



Where ideas work

exploring employee engagement

in your work unit

July 2010

Forests and Range

Operations

Northern Interior Forest Region

Northern Interior Forest Regional Office

Work Environment Survey 2010

BC Stats



Introduction to Employee Engagement

Engagement Scores at a Glance	
Your work unit	56
Your organization	60
BC Public Service	64
Compared to your organization	-4
Compared to BC Public Service	-8

In the BC Public Service, employee engagement is a concept that refers to an employee's level of commitment to, and satisfaction with, their job and organization. Employee engagement is critical to everything we do in the BC Public Service. The quality of the services we provide to citizens and businesses depends on how engaged and passionate our employees are about what they do.

To unleash our individual and collective potential, employees need a work environment that is supportive and empowering, where respect is the basis, and teamwork the norm. This environment also fosters clear and honest communication where diversity of perspective is welcomed, and where people are meaningfully recognized for the outcomes of their work. This is the kind of atmosphere we can all strive to create in each work unit, and in each ministry.

The business case for employee engagement is strong. Research shows that organizations with highly engaged employees are more productive, retain more employees, and provide better service than other organizations do.

Organization of this Report

This report presents the results of the Work Environment Survey starting with the big picture and working towards greater detail:

- **Evaluating Performance:** A summary of your organizational results can be found on page 5. On pages 6-7, your 2010 organizational results and that for the BC Public Service are shown. Pages 8-11 explore concepts and relationships within the model.
- **Summary of Your 2010 Results:** See Table 2 on pages 12-13 to dig deeper into your results, by looking at all the model questions.
- **New Research:** See pages 14-16 for new research on the Service Value Chain and observations on Sharing the Annual Survey Results.
- **Focusing on the Detail:** Turn to Appendix A for detailed results of all survey questions over the years. The results are shown as percentages (page A-2) and as average scores (page A-7).
- **Additional Information:** Appendices B through D provide definitions, information on data collection, history, and additional resources.

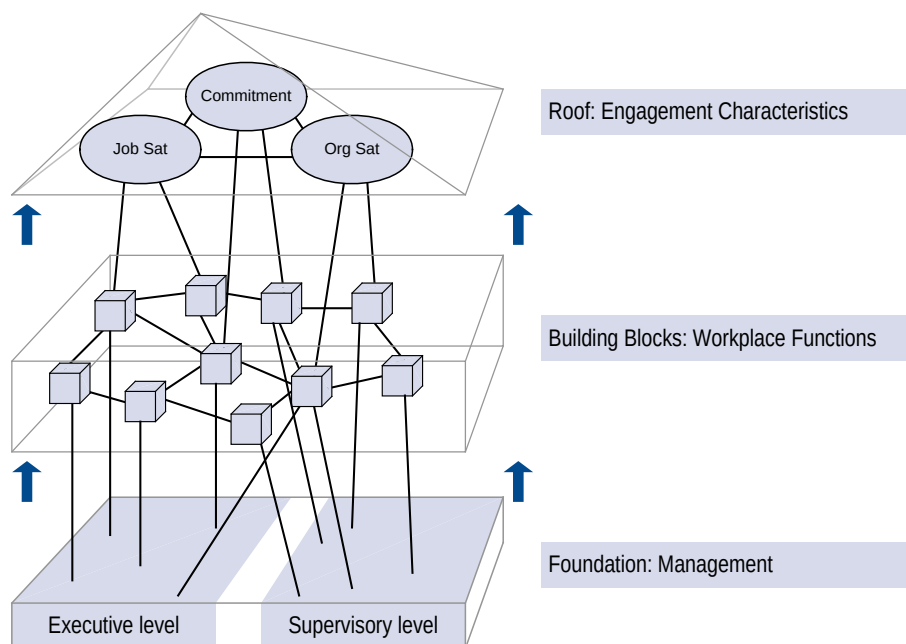
Employee Engagement Model Framework

BC Stats first developed the Employee Engagement Model using structural equation modelling in 2006. Each year, the model is verified with the latest data, and adjusted as new findings emerge. The model has three basic parts:

- **Foundation:** The foundation on which the model rests consists of both executive and supervisory-level management. The foundation has direct impacts on all building blocks as well as on each of the engagement characteristics.
- **Building blocks:** The building blocks, or drivers, identify the workplace functions and concepts that influence engagement. Each building block is developed from two or three survey questions.
- **Roof:** The roof, supported by the foundation and the building blocks, contains the engagement characteristics: job satisfaction, organization satisfaction, and BC Public Service commitment. These are the outcomes of the model. The purpose of the model is to understand what aspects of the workplace influence these characteristics, both positively or negatively, and with what statistical strength.

To visually represent the model, the *house* diagram was designed to show what is important in the workplace and how all the pieces fit together. As Figure 1 illustrates, the model is complex and should be thought of as multi-dimensional.

FIGURE 1. OVERVIEW OF THE MODEL



Interpreting Your Results

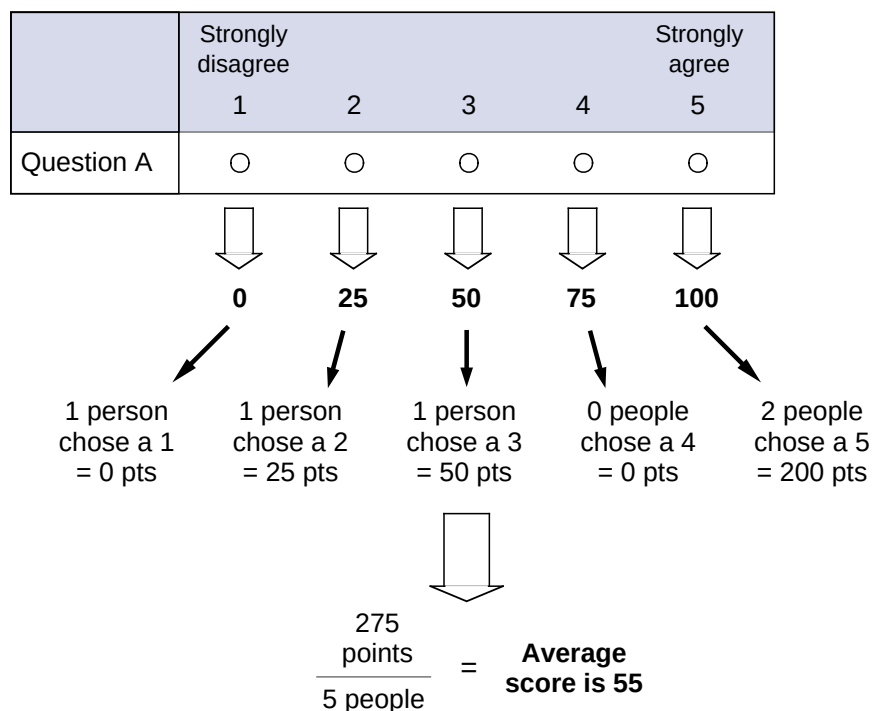
In this report, the survey results are presented in two different but complementary ways: as average scores and as percentages.

- **Average scores** are numbers ranging from 0 to 100 that represent the full range of responses to each survey question. Each of the drivers in the model and the overall engagement score are represented by average scores. Average scores are ideal for making comparisons within and between organizations.
- **Percentages** show the proportion of employees who disagreed, agreed, or gave a neutral response to each survey question. Percentages are the best format to examine the distribution of opinions.

The following section illustrates how these figures are calculated using a hypothetical survey sample of five respondents.

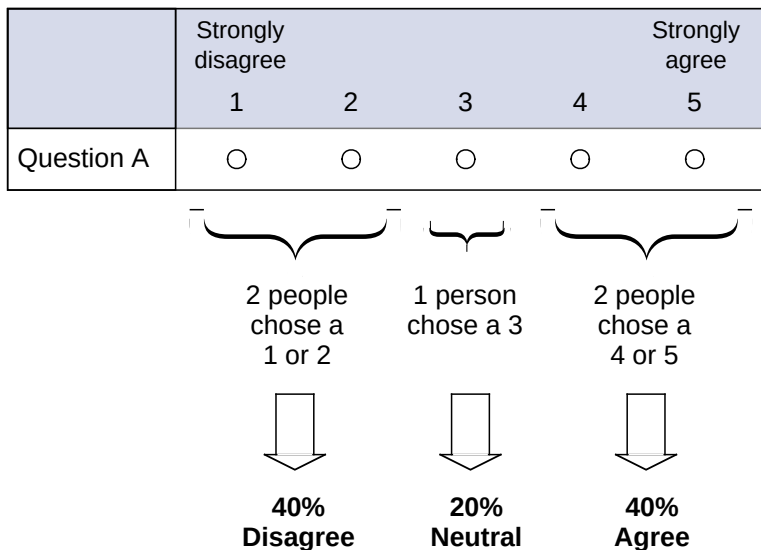
Calculating Average Scores

To calculate average scores, we follow a two-step process. First, we convert the 5-point scale to 0, 25, 50, 75 and 100 points. Then, we add up all the points and divide by the number of people in the group. This gives us the average score for each question.



Calculating Percentages

For each question, we total the number of times each response is selected by respondents. The five-point scale is then collapsed into three categories to simplify and streamline the amount of information shown. We then group the responses into one of the three categories to arrive at a percentage.



Using both Average Scores and Percentages

The example below illustrates how scores and percentages offer different perspectives, for different uses. Since the questions in the table below all have an average score of 60, we might initially conclude that responses to all three questions are equivalent. However, the distribution of responses within each of the three percentage categories is very different.

	Average Score	PERCENTAGES		
		Disagree	Neutral	Agree
Innovation is valued in my work.	60	20%	30%	50%
Work is distributed fairly in my work unit.	60	40%	10%	50%
I have the information I need to do my job well.	60	10%	60%	30%

The first question shows a typical distribution of responses, where most respondents agreed with the statement. In the second question, opinion is quite polarized as most people either disagreed or agreed. In the third question, there are a large number of neutral responses. This tells us that while people did not actively disagree with the question, there may be reasons why they could not fully agree with the statement. Thus, neutral responses are also worth paying attention to.

Evaluating Performance in your Work Unit

Table 1 presents the engagement model results for your work unit, your organization and the BC Public Service. Comparisons to the BC Public Service results are also shown.

Note: During the annual verification of the engagement model, BC Stats noted the underlying questions for the Empowerment and Executive-level Management drivers have changed slightly (see the section, Changes to the Engagement Model for more detail). With the adjustment of the model questions, caution is advised when comparing the scores for these drivers.

TABLE 1. EVALUATING PERFORMANCE

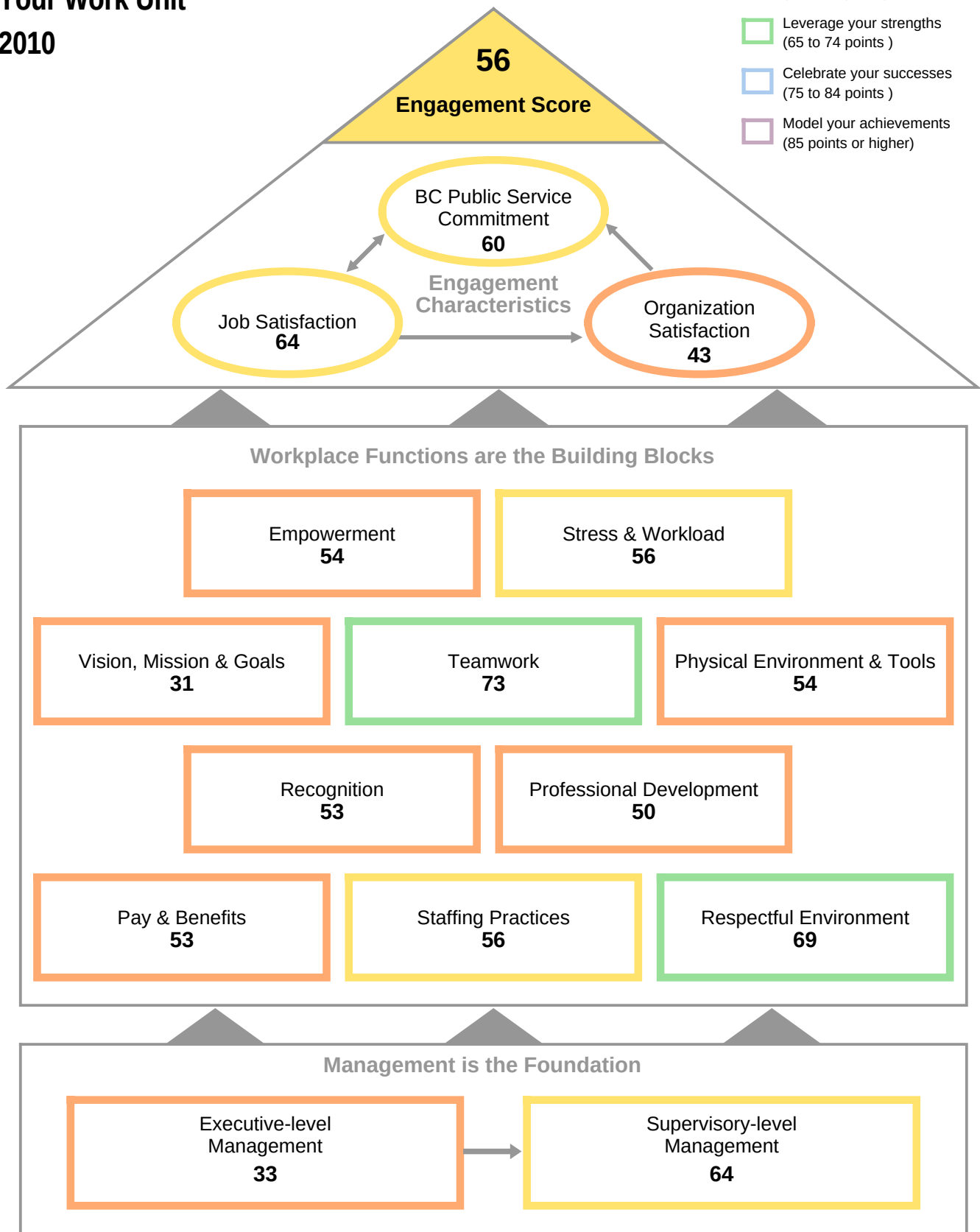
	Your Work Unit	Your Organization	BC Public Service	COMPARE TO	
				Organization	BCPS
ENGAGEMENT SCORE	56	60	64	-4	-8
ROOF					
BC Public Service Commitment	60	62	67	-2	-7
Job Satisfaction	64	65	67	-1	-3
Organization Satisfaction	43	51	60	-8	-17
BUILDING BLOCKS					
Empowerment	54	62	65	-8	-11
Stress & Workload	56	55	57	+1	-1
Vision, Mission & Goals	31	41	56	-10	-25
Teamwork	73	72	75	+1	-2
Physical Environment & Tools	54	64	66	-10	-12
Recognition	53	57	60	-4	-7
Professional Development	50	51	55	-1	-5
Pay & Benefits	53	55	54	-2	-1
Staffing Practices	56	51	56	+5	0
Respectful Environment	69	69	72	0	-3
FOUNDATION					
Executive-level Management	33	37	53	-4	-20
Supervisory-level Management	64	67	68	-3	-4

Employee Engagement Model

Your Work Unit

2010

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

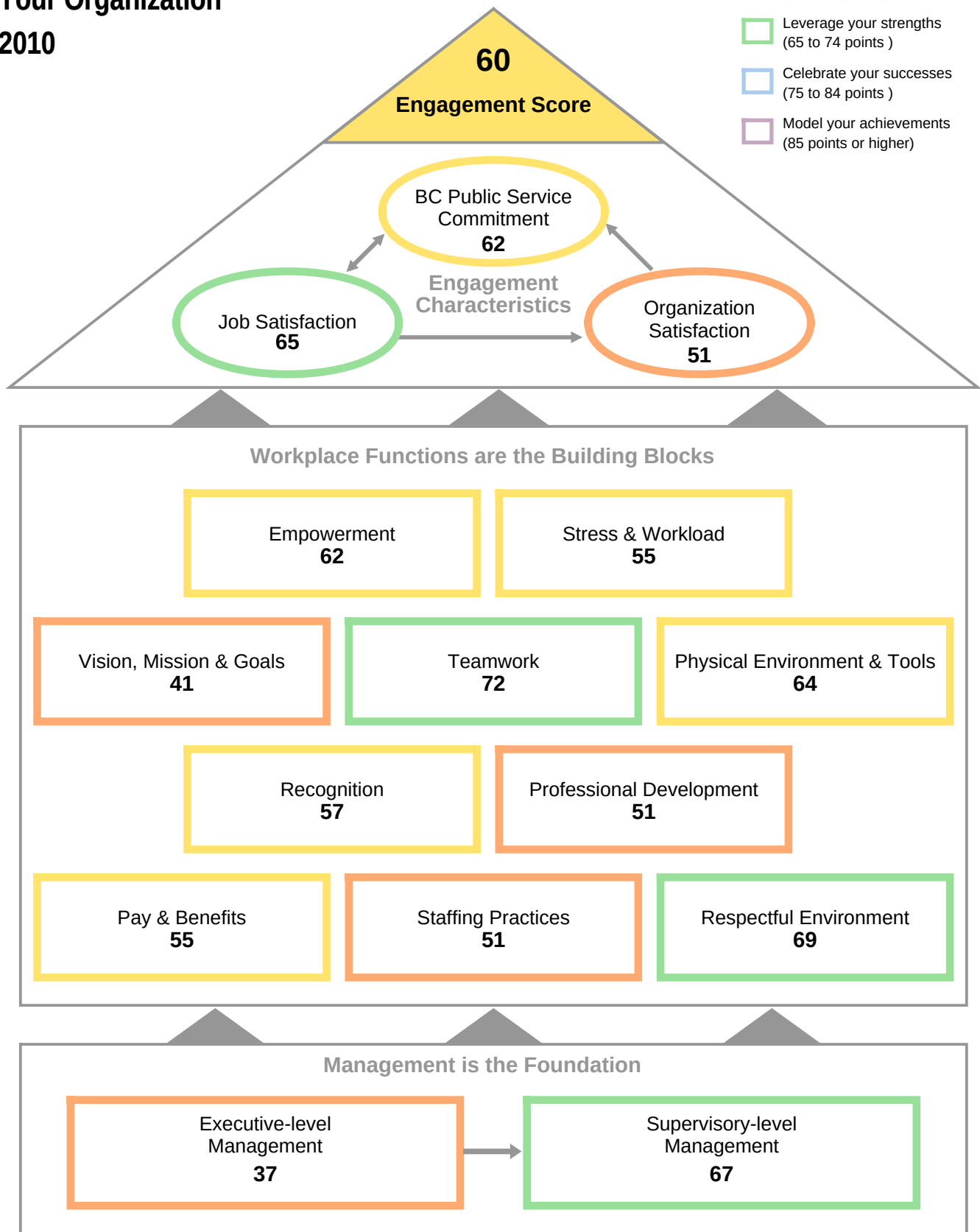


Employee Engagement Model

Your Organization

2010

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



Understanding the Engagement Model

The house diagrams on the previous pages have been simplified for clarity, but there is considerable depth to the Engagement Model. Although the results themselves are important and provide a snapshot summary, it is also important to understand how the components of the model fit together conceptually and in practice.

Each driver influences the others with different strengths and in specific directions. To gain more insight, there are a couple of ways we may explore the model:

- Explore each of the drivers and engagement characteristics, including the underlying questions. For example, what does the *Vision, Mission and Goals* building block really mean?
- Trace the relationships between drivers to see how the drivers link to form pathways through the model.

Explore Model Drivers

Every year, BC Stats uses structural equation modelling to verify the structure of the model by identifying changes that emerge with the latest survey data. Specifically, BC Stats identifies the questions that have a direct influence on employee engagement.

The survey questions that demonstrate relationships with engagement are known as the model questions. Each group of related model questions (two or three questions) combine to form a driver. For example, the Vision, Mission and Goals driver is comprised of two model questions:

- *The vision, mission and goals of my organization are communicated well.*
- *My organization is taking steps to ensure the long-term success of its vision, mission and goals.*

These two questions are both indicators of what matters most to people in the organization on the more general driver, Vision, Mission and Goals. Therefore, as per the model, improving employees' perceptions on these two dimensions is fundamental in improving in this area. The exploration or the 'unpacking' of the drivers is an important exercise in order to fully understand the complexities of the work environment.

Drivers have the potential to effectively increase or decrease overall engagement. Their connections or relationships with each other move in specific directions, where a driver can be affected by other drivers (incoming connections) and in turn, directly affect others (outgoing connections).

Drivers can increase or decrease overall engagement.

Explore Model Pathways

The drivers are linked together to form over 356 distinct and directional pathways. Each pathway starts from leadership in the foundation and passes through varying combinations of building blocks to reach one of the three engagement characteristics in the roof. These pathways show how drivers work together to boost (or weaken) overall engagement.

Pathway analysis provides insight into challenges and successes within work environments.

While there are many driver connections in each pathway, some connections are stronger than others. By calculating the combined strength of the connections within each pathway, it is possible to rank all 356 pathways from strongest to weakest. The stronger pathways provide an excellent means of diagnosing situations that can

improve engagement. Therefore, exploration of the model pathways (in addition to the drivers themselves) provides insight into the challenges and successes within work environments.

For the BC Public Service, the top ten pathways determined to have the most direct impact on employee engagement were found to be:

- Vision
- Take Home
- Empowering
- Championing Commitment
- Respect
- Development
- Strengths Building
- Resourceful Workspace
- Fairness
- Workload

For more information on the pathways, please refer to the report *The Top 10 Engagement Pathways for the BC Public Service*, prepared by BC Stats.

The highest ranked pathway is the Vision Path (Figure 2). This pathway begins with the Executive-level Management driver and its focus on the provision of clear future direction and timely communication of decisions.

FIGURE 2. THE VISION PATH



Through this pathway, Executive-level Management directly *drives* the Vision, Mission and Goals driver. The relationship between these two drivers represents the strongest connection in the entire engagement model. Similarly, the Vision, Mission and Goals driver has a strong relationship with Organization Satisfaction, and to a slightly lesser extent, to BC Public Service Commitment, both of which are engagement characteristics.

Pathway analysis of the Vision Path identified that executives must focus on articulating a clear, compelling and consistent view of the present and of the future. This message must then cascade through the organization because if employees do not identify with the goals of their organization, or if they do not see the leadership they feel is needed to ensure the organization's long-term success, their satisfaction with their organization will likely be negatively affected. On a broader level, employees' commitment to the BC Public Service and satisfaction with their work as public servants could be negatively impacted by issues affecting these drivers.

The Vision Path is a good place to focus efforts among work units that have relatively low scores in Organization Satisfaction and/or BC Public Service Commitment. Work units with low scores in these areas may face challenges in drawing the link between how their day-to-day work fits in with the organization's vision, mission and goals. Drawing this link can be particularly difficult in larger organizations. In large organizations, supervisors play a vital role in communicating information from executives to staff in a timely fashion. To do so, supervisors themselves need to be well informed and believe their executives are well equipped for the future.

It is important to note that the modelling and path analysis illustrates the characteristics of the BC Public Service overall. In addition to the high level results, it is also important to be familiar with the differences at the local level, where there is variation in context and employee experiences. Focusing efforts to understand what is important to employees at the local level is an effective approach in creating a more positive work environment.

Changes to the Engagement Model

BC Stats evaluates the survey instrument annually to ensure only questions of high research value are included. It is important to balance steady improvements to the survey and stability for effective comparison. Changes to the survey, as well as changes in the data itself, may lead to changes in the engagement model.

Over the years, the overall structure and integrity of the engagement model, consisting of the foundation, building blocks and engagement characteristics has remained stable. This year, two adjustments were made to the model questions as follows:

Empowerment driver

“I am encouraged to be innovative in my work.”

has been replaced with:

“I have the opportunities I need to implement new ideas.”

Note: It is not advisable to directly compare the driver results across the years when the underlying model questions have changed.

Executive-level Management driver

“Executives in my organization clearly communicate strategic changes and/or changes in priorities”

was dropped from the model.

The model analysis shows the executive driver is best measured by the existing two topics: *“Executives in my organization communicate decisions in a timely manner”* and *“Executives in my organization provide clear direction for the future.”*

Summary of Your Driver Results

TABLE 2. SUMMARY OF YOUR 2010 RESULTS

		Average Score	PERCENTAGES		
			Disagree	Neutral	Agree
ENGAGEMENT SCORE		56			
ENGAGEMENT (Roof)	BC Public Service Commitment	60			
	Overall, I am satisfied in my work as a BC Public Service employee.	62	24%	21%	55%
	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	58	25%	27%	48%
	Job Satisfaction	64			
	I am satisfied with my job.	64	20%	20%	60%
	Organization Satisfaction	43			
	I am satisfied with my organization.	43	44%	29%	28%
WORKPLACE FUNCTIONS (Building Blocks)	Empowerment	54			
	I have opportunities to provide input into decisions that affect my work.	57	34%	14%	52%
	I have the freedom to make the decisions necessary to do my job well.	56	31%	22%	48%
	I have the opportunities I need to implement new ideas.	49	40%	23%	37%
	Stress & Workload	56			
	My workload is manageable.	60	15%	30%	55%
	My work-related stress is manageable.	52	28%	32%	40%
	Vision, Mission & Goals	31			
	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	27	64%	15%	20%
	The vision, mission and goals of my organization are communicated well.	34	59%	20%	22%
	Teamwork	73			
	When needed, members of my team help me get the job done.	74	8%	20%	72%
	Members of my team communicate effectively with each other.	67	18%	18%	64%
	I have positive working relationships with my co-workers.	78	6%	18%	76%

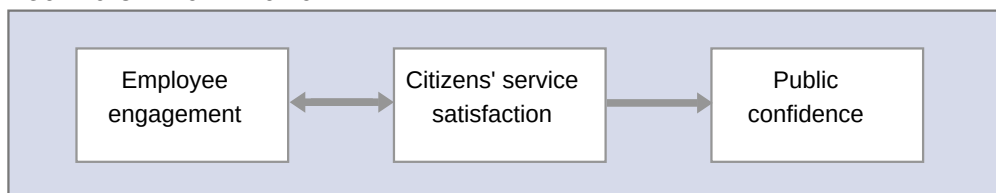
WORKPLACE FUNCTIONS continued...	Physical Environment & Tools	54			
	My physical work environment is satisfactory.	60	22%	22%	57%
	I have the tools (i.e. technology, equipment, etc.) I need to do my job well.	48	36%	27%	36%
	Recognition	53			
	I receive meaningful recognition for work well done.	52	32%	32%	36%
	In my work unit, recognition is based on performance.	54	27%	33%	40%
	Professional Development	50			
	My organization supports my work related learning and development.	47	45%	18%	37%
	The quality of training and development I have received is satisfactory.	54	30%	29%	42%
	I have adequate opportunities to develop my skills.	48	37%	30%	33%
	Pay & Benefits	53			
	I am fairly paid for the work I do.	51	32%	26%	42%
	My benefits meet my (and my family's) needs well.	54	23%	35%	42%
	Staffing Practices	56			
MANAGEMENT (Foundation)	In my work unit, the selection of a person for a position is based on merit.	55	30%	27%	43%
	In my work unit, the process of selecting a person for a position is fair.	56	27%	29%	44%
	Respectful Environment	69			
	A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit.	59	27%	24%	49%
	My work unit values diversity.	66	17%	21%	62%
	My work unit is free from discrimination and harassment.	82	6%	9%	85%
	Executive-level Management	33			
	Executives in my organization communicate decisions in a timely manner.	39	49%	20%	31%
	Executives in my organization provide clear direction for the future.	26	67%	16%	17%
	Supervisory-level Management	64			
	The person I report to consults me on decisions that affect me.	63	25%	19%	56%
	The person I report to keeps me informed of things I need to know.	66	24%	12%	64%

New Research on the Service Value Chain

It is now known that private sector companies with higher employee engagement translates into better services and/or products, more satisfied customers, and ultimately, higher profits. In the public sector, the outcome of higher profits can be substituted with greater public confidence. In other words, higher employee engagement leads to higher citizens' service satisfaction, which results in greater public confidence in government.

As shown in Figure 3, these linkages are referred to as the Public Sector Service Value Chain (SVC). The proposed set of linkages between the three elements that form the SVC is currently being empirically validated by BC Stats and other Canadian researchers.

FIGURE 3. SERVICE VALUE CHAIN



The two-way link between employee engagement and citizens' service satisfaction was confirmed by BC Stats and the Region of Peel in 2008 by examining work unit data collected by both jurisdictions. The included work units were a part of 11 different ministries responsible for a variety of service delivery operations including financial, social, administrative, resource and other functions. From the analysis, it was observed that for every 2-point increase in employee engagement, there was a corresponding 1-point increase in citizens' service satisfaction. In addition, the two-way link was found to be mutually reinforcing.

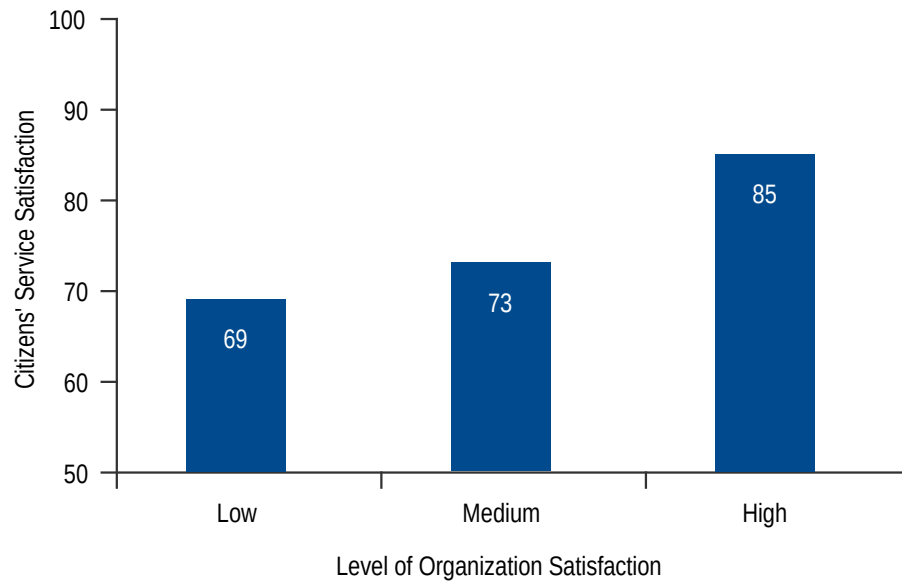
In late 2009, BC Stats replicated the study, using only data collected from BC Public Service work units. The same findings were reached, verifying that employee engagement indeed has an impact on citizens' service satisfaction.

Of the three engagement characteristics (job satisfaction, organization satisfaction and commitment to the public service), this recent study found that employees' level of organization satisfaction, on its own, influenced the level of citizens' service satisfaction more than the other two engagement characteristics.

Organization satisfaction has the strongest impact on citizens' service satisfaction.

Since organization satisfaction had the strongest impact on citizens' service satisfaction, and in order to explore in greater depth, organization satisfaction scores were divided into three groups (i.e., low, medium and high). From this analysis, it was found that work units with high organization satisfaction scored on average 16 points higher in citizens' service satisfaction than work units with low organization satisfaction (Figure 4).

FIGURE 4. ORGANIZATION SATISFACTION AND CITIZENS' SERVICE SATISFACTION



This prominent difference in citizens' service satisfaction levels suggest that employees' level of satisfaction with their organization makes a notable difference in citizens' perceived quality of products or services these employees are providing.

Sharing Annual Survey Results

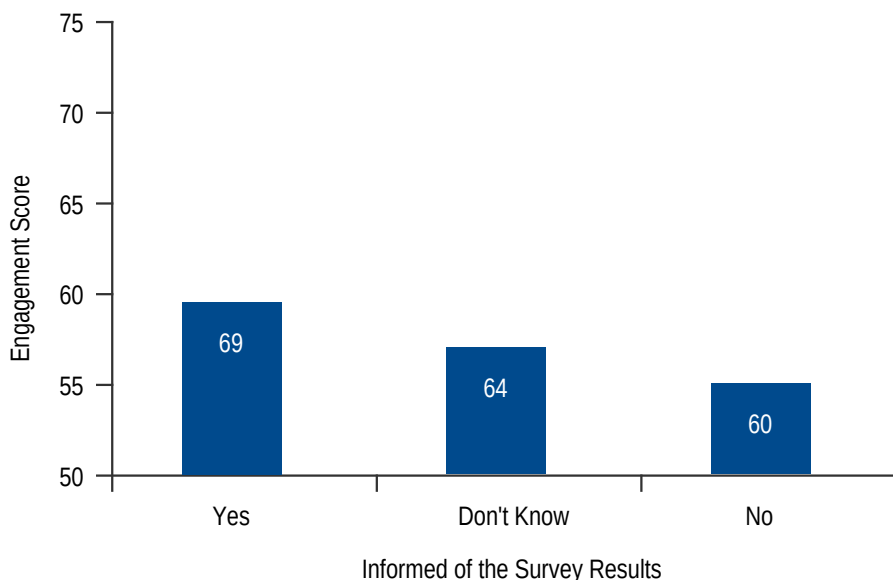
Common respondent critique about survey research in general has been that action is not taken as a result of the findings. In some circumstances, this feedback may be valid, but sometimes it stems from a lack of awareness of actions taken. The conclusion, after all, is based on respondent's own *perception* that change has (or has not) been driven by survey results.

Aside from planned changes or those that have been made as a result of the survey, simply informing employees about the survey results seems to go a long way in demonstrating a commitment to the work unit's collective opinions. One question on the Work Environment Survey specifically measures communication of the annual survey results. Beginning in 2008, employees were asked the question, *Were you informed of the [previous year's] Work Environment Survey results for your organization?*

Within the BC Public Service overall, it was found that employees who were informed of the previous year's survey results had higher engagement scores than those who were not informed of the results and also those who responded don't know (Figure 5).

Employees who were informed of the survey results had higher engagement.

FIGURE 5. INFORMED OF SURVEY RESULTS AND ENGAGEMENT



There are many factors that influence employees' perceptions of their job and their organization that go beyond simply sharing the results. However, the identification and acknowledgement of the strengths and challenges within the work environment is a necessary first step to addressing the concerns raised by employees.

Appendices

Appendices

Appendix A: Detailed Survey Results	A-1
Table 3: Responses shown as percentages	A-2
Table 4: Responses shown as average scores	A-7
 Appendix B: About the Work Environment Survey	 A-12
Driver Descriptions	A-12
Questionnaire Definitions	A-13
Data Collection	A-14
History and Background	A-14
 Appendix C: Details of your Work Unit	 A-15
Response Rates	A-15
Department IDs	A-15
 Appendix D: Additional Resources	 A-16
Reading and References	A-16
Acknowledgements	A-16

Appendix A: Detailed Survey Results

This section presents the results of all of the survey questions shown as percentages (Table 3), and as average scores (Table 4). Results are based on those employees who expressed an opinion. Some percentages may not sum to 100%, due to rounding.

Since work units change from year to year, it is not recommended that work unit results be compared across years. For this reason, this report shows only current results.

In both Table 3 and Table 4, the column titled *Linkage to Model* identifies questions that form drivers or characteristics within the Employee Engagement Model.

In Table 3, the column titled *Difference*, shows whether the percent agree has changed meaningfully between the 2009 and 2010 surveys, where:

- the (↑) arrow shows increases of 5 percentage points (ppts) or more over 2009.
- the (↓) arrow shows decreases of 5 ppts or more over 2009.

While the column titled *Difference* highlights changes only in the percent agree column, it is important to also look for changes in the percent disagree and percent neutral columns in order to accurately interpret the data.

In Table 4, the column labelled *Compare to* shows how many points your work unit scores differ from your organization scores and from the BC Public Service scores. Rather than an arrow, this table displays +/- differences for each score.

TABLE 3. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS PERCENTAGES

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY DAY-TO-DAY WORK						
Respectful Environment	A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit.	Organization	23%	21%	57%	
		Work Unit	27%	24%	49%	↓
Respectful Environment	My work unit values diversity.	Organization	13%	22%	65%	
		Work Unit	17%	21%	62%	
Respectful Environment	My work unit is free from discrimination and harassment.	Organization	11%	14%	75%	
		Work Unit	6%	9%	85%	↑
Empowerment	I have opportunities to provide input into decisions that affect my work.	Organization	21%	19%	60%	
		Work Unit	34%	14%	52%	↓
Empowerment	I have the freedom to make the decisions necessary to do my job well.	Organization	21%	20%	59%	
		Work Unit	31%	22%	48%	↓
	Innovation is valued in my work.	Organization	18%	22%	60%	
		Work Unit	29%	19%	52%	↓
	I am encouraged to be innovative in my work.	Organization	18%	23%	59%	
		Work Unit	31%	18%	51%	↓
Empowerment	I have the opportunities I need to implement new ideas.	Organization	25%	27%	48%	
		Work Unit	40%	23%	37%	↓
	I am inspired to give my very best.	Organization	28%	24%	48%	
		Work Unit	41%	24%	35%	↓
	My work unit is well supported during times of change.	Organization	41%	28%	31%	
		Work Unit	57%	17%	26%	↓
	Appropriate accountabilities are in place in my work unit.	Organization	30%	26%	43%	
		Work Unit	36%	23%	41%	
	I feel my job is secure.	Organization	70%	17%	13%	
		Work Unit	79%	13%	8%	↓
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	Organization	35%	24%	41%	
		Work Unit	30%	27%	43%	
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	Organization	31%	26%	43%	
		Work Unit	27%	29%	44%	
Recognition	I receive meaningful recognition for work well done.	Organization	25%	27%	48%	
		Work Unit	32%	32%	36%	↓

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
Recognition	In my work unit, recognition is based on performance.	Organization	25%	27%	48%	
		Work Unit	27%	33%	40%	↓
Pay & Benefits	I am fairly paid for the work I do.	Organization	33%	26%	41%	
		Work Unit	32%	26%	42%	
Pay & Benefits	My benefits meet my (and my family's) needs well.	Organization	24%	26%	50%	
		Work Unit	23%	35%	42%	↓
	My work is meaningful.	Organization	13%	18%	68%	
		Work Unit	15%	24%	60%	↓
	My job is a good fit with my skills and interests.	Organization	10%	17%	73%	
		Work Unit	13%	14%	74%	
	I am proud of the work I do.	Organization	6%	12%	81%	
		Work Unit	9%	8%	83%	
	My workplace procedures allow me to use my time as effectively as possible.	Organization	19%	26%	55%	
		Work Unit	28%	33%	39%	↓
	The work I do gives citizens good value for their tax dollars.	Organization	8%	13%	79%	
		Work Unit	8%	15%	77%	
	Work is distributed fairly in my work unit.	Organization	26%	26%	49%	
		Work Unit	21%	18%	61%	↑
Stress & Workload	My workload is manageable.	Organization	24%	30%	47%	
		Work Unit	15%	30%	55%	↑
Stress & Workload	My work-related stress is manageable.	Organization	26%	32%	43%	
		Work Unit	28%	32%	40%	
	My job provides me with the right amount of challenge.	Organization	17%	24%	59%	
		Work Unit	17%	25%	58%	
	I have support at work to provide a high level of service.	Organization	21%	26%	53%	
		Work Unit	27%	25%	48%	↓
	I have support at work to balance my work and personal life.	Organization	14%	21%	65%	
		Work Unit	17%	29%	54%	↓

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY PHYSICAL ENVIRONMENT & RESOURCES						
Physical Environment & Tools	My physical work environment is satisfactory.	Organization	12%	20%	67%	
		Work Unit	22%	22%	57%	↓
	The physical security of my workplace is satisfactory.	Organization	6%	17%	76%	
		Work Unit	13%	26%	61%	↓
Physical Environment & Tools	I have the tools (i.e. technology, equipment, etc.) I need to do my job well.	Organization	24%	23%	54%	
		Work Unit	36%	27%	36%	↓
	I have the information I need to do my job well.	Organization	17%	27%	57%	
		Work Unit	28%	23%	49%	↓
MY DEVELOPMENT & PERFORMANCE						
Professional Development	My organization supports my work related learning and development.	Organization	35%	27%	38%	
		Work Unit	45%	18%	37%	
Professional Development	The quality of training and development I have received is satisfactory.	Organization	27%	29%	44%	
		Work Unit	30%	29%	42%	
Professional Development	I have adequate opportunities to develop my skills.	Organization	36%	29%	35%	
		Work Unit	37%	30%	33%	
	I regularly receive feedback on my performance.	Organization	26%	30%	44%	
		Work Unit	30%	32%	39%	↓
	I have opportunities for career growth within the BC Public Service.	Organization	51%	25%	24%	
		Work Unit	60%	20%	21%	
	Have you had a performance review in the last 12 months?	Organization	6% No	--	94% Yes	
		Work Unit	1% No	--	99% Yes	↑
	Of those who have had a performance review in the last 12 months: My e.Performance (EPDP) helps me achieve my goals.	Organization	45%	29%	26%	
		Work Unit	49%	20%	31%	↑
MY CO-WORKERS						
Teamwork	When needed, members of my team help me get the job done.	Organization	9%	16%	75%	
		Work Unit	8%	20%	72%	
	My ideas are respected by others in my work unit.	Organization	8%	17%	75%	
		Work Unit	7%	16%	77%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
Teamwork	Members of my team communicate effectively with each other.	Organization	16%	23%	61%	
		Work Unit	18%	18%	64%	
Teamwork	I have positive working relationships with my co-workers.	Organization	5%	14%	81%	
		Work Unit	6%	18%	76%	↓
THE PERSON I REPORT TO						
	The person I report to listens to my suggestions and ideas for improvement.	Organization	11%	15%	74%	
		Work Unit	15%	17%	67%	↓
	The person I report to provides clear expectations regarding my work.	Organization	16%	21%	63%	
		Work Unit	24%	24%	52%	↓
Supervisory Level Management	The person I report to consults me on decisions that affect me.	Organization	18%	18%	64%	
		Work Unit	25%	19%	56%	↓
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	Organization	17%	19%	64%	
		Work Unit	24%	12%	64%	
	The person I report to is an effective manager.	Organization	19%	20%	62%	
		Work Unit	20%	24%	56%	↓
	The person I report to maintains high standards of honesty and integrity.	Organization	10%	14%	76%	
		Work Unit	7%	20%	73%	
	I am satisfied with the quality of supervision I receive.	Organization	16%	16%	68%	
		Work Unit	19%	19%	62%	↓
MY EXECUTIVES						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	Organization	44%	27%	29%	
		Work Unit	49%	20%	31%	
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	Organization	46%	26%	28%	
		Work Unit	55%	19%	26%	
Executive Level Management	Executives in my organization provide clear direction for the future.	Organization	59%	24%	17%	
		Work Unit	67%	16%	17%	
	Essential information flows efficiently from senior leadership to staff.	Organization	51%	28%	21%	
		Work Unit	61%	17%	22%	
	I have confidence in the senior leadership of my organization.	Organization	53%	24%	23%	
		Work Unit	65%	14%	22%	

LINKAGE TO MODEL	SURVEY QUESTIONS		% of employees			Difference
			Disagree	Neutral	Agree	
MY ORGANIZATION						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	Organization	51%	24%	25%	
		Work Unit	64%	15%	20%	↓
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	Organization	42%	29%	29%	
		Work Unit	59%	20%	22%	↓
	I know how my work contributes to the achievement of my organization's goals.	Organization	28%	25%	48%	
		Work Unit	40%	26%	35%	↓
MY EMPLOYMENT AS A BC PUBLIC SERVANT						
Job Satisfaction	I am satisfied with my job.	Organization	17%	22%	61%	
		Work Unit	20%	20%	60%	
	I am satisfied with my work unit.	Organization	13%	21%	66%	
		Work Unit	8%	22%	70%	
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	Organization	17%	18%	65%	
		Work Unit	14%	20%	67%	
Organization Satisfaction	I am satisfied with my organization.	Organization	33%	28%	40%	
		Work Unit	44%	29%	28%	↓
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	Organization	24%	22%	54%	
		Work Unit	35%	21%	44%	↓
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	Organization	18%	24%	57%	
		Work Unit	24%	21%	55%	
	I am proud to tell people I work for the BC Public Service.	Organization	25%	25%	50%	
		Work Unit	38%	19%	44%	↓
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	Organization	21%	23%	56%	
		Work Unit	25%	27%	48%	↓
	I would recommend the BC Public Service as a great place to work.	Organization	38%	28%	33%	
		Work Unit	48%	27%	25%	↓

TABLE 4. RESPONSES TO ALL SURVEY QUESTIONS, SHOWN AS AVERAGE SCORES

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare to Org	BCPS
MY DAY-TO-DAY WORK						
Respectful Environment	A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit.	59	63	66	-4	-7
Respectful Environment	My work unit values diversity.	66	68	72	-2	-6
Respectful Environment	My work unit is free from discrimination and harassment.	82	76	76	+6	+6
Empowerment	I have opportunities to provide input into decisions that affect my work.	57	64	68	-7	-11
Empowerment	I have the freedom to make the decisions necessary to do my job well.	56	64	67	-8	-11
	Innovation is valued in my work.	58	65	66	-7	-8
	I am encouraged to be innovative in my work.	58	65	65	-7	-7
Empowerment	I have the opportunities I need to implement new ideas.	49	58	60	-9	-11
	I am inspired to give my very best.	47	57	63	-10	-16
	My work unit is well supported during times of change.	35	45	51	-10	-16
	Appropriate accountabilities are in place in my work unit.	50	53	58	-3	-8
	I feel my job is secure.	17	25	53	-8	-36
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	55	50	56	+5	-1
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	56	52	57	+4	-1
Recognition	I receive meaningful recognition for work well done.	52	57	60	-5	-8

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare to	
					Org	BCPS
Recognition	In my work unit, recognition is based on performance.	54	57	59	-3	-5
Pay & Benefits	I am fairly paid for the work I do.	51	51	51	0	0
Pay & Benefits	My benefits meet my (and my family's) needs well.	54	58	57	-4	-3
	My work is meaningful.	68	70	74	-2	-6
	My job is a good fit with my skills and interests.	75	74	74	+1	+1
	I am proud of the work I do.	82	80	81	+2	+1
	My workplace procedures allow me to use my time as effectively as possible.	53	62	62	-9	-9
	The work I do gives citizens good value for their tax dollars.	78	77	78	+1	0
	Work is distributed fairly in my work unit.	64	57	59	+7	+5
Stress & Workload	My workload is manageable.	60	56	57	+4	+3
Stress & Workload	My work-related stress is manageable.	52	54	57	-2	-5
	My job provides me with the right amount of challenge.	63	63	63	0	0
	I have support at work to provide a high level of service.	55	60	62	-5	-7
	I have support at work to balance my work and personal life.	64	68	65	-4	-1

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare to Org	BCPS
MY PHYSICAL ENVIRONMENT & RESOURCES						
Physical Environment & Tools	My physical work environment is satisfactory.	60	69	67	-9	-7
	The physical security of my workplace is satisfactory.	65	75	72	-10	-7
Physical Environment & Tools	I have the tools (i.e. technology, equipment, etc.) I need to do my job well.	48	60	66	-12	-18
	I have the information I need to do my job well.	56	62	65	-6	-9
MY DEVELOPMENT & PERFORMANCE						
Professional Development	My organization supports my work related learning and development.	47	50	57	-3	-10
Professional Development	The quality of training and development I have received is satisfactory.	54	54	56	0	-2
Professional Development	I have adequate opportunities to develop my skills.	48	49	52	-1	-4
	I regularly receive feedback on my performance.	54	55	56	-1	-2
	I have opportunities for career growth within the BC Public Service.	34	38	47	-4	-13
	Of those who have had a performance review in the last 12 months: My e.Performance (EPDP) helps me achieve my goals.	43	42	43	+1	0
MY CO-WORKERS						
Teamwork	When needed, members of my team help me get the job done.	74	74	78	0	-4
	My ideas are respected by others in my work unit.	75	73	75	+2	0
Teamwork	Members of my team communicate effectively with each other.	67	65	67	+2	0
Teamwork	I have positive working relationships with my co-workers.	78	78	80	0	-2

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare to Org	BCPS
THE PERSON I REPORT TO						
	The person I report to listens to my suggestions and ideas for improvement.	69	73	73	-4	-4
	The person I report to provides clear expectations regarding my work.	61	67	69	-6	-8
Supervisory Level Management	The person I report to consults me on decisions that affect me.	63	67	68	-4	-5
Supervisory Level Management	The person I report to keeps me informed of things I need to know.	66	67	68	-1	-2
	The person I report to is an effective manager.	64	65	68	-1	-4
	The person I report to maintains high standards of honesty and integrity.	77	75	76	+2	+1
	I am satisfied with the quality of supervision I receive.	68	69	70	-1	-2
MY EXECUTIVES						
Executive Level Management	Executives in my organization communicate decisions in a timely manner.	39	43	55	-4	-16
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	36	41	55	-5	-19
Executive Level Management	Executives in my organization provide clear direction for the future.	26	32	50	-6	-24
	Essential information flows efficiently from senior leadership to staff.	32	37	50	-5	-18
	I have confidence in the senior leadership of my organization.	29	36	54	-7	-25

LINKAGE TO MODEL	SURVEY QUESTIONS	Your Work Unit	Your Organization	BC Public Service	Compare to Org	BCPS
MY ORGANIZATION						
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	27	38	56	-11	-29
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	34	44	56	-10	-22
	I know how my work contributes to the achievement of my organization's goals.	45	55	61	-10	-16
MY EMPLOYMENT AS A BC PUBLIC SERVANT						
Job Satisfaction	I am satisfied with my job.	64	65	67	-1	-3
	I am satisfied with my work unit.	71	68	69	+3	+2
	I would prefer to remain with my work unit even if a comparable job was available elsewhere in the BC Public Service.	71	69	66	+2	+5
Organization Satisfaction	I am satisfied with my organization.	43	51	60	-8	-17
	At present, I would prefer to remain with my organization even if a comparable job was available in another organization.	55	61	63	-6	-8
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	62	63	68	-1	-6
	I am proud to tell people I work for the BC Public Service.	54	58	65	-4	-11
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	58	62	66	-4	-8
	I would recommend the BC Public Service as a great place to work.	39	47	59	-8	-20

Appendix B: About the Work Environment Survey

Driver Descriptions

The engagement model drivers are defined as follows:

Empowerment

Employees believe they have opportunities and freedom to provide input, make decisions to do their job well and implement new ideas.

Stress & Workload

Employees perceive that their work-related stress and workload are manageable.

Vision, Mission & Goals

Employees believe their organization's vision, mission, and goals are well communicated and their organization is taking steps to ensure its long-term success.

Teamwork

Employees experience positive working relationships, have support from their team, and feel their team communicates effectively.

Physical Environment & Tools

Employees believe their physical surroundings are satisfactory and they have the technology and/or equipment to do their job well.

Recognition

Employees experience meaningful and performance-based recognition.

Professional Development

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

Pay & Benefits

Employees believe they are fairly paid for their work, and their benefits meet their needs.

Staffing Practices

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

Respectful Environment

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

Executive-level Management

Employees believe that senior leaders communicate decisions in a timely manner, and that they provide clear direction for the future.

Supervisory-level Management

Employees believe that the person they report to keeps them informed and consults them on decisions that affect their work.

Questionnaire Definitions

The Work Environment Survey questionnaire used specific terms and words to describe parts of the work environment:

- Your *work unit* refers to the section or program area within the organization you work in.
- *Diversity* refers to different people, backgrounds and ideas.
- *Discrimination* occurs if a distinction is made that imposes burdens, obligations or disadvantages that are not imposed on others based on the grounds listed below.

- race	- religion	- sex
- colour	- marital status	- sexual orientation
- ancestry	- family status	- physical or mental disability
- place of origin	- age	- unrelated criminal conviction
- political belief		
- *Harassment* includes any unwelcome conduct or comment which has a negative impact on you or your work environment.
- *Workplace procedures* refer to a series of steps and decisions that explain or describe how to complete a task or accomplish a result.
- Your *workplace* refers to your immediate physical surroundings in which you work (e.g., branch office, regional office, district office). Your workplace may have one or more work units.
- Your *organization* refers to your ministry, agency, office, or commission of the Province.
- “*The person I report to*” refers to your immediate supervisor or manager. If you report to more than one supervisor or manager, please answer the question thinking about the person who oversees most of your work.
- Your *executive* refers to the senior leadership in headquarters including the Deputy Minister, Assistant Deputy Ministers, Executive Directors, and other members of the Executive Committee.

Data Collection

Administering the Survey

BC Stats distributed the 2010 BC Public Service Work Environment Survey to all regular and auxiliary employees who were not on long-term leave and who were directly employed by a ministry.

The 2010 survey is the fifth cycle of the Work Environment Survey. This cycle of the survey was administered between April 19 - May 7, 2010. A small proportion of employees who did not have access to the internet at their workplace were mailed a paper survey, with the option of completing the survey online.

Confidentiality

During survey administration, employees received personalized invitations and reminders. All survey responses were encrypted during submission and stored on a secure server accessed only by select members of the BC Stats survey administration team. All BC Stats employee are sworn under the *Statistics Act* and all information collected in the survey is protected by the *Statistics Act*.

Each response was coded with a confidential number, which allows BC Stats to attach demographic information, such as organization, work unit, age, years of service, and occupation. No names or contact information are stored with the responses and only aggregate results are provided in the reports. Individual responses or information that could identify an individual will not be disclosed.

History and Background

In 2001 and 2003, the Office of the Auditor General (OAG) undertook studies of the BC government work environment. After the first study, the Auditor General reported:

"I believe a well performing government, one that meets the service expectations of British Columbians, can only be achieved through a strong, highly competent and committed public service."

In 2005, the BC Public Service Agency committed to government-wide measurement of the public service work environment. The commitment to annual government-wide measurement was reinforced in the BC Public Service Corporate Human Resources Plan, released in October 2006:

"... We will gauge our progress annually through a Work Environment Survey overseen by the BC Public Service Agency, and share these results with all employees."

In early 2006, BC Stats in partnership with the BC Public Service Agency conducted the first annual government-wide Work Environment Survey. Since then, the Work Environment Survey has been established as an annual measurement program.

Appendix C: Details of your Work Unit

Response Rates

In your work unit this year, 85% of employees completed the survey.

TABLE 5. RESPONSE RATES

	Your Work Unit	Your Organization	BC Public Service
Completed surveys	88	2,344	21,306
Total employees	103	2,794	25,299
Response rate	85%	84%	84%

BC Stats wishes to thank all participants and those who contributed to achieving such a high response rate! High survey response rates ensure high quality and reliable data.

Department IDs

Using department IDs (also called payroll numbers) from the Corporate Human Resource Information System (CHIPS), BC Stats worked together with your SHR to identify your specific work units. The department IDs in this report include:

050-6277, 050-6278, 050-6279, 050-6288, 050-6901, 050-6902, 050-6903, 050-6904, 050-6905, 050-6910

To protect respondent confidentiality and to ensure data quality, all work unit reports must satisfy the following WES reporting guidelines:

- **Group size:** Each reported work unit must have a population of 20 or more employees. The minimum size criterion must be satisfied before considering other criterion.
- **Response rate:** With all qualifying work unit groupings, there must also be
 - a minimum 50% response for work units with less than 50 employees
 - a minimum 40% response for work units with 50 or more employees
- **Residual disclosure:** All work units with less than 10 employees must be combined with another work unit.

Note: Since work units change from year-to-year, it is not recommended that work unit results be compared across years.

Appendix D: Additional Resources

Reading and References

BC Stats continually analyzes the rich data collected through the WES to build on understanding specific topic areas and to support continual improvement to the survey. Below is a sample of what BC Stats has completed in the last few years.

Assessing Your Work Unit Performance: the Percentile Look up Table, October 2009

BC Public Service Year-to-Year State of Engagement, September 2009

A Deeper Look into Stress and Workload in the BC Public Service, November 2009

Employee Engagement in 2008 – BC's Employed Labour Force, July 2008

Exploring Perceptions of Work Unit Staffing Practices, January 2010

Exploring Year-to-year Migration Patterns, May 2010

Making the Most of the Model: An Employee Engagement User Guide for the BC Public Service (Version 1.1), June 2009

Maximizing Professional Development, January 2010

Modelling the 2009 Work Environment Survey Results, April 2010

Public Sector Service Value Chain – Revisiting the First Link with BC Public Service Work Units, October 2009

Public Sector Engagement and Service Satisfaction - What do they both have in common? February 2010

The State of New Hires Upon Arrival, November 2009

The Top 10 Engagement Pathways for the BC Public Service, October 2009

To access these reports, and for additional reading not highlighted here, please refer to our website:

<http://www.bcstats.gov.bc.ca/data/ssa/analysis.asp>

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Survey administration and final reports were completed by: Jill Adams, Janet Woo, Marika Albert, Jean Ten Have and Emilie Sia.

If you have any questions
about the information in this report,
please contact the
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250-952-6822



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