization level.

Organization	Overall	Aboriginal Peoples		
		Yes	No	Difference
BC Public Service	66	64	66	1.1
FLNR	67	65	66	1.1
SDSI	63	62	63	0.4
CFD	62	62	62	-0.7
PSSG	62	62	62	-0.7
TRAN	69	71	68	-2.2
TICS	70	75	70	-5.7
AG	67	73	66	-6.1
Other	--	61	68	6.4*

* Differences are statistically significant, with $p < 0.05$. Note that for ministries with few members of a diversity group caution is advised when interpreting the results.

Conclusion

Overall findings suggest that with the exception of aboriginal status, employees of specific diversity groups reported slightly lower levels of engagement. In some cases, the differences in engagement grew by as much as 23 points, depending on the diversity group and the organization. These trends also show the diversity of engagement within these groups, so when analyzing trends it is important to keep in mind that there are more differences within each diversity group than between them.

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[10] Scores for Aboriginal peoples are available for seven organizations; the remaining organizations were aggregated as "Other" (n=115).

Issues Note

BC Public Service Agency

January 19, 2017

I   Prepared for   Alison Paine, ADM, Talent Management
For Information

II   Issue

Overview of Potential Issues Relating to Executive Development and Diversity at Next Sitting

III   Background

The following is a list of highest profile issues with potential for questions during the next sitting relating to Executive Development and Diversity.

Executive Development
   s.13

Diversity
   s.13

Aboriginal
   • **See section below listing 22 government Calls to Action with potential issues highlighted**
   s.13

Accessibility/Persons with Disabilities
   s.13

LGBTQ2S
   s.13

Visible Minorities
   s.13

Women s.13

Aboriginal
Truth and Reconciliation Calls to Action with Specific Relevance to BCPS
HIGHLIGHTING HR RELATED/INFLUENCED CALLS/ISSUES
NOTE LINK TO ALL 94 CALLS TO ACTION HERE:
http://nctr.ca/assets/reports/Calls_to_Action_English2.pdf

Call 1
We call upon the federal, provincial, territorial, and Aboriginal governments to commit to reducing the number of Aboriginal children in care by:

i. Monitoring and assessing neglect investigations.
ii. Providing adequate resources to enable Aboriginal communities and child-welfare organizations to keep Aboriginal families together where it is safe to do so, and to keep children in culturally appropriate environments, regardless of where they reside.
iii. Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the history and impacts of residential schools.
iv. Ensuring that social workers and others who conduct child-welfare investigations are properly educated and trained about the potential for Aboriginal communities and families to provide more appropriate solutions to family healing.
v. Requiring that all child-welfare decision makers consider the impact of the residential school experience on children and their caregivers.

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Call 12
We call upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.

Call 16
We call upon post-secondary institutions to create university and college degree and diploma programs in Aboriginal languages.

Call 18
We call upon the federal, provincial, territorial, and Aboriginal governments to acknowledge that the current state of Aboriginal health in Canada is a direct result of previous Canadian

government policies, including residential schools, and to recognize and implement the health-care rights of Aboriginal people as identified in international law, constitutional law, and under the Treaties.

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Call 22

We call upon those who can effect change within the Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.

Call 23

We call upon all levels of government to:

        i. Increase the number of Aboriginal professionals working in the health-care field.
        ii. Ensure the retention of Aboriginal health-care providers in Aboriginal communities.
        iii. Provide cultural competency training for all health-care professionals.

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Call 26

 We call upon the federal, provincial, and territorial governments to review and amend their respective statutes of limitations to ensure that they conform to the principle that governments and other entities cannot rely on limitation defences to defend legal actions of historical abuse brought by Aboriginal people.

Call 30

We call upon federal, provincial, and territorial governments to commit to eliminating the overrepresentation of Aboriginal people in custody over the next decade, and to issue detailed annual reports that monitor and evaluate progress in doing so.

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Call 33

We call upon the federal, provincial, and territorial governments to recognize as a high priority the need to address and prevent Fetal Alcohol Spectrum Disorder (FASD), and to develop, in collaboration with Aboriginal people, FASD preventive programs that can be delivered in a culturally appropriate manner.

Call 34
We call upon the governments of Canada, the provinces, and territories to undertake reforms to the criminal justice system to better address the needs of offenders with Fetal Alcohol Spectrum Disorder (FASD), including:

> i.Providing increased community resources and powers for courts to ensure that FASD is properly diagnosed, and that appropriate community supports are in place for those with FASD.
> ii.Enacting statutory exemptions from mandatory minimum sentences of imprisonment for offenders affected by FASD.
> iii.Providing community, correctional, and parole resources to maximize the ability of people with
> FASD to live in the community.
> iv.Adopting appropriate evaluation mechanisms to measure the effectiveness of such programs and ensure community safety.

Call 38
We call upon the federal, provincial, territorial, and Aboriginal governments to commit to eliminating the overrepresentation of Aboriginal youth in custody over the next decade.

Call 42
We call upon the federal, provincial, and territorial governments to commit to the recognition and implementation of Aboriginal justice systems in a manner consistent with the Treaty and Aboriginal rights of Aboriginal peoples, the Constitution Act, 1982, and the United Nations Declaration on the Rights of Indigenous Peoples, endorsed by Canada in November 2012.

Call 55
We call upon all levels of government to provide annual reports or any current data requested by the National Council for Reconciliation so that it can report on the progress towards reconciliation. The reports or data would include, but not be limited to:

I. The number of Aboriginal children—including Métis and Inuit children—in care, compared with non- Aboriginal children, the reasons for apprehension, and the total spending on preventive and care services by child-welfare agencies.

II. Comparative funding for the education of First Nations children on and off reserves.

III. The educational and income attainments of Aboriginal peoples in Canada compared with non- Aboriginal people.

IV. Progress on closing the gaps between Aboriginal and non-Aboriginal communities in a number of health indicators such as: infant mortality, maternal health, suicide, mental health, addictions, life expectancy, birth rates, infant and child health issues, chronic diseases, illness and injury incidence, and the availability of appropriate health services.

vi. Progress on eliminating the overrepresentation of Aboriginal children in youth custody over the next decade.

vii. Progress on reducing the rate of criminal victimization of Aboriginal people, including data related to homicide and family violence victimization and other crimes.

viii. Progress on reducing the overrepresentation of Aboriginal people in the justice and correctional systems.

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Call 57

We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the *United Nations Declaration on the Rights of Indigenous Peoples*, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

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Call 87

We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

Call 88

We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.

Call 92

We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

      i.Commit to meaningful consultation, building respectful relationships, and obtaining the free,
prior, and informed consent of Indigenous peoples before proceeding with economic development projects.

ii.Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.

iii.Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

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Call 43

We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.

Call 47

We call upon federal, provincial, territorial, and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands, such as the Doctrine of Discovery and terra nullius, and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.

Call 62

We call upon the federal, provincial, and territorial governments, in consultation and collaboration with Survivors, Aboriginal peoples, and educators, to:

i.Make age-appropriate curriculum on residential schools, Treaties, and Aboriginal peoples' historical and contemporary contributions to Canada a mandatory education requirement for Kindergarten to Grade Twelve students.

ii.Provide the necessary funding to post-secondary institutions to educate teachers on how to integrate Indigenous knowledge and teaching methods into classrooms.

iii.Provide the necessary funding to Aboriginal schools to utilize Indigenous knowledge and teaching methods in classrooms.

iv.Establish senior-level positions in government at the assistant deputy minister level or higher dedicated to Aboriginal content in education.

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Call 82

We call upon provincial and territorial governments, in collaboration with Survivors and their organizations, and other parties to the Settlement Agreement, to commission and install a publicly accessible, highly visible, Residential Schools Monument in each capital city to honour Survivors and all the children who were lost to their families and communities.

ISSUE
s.13

Reviewed By
Alison Paine
ADM Talent Management

Recommended By
Sasha Hobbs
Director, Executive Development
And Diversity

A deeper look into the engagement among diversity groups

Prepared by: Stephanie Yurchak & Angela Matheson

2015 *Work Environment Survey (WES)* Cycle

Background

From October 6 to October 30, 2015, nearly 20,000 employees across the BC Public Service participated in the *Work Environment Survey (WES)*. Respondents provided feedback about their engagement, as well as demographic information on available measures of diversity.
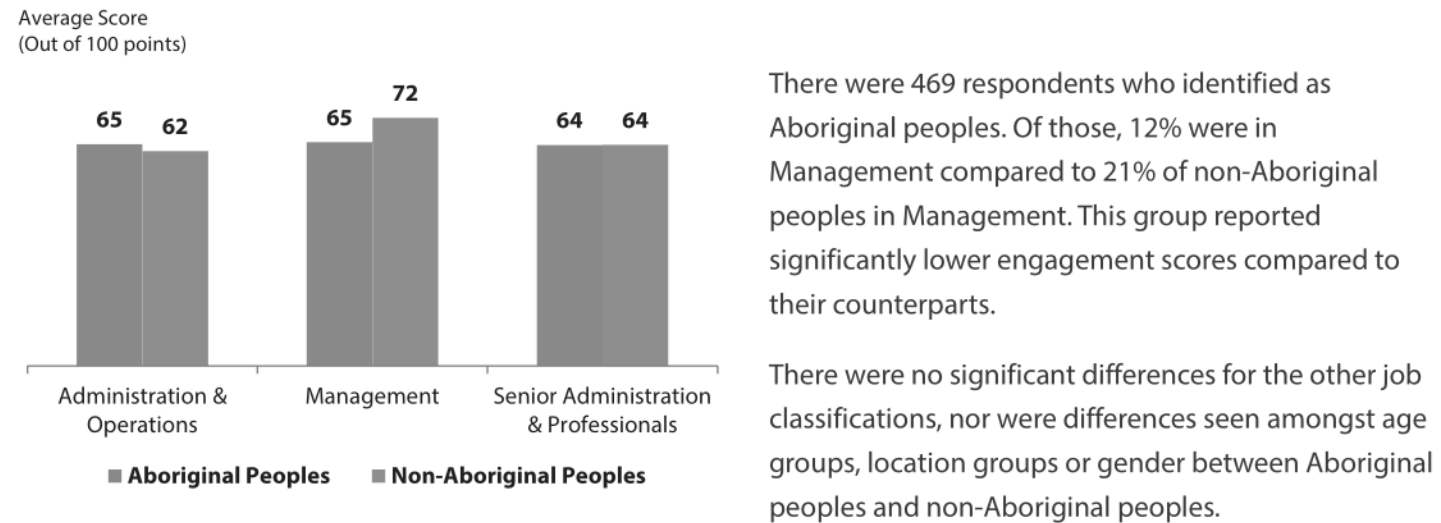
In July 2016, we explored how much engagement varied across diversity groups compared to those who identified otherwise. The analysis found that engagement scores were two to eight points lower than their counterparts with persons with disabilities, visible minorities, men and Aboriginal peoples being less engaged. In the latter case, engagement was not *significantly* different compared to scores of non-Aboriginal peoples.

Across organizations, the largest differences were seen in Public Safety and Solicitor General and Attorney General for all diversity groups. Engagement scores for persons with disabilities were also significantly lower in Technology, Innovation and Citizens' Services and Social Development and Social Innovation.
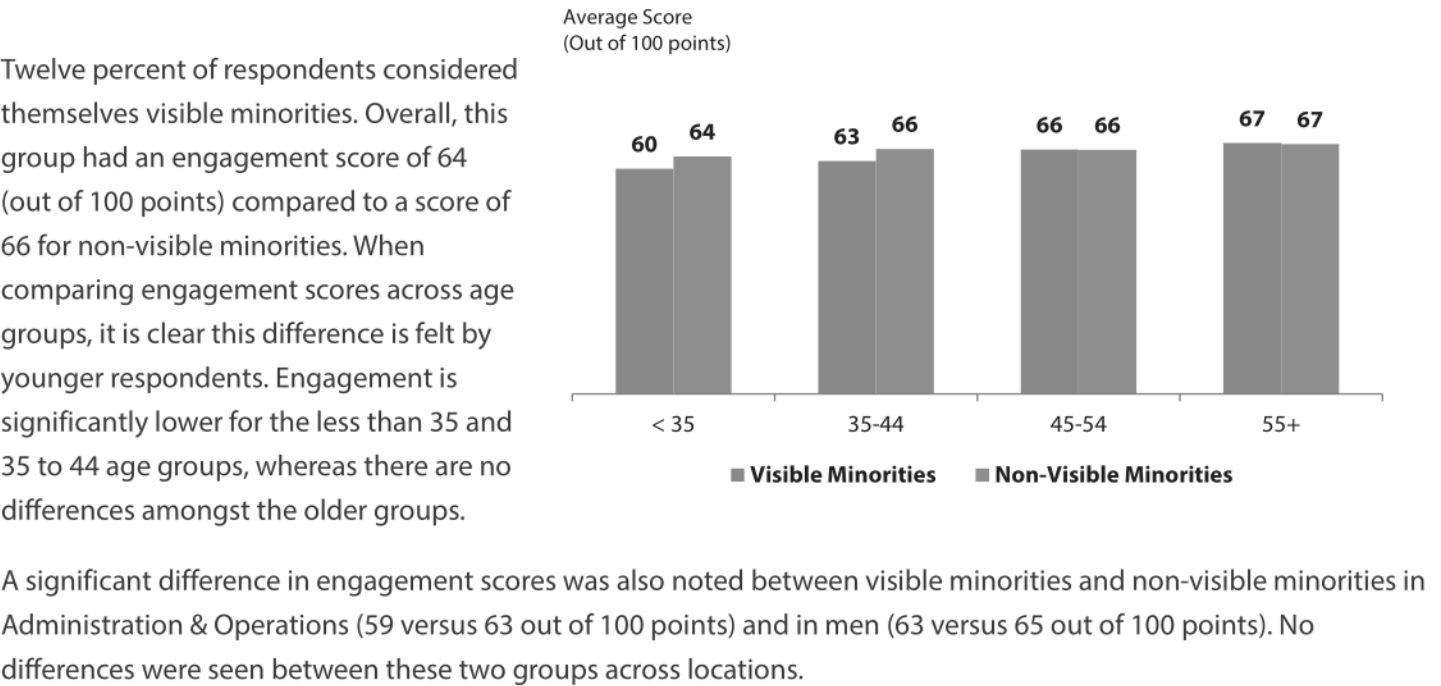
This report digs deeper into the characteristics of these diversity groups to determine if there are other factors such as age, location, job classification or gender that may play a role in engagement.
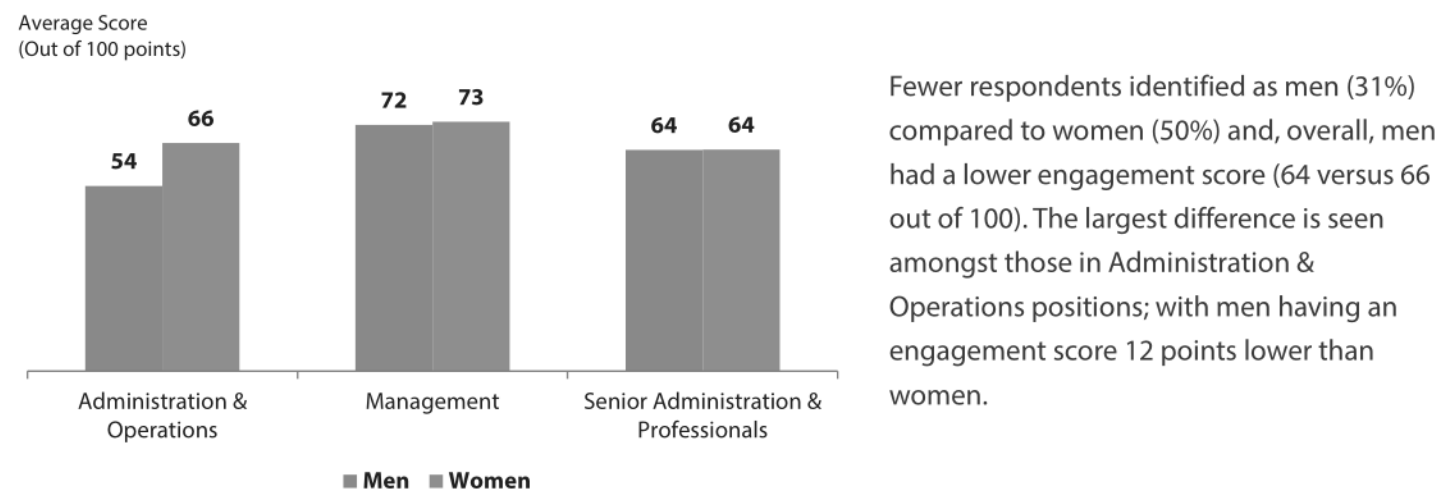
BCStats

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Key Findings

Aboriginal peoples in Management reported lower engagement.

Average Score
(Out of 100 points)

	Aboriginal Peoples	Non-Aboriginal Peoples
Administration & Operations	65	62
Management	65	72
Senior Administration & Professionals	64	64

There were 469 respondents who identified as Aboriginal peoples. Of those, 12% were in Management compared to 21% of non-Aboriginal peoples in Management. This group reported significantly lower engagement scores compared to their counterparts.

There were no significant differences for the other job classifications, nor were differences seen amongst age groups, location groups or gender between Aboriginal peoples and non-Aboriginal peoples.

Engagement is lower for younger visible minorities, those in Administration & Operations and those who are men.

Twelve percent of respondents considered themselves visible minorities. Overall, this group had an engagement score of 64 (out of 100 points) compared to a score of 66 for non-visible minorities. When comparing engagement scores across age groups, it is clear this difference is felt by younger respondents. Engagement is significantly lower for the less than 35 and 35 to 44 age groups, whereas there are no differences amongst the older groups.

Average Score
(Out of 100 points)

	Visible Minorities	Non-Visible Minorities
< 35	60	64
35-44	63	66
45-54	66	66
55+	67	67

A significant difference in engagement scores was also noted between visible minorities and non-visible minorities in Administration & Operations (59 versus 63 out of 100 points) and in men (63 versus 65 out of 100 points). No differences were seen between these two groups across locations.

Differences in engagement were largest amongst Administration & Operations positions by gender.

Average Score
(Out of 100 points)

Men | Women

Fewer respondents identified as men (31%) compared to women (50%) and, overall, men had a lower engagement score (64 versus 66 out of 100). The largest difference is seen amongst those in Administration & Operations positions; with men having an engagement score 12 points lower than women.

Men reported engagement scores that were two to five points lower than women across all age groups and one to three points lower in Victoria, Vancouver and the rest of BC.[1] These results reflect the overall difference in engagement between men and women, and suggest there is no relationship between age or location and engagement by gender.

Engagement scores for persons with disabilities lower across all characteristics.

Nearly 700 respondents identified as persons with disabilities. This group reported the lowest overall engagement score of 58 out of 100, while persons without disabilities averaged at 66. This disparity is seen most strongly amongst those 55 years and older, locations outside of Victoria and Vancouver, men and Administration & Operations positions.

Persons with disabilities reported engagement scores between four and 10 points lower compared to those without disabilities across all age groups, locations, job classifications and gender. The detailed results are listed in the table following.

---

[1] All results significant ($p < 0.05$) except for the 35-44 year age group.

Characteristic	Sub-Group	Persons With Disabilities		
		Yes	No	Difference
Age				
	< 35 years	58	63	5*
	35 – 44 years	57	66	9
	45 – 54 years	58	66	8
	55+	58	68	10
Location				
	Victoria	61	69	8
	Vancouver	58	64	6
	Rest of BC	55	65	10
Job Classification				
	Administration & Operations	54	63	9
	Management	68	72	4*
	Senior Administration & Professionals	59	65	6
Gender				
	Men	56	65	9
	Women	59	67	8
Total		**58**	**66**	**8**

* Not a significant difference ($p > 0.05$).

Conclusion

Although engagement trends varied amongst the four diversity groups, there was a greater range of experiences within groups than between groups. Differences were the most dramatic between men and women in Administrative & Operations positions with men reporting an engagement score 12 points lower than women.

Persons with disabilities had the lowest overall engagement score amongst the four diversity groups. This is reflected across the different characteristics with scores ranging from four to 10 points lower than their counterparts. Although large differences were observed, the same trends are seen across all characteristics suggesting there is no relationship with engagement.

BRITISH COLUMBIA | BCStats

British Columbia's central statistical agency

Web: www.bcstats.gov.bc.ca
Twitter: @BCStats
Email: Work.Environment.Survey@gov.bc.ca

Advancing Diversity & Inclusion
IN THE BC PUBLIC SERVICE

September 20, 2017

Where ideas work

BRITISH COLUMBIA
BC Public Service

SHARED COMMITMENT TO DIVERSITY

GOVERNMENT COMMITMENT:

``Ensure government is inclusive to minority communities, persons with disabilities, racial groups, immigrants and the LGBTQ community.``

BC PUBLIC SERVICE CORPORATE PLAN:

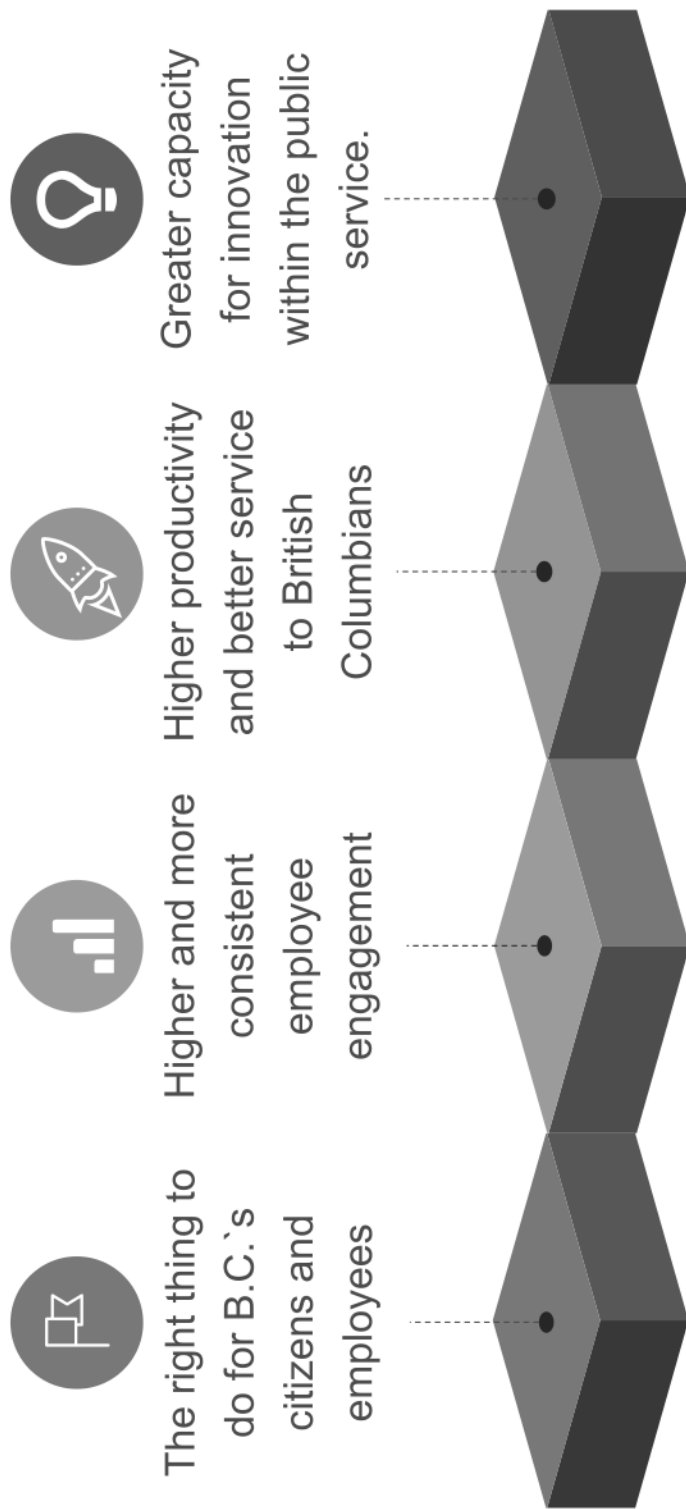``Enhance our efforts to embrace and expand the inclusiveness of the BC Public Service as a diverse employer.``

DIRECTION WE ARE SEEKING

Endorsement of a comprehensive new diversity and inclusion action plan for the BC Public Service that will help recruit and develop a diverse workforce that is more representative of the provincial population and that will advance a more inclusive work environment in which all employees see themselves reflected.

CONTEXT: WHY IT MATTERS

The right thing to do for B.C.`s citizens and employees

Higher and more consistent employee engagement

Higher productivity and better service to British Columbians

Greater capacity for innovation within the public service.

CONTEXT: CURRENT DIVERSITY PROFILE

Representation in the B.C. Workforce vs. BC Public Service
(BCPS data is self-identification by employees)

Job Classification Group	Women	Indigenous	Visible Minority	Persons with a Disability
B.C. WORKFORCE	**56.4%**	**4.9%**	**20.7%**	**5.3%**
Administrative Support	*89.5%	3.9%	14.6%	4.6%
Enforcement and Corrections	26.5%	3.1%	18.1%	3.5%
Excluded Management	54.7%	2.0%	10.7%	2.5%
Executive	45.1%	0%	4.9%	2.8%
Finance and Economics	*62.0%	1.7%	*30.2%	4.0%
Health, Education and Social Work	*78.5%	*5.0%	15.7%	*5.4%
Information Technology	40.4%	1.8%	17.6%	4.4%
Legal Counsel	53.9%	1.9%	7.6%	2.3%
Science and Technical Officers	33.9%	2.8%	7.8%	2.9%
Senior Administration and Research	*71.8%	2.8%	13.7%	4.4%
Trades and Operations	33.7%	2.2%	7.7%	3.9%
All Classification Groups	**61.6%**	**3.2%**	**13.9%**	**3.9%**

BC PUBLIC SERVICE

* Denotes instances where the representation exceeds the B.C. workforce average

CONTEXT: DIVERSITY & INCLUSION

INCLUSION:

Focuses on building a more inclusive work environment that not only recruits but also more fully reflects, retains and develops a more diverse employee population.
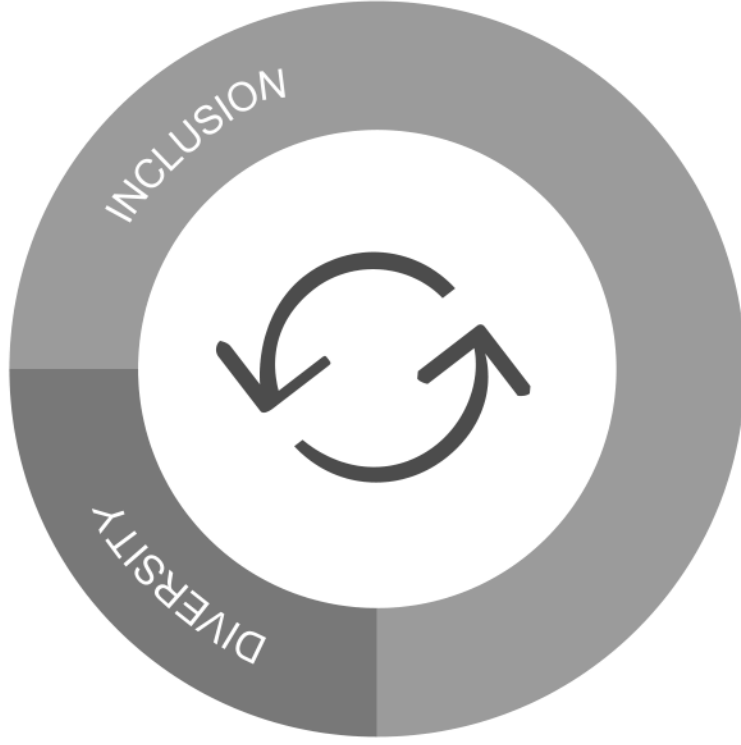
DIVERSITY:

Focuses on recruitment and demographic representation of women, Indigenous people, visible minorities, persons with disabilities and members of the LBGTQ community.

INCLUSION

DIVERSITY

Page 098 to/à Page 103

Withheld pursuant to/removed as

s.12

BC PUBLIC SERVICE EQUITY GROUP REPRESENTATION BY REGION

October 2017

BRITISH COLUMBIA BC Public Service | Where ideas work

1

Introduction

A Request for Decision was submitted to Cabinet on September 6, 2017, which requested support for a comprehensive new diversity and inclusion strategy for the BC Public Service (BCPS) that would help recruit and develop a diverse workforce that is more representative of the provincial population, and build a more inclusive work environment in which all employees see themselves reflected. This submission was approved on September 20, 2017.

To provide a deeper understanding of diversity in the BCPS, this paper will illustrate how the four equity groups – women, visible minorities, Indigenous people, and persons with disabilities – are represented by region in the BCPS, with a specific focus on the Vancouver and Victoria census metropolitan areas (CMA).

Equity Group Representation by Region

The 2016 BC Workforce Profile Report details the percentages of BCPS employees from the four equity groups that are employed in the Vancouver CMA, Victoria CMA, and other BC or unspecified regions. This data will be compared with the most recent regional data from Statistics Canada that show the composition of each group in the Vancouver and Victoria CMAs. This will create a deeper understanding of where efforts could be specifically targeted to become more representative of the BC population.

Women

In 2016, the BCPS in the Vancouver CMA comprised of 63.2% female employees (BC Stats, 2016, p. 23). The BCPS in the Victoria CMA comprised of 63.8% female employees (BC Stats, 2016, p. 23). In other regions of BC, or unspecified regions, female employees made up 58.0% of the BCPS in those regions (BC Stats, 2016, p. 23).

In 2011, the Victoria CMA comprised of 51.9%[1] females (Statistics Canada, 2016b), and the Vancouver CMA comprised of 51.1%[2] females (Statistics Canada, 2016a). This means the BCPS is overrepresentative of females in both regions. The extent of overrepresentation of females in the Vancouver CMA is slightly greater than it is in the Victoria CMA.

---

[1] Percentage calculated by dividing female population in Victoria CMA (179,105) by total Victoria CMA population (344,615).
[2] Percentage calculated by dividing female population in Vancouver CMA (1,182,955) by total Vancouver CMA population (2,313,325).

2

Visible Minorities

In 2016, the BCPS in the Vancouver CMA comprised of 26.9% visible minorities (BC Stats, 2016, p. 11). The BCPS in the Victoria CMA comprised of 11.8% visible minorities (BC Stats, 2016, p. 11). In other regions of BC, or unspecified regions, visible minorities made up 6.3% of the BCPS in those regions (BC Stats, 2016, p. 11).

In 2011, the Vancouver CMA comprised of 44.5%[3] visible minorities (Statistics Canada, 2015a). This shows a significant underrepresentation of visible minorities in the BCPS in this region. The percentage of visible minority employees represents only 60%[4] of the total visible minority population in the Vancouver CMA.

In 2011, the Victoria CMA comprised of10.9%[5] visible minorities (Statistics Canada, 2015b). Although visible minorities are underrepresented in this region, the underrepresentation is not nearly as significant as is the case with the BCPS in the Vancouver CMA.

Indigenous People

In 2016, the BCPS in the Vancouver CMA comprised of 2.1% Indigenous employees (BC Stats, 2016, p. 15). The BCPS in the Victoria CMA comprised of 2.5% Indigenous employees (BC Stats, 2016, p. 15). In other or unspecified regions in BC, Indigenous employees made up 4.7% of the BCPS in those regions (BC Stats, 2016, p. 15).

In 2011, the Vancouver CMA comprised of 2.2%[6] Indigenous people (Statistics Canada, 2015a). This shows that there is a fairly equal representation of Indigenous BCPS employees in the Vancouver CMA.

In 2011, the Victoria CMA comprised of 4.1%[7] Indigenous people (Statistics Canada, 2015b). This shows there is a significant underrepresentation of Indigenous BCPS employees in Victoria, which has a BCPS workforce comprising of 2.5% Indigenous employees. This means only about 60%[8] of the Indigenous people in this region are represented in the BCPS.

---

[3] Percentage calculated by dividing Vancouver CMA visible minority population (1,030,335) by total Vancouver CMA population (2,313,328) according to 2011 census.
[4] Percentage calculated by dividing percentage of visible minority employees (26.9%) in Vancouver CMA by total proportion of visible minorities in Vancouver CMA (44.5%).
[5] Percentage calculated by dividing Victoria CMA visible minority population (37,810) by total Victoria CMA population (344,615) according to 2011 census.
[6] Percentage calculated by dividing Vancouver CMA Indigenous population (52,375) by total Vancouver CMA population (2,313,328) according to 2011 census.
[7] Percentage calculated by diving Victoria CMA Indigenous population (14,200) by total Victoria CMA population (344,615) according to 2011 census.
[8] Percentage calculated by dividing percentage of Indigenous BCPS employees (2.5%) in Victoria CMA by total proportion of Indigenous people in Victoria CMA (4.1%).

3

Persons with Disabilities

In 2016, the BCPS in the Vancouver CMA comprised of 4.0% persons with disabilities (BC Stats, 2016, p. 19). The BCPS in the Victoria CMA comprised of 3.9% persons with disabilities (BC Stats, 2016, p. 19). In other or unspecified regions in BC, persons with disabilities made up 3.9% of the BCPS in those regions (BC Stats, 2016, p. 19).

In 2012, 14.8% of the BC population comprised of persons with disabilities (Statistics Canada, 2013, p. 13). Although this figure is not specific to any region, the Vancouver and Victoria CMAs are the largest CMAs in BC, and larger than any census agglomeration (CA) in BC, meaning the proportion of persons with disabilities in these two regions greatly influence the composition of the BC population. As such, both the Vancouver and Victoria CMAs likely underrepresent persons with disabilities in the BCPS.

Summary

Data show that regions in BC differ in ensuring the BCPS is representative of their communities. The BCPS in the Vancouver and Victoria CMAs overrepresent the female population similarly, and both do so to a greater extent than other BC regions combined. Where the Vancouver and Victoria CMAs differ is in their representation of Indigenous employees and visible minorities. While the BCPS in the Vancouver CMA is nearly fully representative of the Indigenous community, the BCPS in the Victoria CMA only represents about 60%[9] of its Indigenous population. In contrast, the BCPS in the Victoria CMA represents about 92%[10] of its visible minority community, while the BCPS in the Vancouver CMA represents about 60%[11] of its visible minority community. Where all BC regions are similar is in their representation of persons with disabilities in the BCPS, which make up 3.9% to 4.0% of the BCPS workforce. Nonetheless, it is likely this equity group remains significantly underrepresented in the BCPS in all regions.

---

[9] Percentage calculated by dividing percentage of Victoria CMA Indigenous BCPS employees (2.5%) by total proportion of Indigenous population in Victoria CMA (4.1%).

[10] Percentage calculated by dividing percentage of Victoria CMA visible minority BCPS employees (11.8%) by total proportion of visible minorities in Victoria CMA (10.9%).

[11] Percentage calculated by dividing percentage of Vancouver CMA visible minority BCPS employees (26.9%) by total proportion of visible minority population in Vancouver CMA (44.5%).

References

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EQUITY GROUP REPRESENTATION IN THE BC PUBLIC SERVICE

October 2017

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Introduction

A Request for Decision was submitted to Cabinet on September 6, 2017, which requested support for a comprehensive new diversity and inclusion strategy for the BC Public Service (BCPS) that would help recruit and develop a diverse workforce that is more representative of the provincial population, and build a more inclusive work environment in which all employees see themselves reflected. This submission was approved on September 20, 2017.

This research paper will explore how the BCPS compares to other provincial and territorial governments and major employers in terms of representation of the four equity groups listed under the *Employment Equity Act*: women, visible minorities, Indigenous peoples, and persons with disabilities.

The BC Public Service

The BCPS is committed to becoming a truly inclusive employer that reflects the diversity of the communities it serves. To become truly inclusive will depend on embracing differences, including sexual orientation, gender identity, ability, ethnicity, or religion.

The most current figures and statistics that measure diversity in the BCPS are as follows:

- **Women** make up 61.6% of the workforce. The BC population comprises of 50.9% women.
- **Visible minorities** make up 13.9% of the workforce. The BC population comprises of 27.3% visible minorities.
- **Indigenous peoples** make up 3.2% of the workforce. The BC population comprises of 5.4% Indigenous people.
- **Persons with disabilities** make up 3.9% of the workforce. The BC population comprises of 14.8% persons with disabilities.

In addition, the BCPS is exploring ways of capturing figures and statistics that represent **LGBTQ2S+** public service employees.

Methodology

In 2017, the Globe and Mail published a list of Canada's Top 100 Employers and Canada's Best Diversity Employers. Collectively, these employers are considered to be the lead employers in their industries in offering exceptional workplaces, and are top diversity leaders with successful diversity and inclusiveness programs. Therefore, employers from these lists with the most recent and available statistics on equity group representation were considered as major employers for this paper. Tables 2, 4, 6, and 8 reference these statistics. Only employers with available data on employee populations from Canada or a province or territory were included in this paper to appropriately compare to provincial, territorial, and federal equity group representation.

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Unlike the BCPS, these major employers' workforces are not restricted to employees within the province; instead, their employee workforces comprise of employees across Canada. To provide a comparison with employees who similarly staff from their province or territory, Tables 3, 5, 7, and 9 reference the most recent and available statistics from other provincial or territorial government employers in Canada.

Statistics detailing the proportion of each equity group representation in senior positions are based on each organization's method for distinguishing representation in top positions from lower positions. Therefore, these statistics can be based on Executive positions, Vice President positions, managerial positions, top management positions, senior officials, and senior level roles.

Employment equity data in Tables 2 through 9 was obtained through employer reports, websites, and demographic profiles. Data on the representation of equity groups among communities was obtained from the Statistics Canada's 2011 census, 2016 census, and its 2012 Canadian Survey on Disability to reflect the most recent statistics for each equity group in each community. As the BCPS seeks to become for representative of the provincial population, progress of equity group representation should be evaluated based on the communities being served. Therefore, employer equity data from Tables 2 through 9 were evaluated against Statistics Canada data from Table 1.

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Table 1: Representation of Equity Groups among Communities

	Women	Visible Minorities	Indigenous Peoples	Persons with Disabilities
British Columbia	50.9%[1]	27.3%[2]	5.4%	14.8%
Canada	50.8%[3]	19.1%	4.3%	13.7%
Manitoba	50.6%[4]	13.0%[5]	16.7%	15.6%
Northwest Territories	49.0%[6]	6.6%[7]	51.9%	8.2%
Nova Scotia	51.6%[8]	5.2%[9]	3.7%	18.8%
Nunavut	48.8%[10]	1.5%[11]	86.3%	6.9%
Ontario	51.2%[12]	25.9%[13]	2.4%	15.4%
Prince Edward Island	51.5%[14]	3.1%[15]	1.6%	16%
Saskatchewan	50.3%[16]	6.2%[17]	15.6%	15%

Note: Data obtained from Statistics Canada (2013) for statistics on persons with disabilities for Canada and all provinces and territories, Statistics Canada (2015a) for visible minority statistics in BC, Statistics Canada (2015b) for visible minority statistics in Manitoba, Statistics Canada (2015c) for visible minority statistics in the Northwest Territories, Statistics Canada (2015d) for visible minority statistics in Nova Scotia, Statistics Canada (2015e) for visible minority statistics in Nunavut, Statistics Canada (2015f) for visible minority statistics in Ontario, Statistics Canada (2015g) for visible minority statistics in PEI, Statistics Canada (2015h) for visible minority statistics in Saskatchewan, Statistics Canada (2015i) for Indigenous and visible minority statistics in Canada, Statistics Canada (2016a, para. 1) for Indigenous statistics in BC, Statistics Canada (2016b, para. 1) for Indigenous statistics in Manitoba, Statistics Canada (2016c, para. 1) for Indigenous statistics in Northwest Territories, Statistics Canada (2016d, para. 1) for Indigenous statistics in Nova Scotia, Statistics Canada (2016e, para. 1) for Indigenous statistics in Nunavut, Statistics Canada (2016f, para. 1) for Indigenous statistics in Ontario, Statistics Canada (2016g, para. 1) for Indigenous statistics in PEI, Statistics Canada (2016h, para. 1) for Indigenous statistics in Saskatchewan, and Statistics Canada (2017) for statistics on women for Canada and all provinces.

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[1] BC female population (2,369,815) divided by total BC population (4,648,055) according to 2016 census.

[2] BC visible minority population (1,180,870) divided by total BC population (4,324,455) according to 2011 census.

[3] Females in Canada (17,887,530) divided by total Canadian population (35,151,730) according to 2016 census.

[4] MB female population (646,970) divided by total MB population (1,278,365) according to 2016 census.

[5] MB visible minority population (153,625) divided by total MB population (1,174,345) according to 2011 census.

[6] NWT female population (20,510) divided by total NWT population (41,785) according to 2016 census.

[7] NWT visible minority population (2,720) divided by total NWT population (40,800) according to 2011 census.

[8] NS female population (476,715) divided by total NS population (923,600) according to 2016 census.

[9] NS visible minority population (47,270) divided by total NS population (906,175) according to 2011 census.

[10] NU female population (17,550) divided by total NU population (35,940) according to 2016 census.

[11] NU visible minority population (510) divided by total NU population (31,906) according to 2011 census.

[12] ON female population (6,889,105) divided by total ON population (13,448,495) according to 2016 census.

[13] ON visible minority population (3,279,565) divided by total ON population (12,651,795) according to 2011 census.

[14] PEI female population (73,605) divided by total PEI population (142,905) according to 2016 census.

[15] PEI visible minority population (4,260) divided by total PEI population (137,375) according to 2011 census.

[16] SK female population (552,570) divided by total SK population (1,098,355) according to 2016 census.

[17] SK visible minority population (63,275) divided by total SK population (1,008,760) according to 2011 census.

Section 1 - Women: This section details the representation of women in the workforces of major employers and provincial and territorial government employers.

Table 2: Comparisons with Major Employers

Year	Organization	Total employees by number	Women	Women in senior positions
2016	BC Public Service	26,000 (BC)	61.6%	45.1%[18]
2016	Accenture	3,859 (Canada)	42.8%	30.1%
2016	Bank of Canada	1,550 (Canada)	48.34%	40%
2016	Bell Canada	48,090 (Canada)	33.6%	29.3%
2015	CIBC	44,000 (Canada)	61%	29.5%
2016	KPMG	6,385 (Canada)	54%	N/A
2015	RBC	52,488 (Canada)	62%	39%
2016	TD Bank	59,399 (Canada)	58%	37.3

Note: Data for representation of women employed among major employers from Accenture (2017), Bank of Canada (2016, p. 3), BC Public Service (2016a, p. 23), BC Public Service (2016b, p. 3), Bell (2016, p. 19), CIBC (2016, p. 3), CIBC (2017, p. 46), KPMG (2017, p. 12), Royal Bank of Canada (2016, p. 39), TD Bank (2016, pp. 23, 26), Yerema & Leung (2016), Yerema & Leung, 2017 Winner: Bank of Canada (2016), and Yerema & Leung, 2017 Winner: Royal Bank of Canada (2016).

Table 3: Comparisons with Governments

Year	Organization	Total employees by number	Women	Women in senior positions
2016	BC Public Service	26,000	61.6%	45.1%[18]
2016	Gov. of MB	14,876	54.3%	43.5%
2015	Gov. of NWT	5,223	64.8%[19]	49%
2014	Gov. of NS	11,407	54.5%	43.8%
2017	Gov. of ON	59,649[20]	60.24%	N/A
2012	Gov. of SK	11,938	54.9%	42.4%
2016	Gov. of Canada	181,674	54.4%	47.3%

Note: Data for representation of women employed among major employers from BC Public Service (2016, p. 23), BC Public Service (2016b, p. 3), Government of Canada (2017, pp. 18-20), Manitoba Civil Service Commission (ND, pp. 4, 8-9), Government of Northwest Territories (2016, pp. 11-12, 35), Government of Nova Scotia (2014, p. 5), Province of Saskatchewan (2012, p. 13), Government of Saskatchewan (2013a, para. 4), Ontario Public Service (2017a), and Ontario Public Service (2017b).

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[18] See Appendix for demographic profile.
[19] Percentage calculated by dividing number of female employees (3,385) by total number of employees (5,223) in the NWT public service.
[20] Percentage calculated in consideration that 34,000 employee responses to Employment Survey make up 57% of Ontario public service workforce.

Section 2 - Visible Minorities: This section details the representation of visible minorities in the workforces of major employers and provincial and territorial government employers.

Table 4: Comparison with Major Employers

Year	Organization	Total employees by number	Visible minorities	Visible minorities in senior positions
2016	BC Public Service	26,000 (BC)	13.9%	4.9%[21]
2016	Accenture	3,859 (Canada)	45.1%	N/A
2016	Bank of Canada	1,550 (Canada)	20.84%	0%
2016	Bell Canada	48,090 (Canada)	19.0%	8.6%
2015	CIBC	44,000 (Canada)	29.6%	12%
2016	KPMG	6,385 (Canada)	29%	N/A
2015	RBC	52,488 (Canada)	33%	15%
2016	TD Bank	59,399 (Canada)	29.1%	14.7%

Note: Data for representation of visible minorities employed among major employers from Accenture (2017), Bank of Canada (2016, p. 5-6), BC Public Service (2016, p. 11), BC Public Service (2016b, p. 3), Bell (2016, p. 19), CIBC (2016, p. 3), CIBC (2017, p. 46), KPMG (2017, p. 12), Royal Bank of Canada (2016, p. 39), TD Bank (2016 pp. 23, 26), Yerema & Leung (2016, para. 11), Yerema & Leung, 2017 Winner: Bank of Canada (2016), and Yerema & Leung, 2017 Winner: Royal Bank of Canada (2016).

Table 5: Comparison with Governments

Year	Organization	Total employees by number	Visible minorities	Visible minorities in senior positions
2016	BC Public Service	26,000	13.9%	4.9%[21]
2016	Gov. of MB	14,876	11.0%	3.9%
2014	Gov. of NS	11,407	3.1%	N/A
2017	Gov. of ON	59,649[22]	22.6%	N/A
2014	Gov. of PEI	3,245	1.6%	N/A
2012	Gov. of SK	11,938	4.2%	N/A
2016	Gov. of Canada	181,674	14.5%	9.4%

Note: Data for representation of visible minorities employed among government employers from BC Public Service (2016, p. 11), BC Public Service (2016b, p. 3), Government of Canada (2017, pp. 18-20), Manitoba Civil Service Commission (ND, pp. 4, 8-9), Government of Nova Scotia (2014, p. 5), Province of Saskatchewan (2012, p. 13), Ontario Public Service (2017a), Ontario Public Service (2017b), Prince Edward Island Public Service Commission (2016, p. 19), and P.E.I. Statistics Bureau (2017, p. 109).

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[21] See Appendix for demographic profile.
[22] Percentage calculated in consideration that 34,000 employee responses to Employment Survey make up 57% of Ontario public service workforce.

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Section 3 - Indigenous Peoples: This section details the representation of Indigenous peoples in the workforces of major employers and provincial and territorial government employers.

Table 6: Comparison with Major Employers

Year	Organization	Total employees by number	Indigenous peoples	Indigenous peoples in senior positions
2016	BC Public Service	26,000 (BC)	3.2%	0%[23]
2016	Accenture	3,859 (Canada)	1.2%	N/A
2016	Bank of Canada	1,550 (Canada)	1.39%	N/A
2016	Bell Canada	48,090 (Canada)	2.3%	0.7%
2015	CIBC	44,000 (Canada)	1.3%	0.8%
2016	KPMG	6,385 (Canada)	0.6%	N/A
2015	RBC	52,488 (Canada)	1.4%	N/A
2016	TD Bank	59,399 (Canada)	1.3%	1.7%

Note: Data for representation of Indigenous people employed among major employers from Accenture (2017), Bank of Canada (2016), BC Public Service (2016, p. 15), BC Public Service (2016b, p. 3), Bell (2016), KPMG (2017), CIBC (2016, p. 3), CIBC (2017, p. 46), Royal Bank of Canada (2016, p. 39), TD Bank (2016, pp. 23, 26), Yerema & Leung (2016, para. 11), Yerema & Leung, 2017 Winner: Bank of Canada (2016), and Yerema & Leung, 2017 Winner: Royal Bank of Canada (2016).

Table 7: Comparison with Provinces

Year	Organization	Total employees by number	Indigenous peoples	Indigenous peoples in senior positions
2016	BC Public Service	26,000	3.2%	0%[23]
2016	Gov. of MB	14,876	14.4%	9.4%
2015	Gov. of NWT	5,223	30.8%[24]	19%
2014	Gov. of NS	11,407	0.9%	N/A
2016	Gov. of NU	3,537.51	50%[25]	37%[25]
2017	Gov. of ON	59,649[26]	2.72%[27]	N/A
2014	Gov. of PEI	3,245	2.2%	N/A
2012	Gov. of SK	11,938	11.8%	N/A
2016	Gov. of Canada	181,674	5.2%	3.7%

Note: Data for representation of visible minorities employed among government employers from BC Public Service (2016, p. 15), BC Public Service (2016b, p. 3), Government of Canada (2017, pp. 18-20), Province of Saskatchewan (2012, p. 13), Manitoba Civil Service Commission (ND, pp. 4, 8-9), Government of Northwest Territories (2016, p. 11-12, 37), Government of Nova Scotia, 2014, p. 5), Government of Nunavut (2016, p. 3), Ontario Public Service (2017a), Ontario Public Service (2017b), Prince Edward Island Public Service Commission (2016, p. 19), P.E.I. Statistics Bureau (2017, p. 109), and Province of Saskatchewan (2012, p. 13).

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[23] See Appendix for demographic profile.
[24] Percentage calculated by dividing number of Indigenous employees (1,613) by total number of employees (5,223) in the NWT public service.
[25] Refers to Inuit persons.
[26] Percentage calculated in consideration that 34,000 employee responses to Employment Survey make up 57% of Ontario public service workforce.
[27] Percentage calculated by adding First Nations (1.28%), Inuk (0.02%), and Métis (1.42%) self-declaration rates.

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Section 4 - Persons with Disabilities: This section details the representation of persons with disabilities in the workforces of major employers and provincial and territorial governments.

Table 8: Comparison with Employers

Year	Organization	Total employees by number	Persons with disabilities	Persons with disabilities in senior positions
2016	BC Public Service	26,000 (BC)	3.9%	2.8%[28]
2016	Accenture	3,859 (Canada)	5.4%	N/A
2016	Bank of Canada	1,550 (Canada)	1.59%	4%
2016	Bell Canada	48,090 (Canada)	4%	2.1%
2015	CIBC	44,000 (Canada)	2.9%	2.3%
2016	KPMG	6,385 (Canada)	3%	N/A
2015	RBC	52,488 (Canada)	4.3%	N/A
2016	TD Bank	59,399 (Canada)	5.9%	5%

Note: Data for representation of persons with disabilities employed among major employers from Accenture (2017), Bank of Canada (2016, p. 7), BC Public Service (2016, p. 19), BC Public Service (2016b, p. 3), Bell (2016, p. 19), CIBC (2016, p. 3), CIBC (2017, p. 46), KPMG (2017, p. 12), Royal Bank of Canada (2016), TD Bank (2016, pp. 23, 26), Yerema & Leung, 2016, para. 11), Yerema & Leung, 2017 Winner: Bank of Canada (2016), and Yerema & Leung, 2017 Winner: Royal Bank of Canada (2016).

Table 9: Comparison with Provinces

Year	Organization	Total employees by number	Persons with disabilities	Persons with disabilities in senior positions
2016	BC Public Service	26,000	3.9%	2.8%[28]
2016	Gov. of MB	14,876	5.5%	5.0%
2015	Gov. of NWT	5,223	3.6%[29]	N/A
2014	Gov. of NS	11,407	2.7%	N/A
2017	Gov. of ON	59,649[30]	14%	N/A
2014	Gov. of PEI	3,245	3.4%	N/A
2012	Gov. of SK	11,938	3%	N/A
2016	Gov. of Canada	181,674	5.6%	5.1%

Note: Data for representation of persons with disabilities employed among major employers from BC Public Service (2016, p. 19), BC Public Service (2016b, p. 3), Government of Canada (2017, pp. 18-20), Manitoba Civil Service Commission (ND, pp. 4, 8-9), Government of Northwest Territories (2016, p. 33), Government of Nova Scotia (2014, p. 5), Ontario Public Service (2017a), Ontario Public Service (2017b), Prince Edward Island Public Service Commission (2016, p. 19), P.E.I. Statistics Bureau (2017, p. 109), Province of Saskatchewan (2012, p. 13).

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[28] See Appendix for demographic profile.
[29] Note a disparity within the NWT Public Service Annual Report: page 12 suggests 158 persons with disabilities, while page 33 suggests 190 persons with disabilities in the NWT public service. Latter suggestion used in this paper.
[30] Percentage calculated in consideration that 34,000 employee responses to Employment Survey make up 57% of Ontario public service workforce.

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Comparative Analysis

This comparative analysis is limited to the amount of data available. Caution should be used when considering representation of most equity groups (visible minorities, Indigenous peoples, persons with disabilities) in the general workforce compared to representation in senior positions of those workforces, as most employers do not have this information available. Further, the workforces of major employers and other government employers are dissimilar in size to the BCPS workforce, which might influence comparability.

The BCPS has the second highest overrepresentation (61.6%) of women in the workforce among other government employers and among other major employers. Among government employers, representation of women in senior positions was the least representative in the BCPS, as women in senior positions (45.1%) differed significantly from women at all levels in the BCPS (61.6%). This means that the success of the BCPS to hire women does not fully extend to hiring or promoting women to senior positions. However, this disconnect was not as apparent when comparing the BCPS to financial institutions of other major employers including CIBC, TD Bank, and RBC. Nonetheless, the BCPS was the third least representative employer among major employers in terms of representing women in the communities they serve.

The percentage of visible minorities in the BCPS is lowest among major employers, but among the top three for government employers. Of major employers and government employers that underrepresent visible minorities in their workforces, the BCPS does so to the greatest extent. Compared to major employers, the percentage of visible minorities in senior positions is lowest in the BCPS, but this percentage also most closely reflects its workforce. This means, comparatively, there is a more equal distribution of visible minorities throughout the BCPS than there is among all other major employers. Among government employers, the BCPS represents its visible minority community least, and has the greatest disparity between visible minorities at senior positions and visible minorities in its general workforce.

The BCPS provides a better representation of Indigenous people in its workforce than most other major employers and government employers. Of major employers, the BCPS has the greatest proportion (3.2%) of Indigenous employees and is the second most representative of Indigenous peoples in its community. However, compared to other major employers, the BCPS had the greatest disparity between Indigenous people in senior positions and Indigenous people in the overall BCPS workforce. This is not the case when comparing to other government employers, most of which are less representative of their overall Indigenous public service workforce in senior positions compared to the BCPS. Furthermore, of government employers that underrepresent Indigenous people in their workforces, the BCPS does so the least. Of all government employers that underrepresent and overrepresent Indigenous people in their workforces, the BCPS is the fourth most representative of its community.

When comparing the BCPS to other major employers, the BCPS is the second least representative employer of persons with disabilities in its community, despite having a comparatively high percentage

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(10.9%) of persons with disabilities in its workforce. In representing persons with disabilities in senior positions, the BCPS is average[31] in doing so. When comparing the BCPS to other government employers, the BCPS has the lowest representation of persons with disabilities in senior positions compared to the general BCPS, and is only more representative of persons with disabilities in the community than Nova Scotia and PEI public services.

Analysis of the BCPS

To better understand representation in the BCPS, comparisons among all four equity groups within the BCPS will be examined. Women employed in senior positions (45.1%) in the BCPS nearly represent women in the community (50.8%). However, this may be due to a high overrepresentation of women in the general BCPS. If the BCPS was to become more representative of its community by employing more men, this may consequently lower representation of women at senior levels. Therefore, the BCPS must find ways to equalize the distribution of women throughout the BCPS to be truly representative.

The BCPS is least representative of visible minorities than any other equity group. Underrepresentation of visible minorities in the BCPS is almost three times as severe as is the case for the government of Canada, the second least representative employer of visible minorities. Despite BC comprising of 27.3% visible minorities, the BCPS is comprised only of 13.9%, with its senior positions comprised only of 4.9%. This suggests that visible minority employees experience barriers to employment with the BCPS and to career advancement once employed.

Although Indigenous people are more represented than visible minorities and persons with disabilities in the BCPS, there are still so few (three) employees in senior positions. This suggests that Indigenous employees experience barriers to career advancement.

Persons with disabilities are significantly underrepresented in the BCPS. However, there is a fairly equal distribution of persons with disabilities employed in senior positions as there are employed in the general BCPS. This means persons with disabilities employed in the BCPS may experience fewer barriers to career advancement than other equity groups.

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[31] Refers to the median average.

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20Territories&SearchType=Begins&SearchPR=01&A1=All&B1=All&GeoLevel=PR&GeoCode=61

12

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Appendix: Diversity Across the BC Public Service

Demographic Profile: Indigenous Persons in the BC Public Service, by Age Group

Age Group	Indigenous	Not Indigenous
Under 30	2.7%	97.3%
31-40	3.1%	96.9%
41-50	3.8%	96.2%
51-60	2.9%	97.1%
61+	2.8%	97.2%
All Age Groups	**3.2%**	**96.8%**

Demographic Profile: Indigenous Persons in the BC Public Service, by Job Type

Job Classification Group	Indigenous	Not Indigenous
Admin Support	3.9%	96.1%
Enforcement & Corrections	3.1%	96.9%
Excluded Management	2.0%	98.0%
Executive*		
Finance & Economics	1.7%	98.3%
Health, Education & Social Work	5.0%	95.0%
Information Technology	1.8%	98.2%
Legal Counsel	1.9%	98.1%
Science & Technical Officers	2.8%	97.2%
Senior Admin & Research	2.8%	97.2%
Trades & Operations	2.2%	97.8%
All Classification Groups	**3.2%**	**96.8%**

* Data suppressed for groupings with fewer than three employees in at least one field.

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Demographic Profile: Persons with a Disability in the BC Public Service, by Age Group

Age Group	Disabled	Not Disabled
Under 30	1.7%	98.3%
31-40	2.5%	97.5%
41-50	3.7%	96.3%
51-60	5.1%	94.9%
61+	5.6%	94.4%
All Age Groups	**3.9%**	**96.1%**

Demographic Profile: Persons with a Disability in the BC Public Service, by Job Type

Job Classification Group	Disabled	Not Disabled
Admin Support	4.6%	95.4%
Enforcement & Corrections	3.5%	96.5%
Excluded Management	2.5%	97.5%
Executive	2.8%	97.2%
Finance & Economics	4.0%	96.0%
Health, Education & Social Work	5.4%	94.6%
Information Technology	4.4%	95.6%
Legal Counsel	2.3%	97.7%
Science & Technical Officers	2.9%	97.1%
Senior Admin & Research	4.4%	95.6%
Trades & Operations	3.9%	96.1%
All Classification Groups	**3.9%**	**96.1%**

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Demographic Profile: Visible Minorities in the BC Public Service, by Age Group

Age Group	Visible Minority	Not a Visible Minority
Under 30	16.6%	83.4%
31-40	17.8%	82.2%
41-50	14.2%	85.8%
51-60	11.4%	88.6%
61+	10.1%	89.9%
All Age Groups	**13.9%**	**86.1%**

Demographic Profile: Visible Minorities in the BC Public Service, by Job Type

Job Classification Group	Visible Minority	Not a Visible Minority
Admin Support	14.6%	85.4%
Enforcement & Corrections	18.1%	81.9%
Excluded Management	10.7%	89.3%
Executive	4.9%	95.1%
Finance & Economics	30.2%	69.8%
Health, Education & Social Work	15.7%	84.3%
Information Technology	17.6%	82.4%
Legal Counsel	7.6%	92.4%
Science & Technical Officers	7.8%	92.2%
Senior Admin & Research	13.7%	86.3%
Trades & Operations	7.7%	92.3%
All Classification Groups	**13.9%**	**86.1%**

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Demographic Profile: Women in the BC Public Service, by Age Group

Age Group	Female	Not Female
Under 30	65.8%	34.2%
31-40	62.9%	37.1%
41-50	62.5%	37.5%
51-60	60.4%	39.6%
61+	56.6%	43.4%
All Age Groups	**61.6%**	**38.4%**

Demographic Profile: Women in the BC Public Service, by Job Type

Job Classification Group	Female	Not Female
Admin Support	89.5%	10.5%
Enforcement & Corrections	26.5%	73.5%
Excluded Management	54.7%	45.3%
Executive	45.1%	54.9%
Finance & Economics	62.0%	38.0%
Health, Education & Social Work	78.5%	21.5%
Information Technology	40.4%	59.6%
Legal Counsel	53.9%	46.1%
Science & Technical Officers	33.9%	66.1%
Senior Admin & Research	71.8%	28.2%
Trades & Operations	33.7%	66.3%
All Classification Groups	**61.6%**	**38.4%**

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2018 EXECUTIVE - Employee Form

Name:	Employee Number:
Current Position:	Intended years to retirement:
Current Ministry:	If different, advise:
Deputy Minister:	# of FTEs:
Reports to:	Budget:

Self-Disclosed Diversity Information	Education
Disclosed Disability:	Highest Level of Education:
Identifies as Indigenous:	Area of Study:
Visible minority:	Other Degrees &/or Designations:

EXECUTIVE - Career Aspirations - Interest and Timeframe

At this time, are you interested in:

An opportunity in a different field or sector?	☐ No	☐ Within 2yrs.	☐ 2 - 5yrs.	☐ 5+yrs.
A more complex opportunity at this level?	☐ No	☐ Within 2yrs.	☐ 2 - 5yrs.	☐ 5+yrs.
A Central Agency Role?	☐ No	☐ Within 2yrs.	☐ 2 - 5yrs.	☐ 5+yrs.
A band increase reflecting a more senior role?	☐ No	☐ Within 2yrs.	☐ 2 - 5yrs.	☐ 5+yrs.

Notes:

EXECUTIVE - Sector Experience

Which Sectors have you had 2 or more years experience in the last 10 years?

- ☐ Social
- ☐ Economy
- ☐ Natural Resource
- ☐ Corporate

Social Sector: Justice (AG/PSSG), Education (AEST), Health, Children & Family Dev., Social Dev. & Poverty Reduction
Economy Sector: Jobs Trade & Technology, Tourism Arts & Culture, Municipal Affairs & Housing, Transportation & Infrastructure, Labour
Natural Resources Sector: Forests Lands Natural Resource Operations & Rural Development, Agriculture, Indigenous Relations & Reconciliation, Environment & Climate Change Strategy, Energy Mines & Petroleum Resources
Corporate Sector: Finance, Office of the Premier, Citizens' Services, GCPE, PSEC, BC Public Service Agency

AREAS OF STRENGTH - Executive or Senior Management Level Experience

Identify your additional key areas of demonstrated experience in these Corporate Streams. This must include 2 or more years of experience in the last 10 years.

- ☐ Legislation, Regulation & Policy
- ☐ Program &/or Business Development
- ☐ Finance
- ☐ IM/IT
- ☐ Other Corporate Services
- ☐ Issues Management

- ☐ Enforcement
- ☐ Indigenous Relations
- ☐ Clinical/Technical Expertise
- ☐ Operations
- ☐ Labour Relations/Negotiations
- ☐ Tribunals/Appeals

COMMITTEES/CORPORATE EXPERIENCE - Indicate all relevant committee(s) you are currently participating on.

2018 EXECUTIVE DEVELOPMENT PLAN

Name: Employee Number:

Current Position: Position Number:

Current Ministry:

Deputy Minister:

Reports to:

Start date in Current Position:

Years in Current Position:

DEVELOPMENT OBJECTIVES:

Area of Development:

How is development best achieved?   Experiential Opportunity   Executive Coach   Mentor   Formal Learning   Another Role   Other

Notes:

Area of Development:

How is development best achieved?   Experiential Opportunity   Executive Coach   Mentor   Formal Learning   Another Role   Other

Notes:

Area of Development:

How is development best achieved?   Experiential Opportunity   Executive Coach   Mentor   Formal Learning   Another Role   Other

Notes:

Corporate Areas of Development:

Executive Presence:

Communications:

Strategic Orientation:

Knowing When:

ADDITIONAL NOTES AND SIGNOFF:

Deputy Minister Signature: _____   Executive Signature: _____

Date: _____   Date: _____

Return Plan to BC Public Service Agency. Progress of plan will be monitored.

From:	Mandur, Tracy PSA:EX
To:	Owens, Anita PSA:EX
Subject:	FW: Identifies as Indigenous
Date:	Friday, May 25, 2018 3:03:11 PM
Attachments:	image001.png

From: Owens, Anita PSA:EX
Sent: Friday, May 25, 2018 7:08 AM
To: Mandur, Tracy PSA:EX
Subject: Identifies as Indigenous

Going through this list can you identify with **Yes or No** if each of these individuals identifies as Indigenous. If you are not sure then leave blank.

This will be harder because we just may not know. But there are obvious No's s.22

Thank you.

Anita

NAME	Identifies as Indigenous

s.22

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Anita Owens, Executive Advisor
Executive Talent Management
Talent Management Division | BC Public Service Agency
4th Floor – 810 Blanshard Street | Victoria BC | V8W 2H2 | 250 361-8614 or 778-698-7966

Acknowledging with gratitude the Lekwungen Peoples, Traditional Keepers of this Land, where this email is coming to you from.
Today, Lekwungen refers to the Songhees and Esquimalt First Nations Communities and their descendants.

From:	Mandur, Tracy PSA:EX
To:	Owens, Anita PSA:EX
Subject:	FW: Visible Minority
Date:	Friday, May 25, 2018 3:04:47 PM
Attachments:	image001.png

From: Owens, Anita PSA:EX
Sent: Friday, May 25, 2018 7:03 AM
To: Mandur, Tracy PSA:EX
Subject: Visible Minority

Good morning.

Going through this list can you identify with **Yes or No** if each of these individuals is a visible minority. If you are not sure then leave blank.

I realize there are individuals that are no longer here. Ignore yellow. Include all.

Thank you.

Anita

NAME	Visible Minority

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Anita Owens, Executive Advisor
Executive Talent Management
Talent Management Division | **BC Public Service Agency**
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