

Government of Yukon

2016

**EMPLOYEE
ENGAGEMENT
SURVEY RESULTS**

CORPORATE REPORT

This material is prepared for the Yukon government by BC Stats. The data used in this report was collected by the Yukon Bureau of Statistics on behalf of the Yukon government.

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1. Results at a Glance

In the Yukon government, 3,224 employees (67% of the total) participated, and provided feedback about their workplace experiences, in the 2016 Employee Engagement Survey (EES). A summary of all relevant scores (through the lens of the **Employee Engagement Model**) follows in Table 1.

TABLE 1: ENGAGEMENT MODEL DRIVER SCORES

	AVERAGE SCORE /100 POINTS
ENGAGEMENT	73
Organization Commitment	73
Job Satisfaction	73
Vision, Mission & Goals	63
Pay & Benefits	73
Empowerment	68
Job Suitability	81
Recognition	60
Stress & Workload	65
Tools	65
Professional Development	67
Teamwork	76
Respectful Environment	66
Supervisory-Level Management	74
Senior Leadership	58

WHO:

All employees on strength at the beginning of the field window were invited to participate and 67% completed the survey

WHAT:

Employee Engagement Survey (EES)

WHEN:

May 5 – May 27, 2016

WHY:

An opportunity for employees to express how they feel about their day-to-day work environment and their employment with the organization

2. About the Employee Engagement Survey

The success of any organization is built on people. Ensuring that employees are engaged in their work is critical for performance. Research in both the public and private sectors has shown that engaged employees are key to the achievement of positive organizational outcomes. Research shows that engaged employees are more productive, are less likely to resign, and provide better services.

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

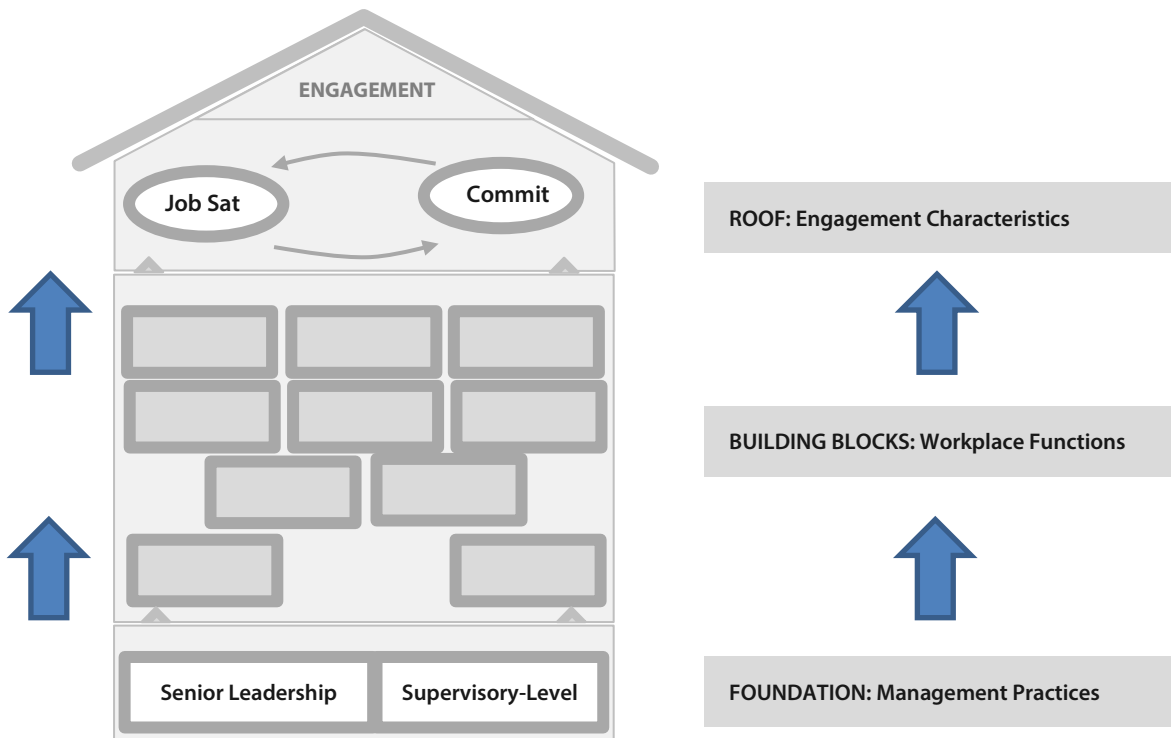
The Yukon government is evaluating these experiences to help inform strategies for making the workplace the best possible. This evaluation was done by collecting feedback from all employees using the Employee Engagement Survey (EES) from May 5 to May 27, 2016. The majority of employees (67%) provided feedback about their experiences. This response rate means that the information contained in this report is of high quality, enabling the right conclusions to be drawn.

This report delves into the survey findings in detail. The findings illustrate what aspects of the work environment are currently shaping engagement within the organization. These results can be used to guide and focus conversations on ways to maximize everyone's engagement and support ongoing leadership and work-related efforts and initiatives.

3. About the House Model

The **Employee Engagement Model** identifies what matters when it comes to maintaining and enhancing the engagement of employees. The model has been statistically validated by testing the survey response patterns using an advanced statistical technique called structural equation modelling (SEM). The analyses found that 35 survey questions covering a range of employee experiences do a good job of explaining why engagement is low for some and high for others. Questions were combined with 33 additional non-model questions that targeted particular areas of interest to the organization. See Appendix D for further details about the SEM methodology.

In the model, various workplace functions directly and indirectly impact employee engagement. These functions are called drivers of engagement. Each driver is formed from a group of inter-related survey questions that explore specific workplace topics about the employee experience. These drivers also can affect each other to increase or decrease overall engagement. Showing the survey results through the lens of the house model tells us what is most important to employees in shaping their overall engagement in their work environment. In the context of the Yukon government, the house model is best viewed as a way of visually organizing a wealth of data and information in a clear and easily comprehensible manner. The structure and context of the house model help guide attention on ways to maximize engagement and support ongoing management and human resource efforts and initiatives.



In the diagram, the three parts are as follows.

- **The Foundation:** The model rests on the foundation of two drivers that measure management practices which are connected either directly or indirectly to every other driver in the model.
- **The Building Blocks:** These identify the core workplace functions influencing the engagement characteristics.
- **The Roof:** The core engagement characteristics of employee satisfaction and commitment are located in the roof of the house.

The rest of this section introduces the house by identifying the individual survey questions that make up each building block, starting with the foundation.

The Foundation

The foundation of the house contains two drivers focused on management practices. These two drivers are connected either directly or indirectly to all other drivers in the model and, as a result, have a significant impact on engagement.

- **Senior Leadership** reflects perceptions that senior leaders are genuinely interested in employees' well-being and provide clear direction for the future, and that essential information flows effectively from senior leadership to staff (three questions).
- **Supervisory-Level Management** includes survey questions that measure whether employees believe they have a positive working relationship with the person they report to, receive feedback that helps them improve their work performance and that the person they report to provides clear work expectations (three questions).

The Building Blocks

Supported by the foundation, the middle section of the house contains the ten building blocks that represent the workplace functions that matter most to employee engagement. All building blocks are impacted by one or both drivers relating to management practices. Each building block is made up of between two and four survey questions.

- **Vision, Mission & Goals** represents employees' beliefs that their department's vision, mission, and goals are well communicated, and that their department is taking steps to ensure its long-term success (two questions).
- **Pay & Benefits** is a measure of employees' perceptions that their pay is fair and their benefits meet their needs well (two questions).
- **Empowerment** reflects employees' opinions about having opportunities and freedom to provide input, make decisions to do their job well, and implement new ideas (three questions).
- **Job Suitability** reflects employees' beliefs about their work being meaningful and a good fit with their skills and interests (two questions).
- **Recognition** captures employees' experiences with meaningful and performance-based recognition (two questions).
- **Stress & Workload** is a measure of whether employees perceive that their work-related stress and workloads are manageable (two questions).
- **Tools** represents whether the computer and non-computer based tools employees have access to help them excel in their jobs (two questions).
- **Professional Development** reflects employees' beliefs about the extent that their organization supports their learning and development, provides good quality training, and offers adequate opportunities to develop their skills (three questions).
- **Teamwork** represents employees' having positive working relationships and support from their team, and feeling that their team communicates effectively (three questions).
- **Respectful Environment** captures whether employees experience a healthy and diverse atmosphere where conflict is dealt with effectively (four questions).

These building blocks interact and work together either directly or indirectly to influence the employee engagement characteristics in the roof of the house.

The Roof

The roof represents the multifaceted nature of engagement and contains two distinct but interconnected characteristics. Both characteristics are measured by different survey questions.

- **Organization Commitment** assesses how employees are proud to tell people they work for the Yukon government, would recommend it as a great place to work, and whether they would choose to stay, even if a similar job became available elsewhere (three questions).
- **Job Satisfaction** is measured by how satisfied employees are with their jobs (one question).

The combination of both characteristics measure overall engagement, which is shown in the top of the roof.

Renovated House Model

Employee priorities change, as do societal, political and economic circumstances. Given the dynamic nature of the work environment, the engagement model has been continuously tested to ensure it is the best representation of the average Yukon government employee experience. This year, new and revised questions were tested to determine if they were a good fit with the existing and new model drivers. This analysis showed that the refinements fit well statistically within the model, as well as provide a more comprehensive view of the varied workplace functions of an organization as large as the Yukon government. Thus, by renovating the model, the Yukon government has gained a more robust and holistic tool that represents the diversity of work environment experiences making the most difference on employees' engagement.

On the following pages, the house model diagrams illustrate the scores for the Yukon government. The first diagram provides this year's results in the new model, while the following page shows this year's result in the old model (the one used in 2013). While some driver names are the same in both houses, the underlying questions have changed for both the management and building block drivers. Scores can range from 0 to 100 points—the higher the score, the more positive the result. For more information on how scores are calculated, see page 16. As well, Appendix E provides the model results from 2013 for comparison.

4. YG 2016 Results (new House Model)

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



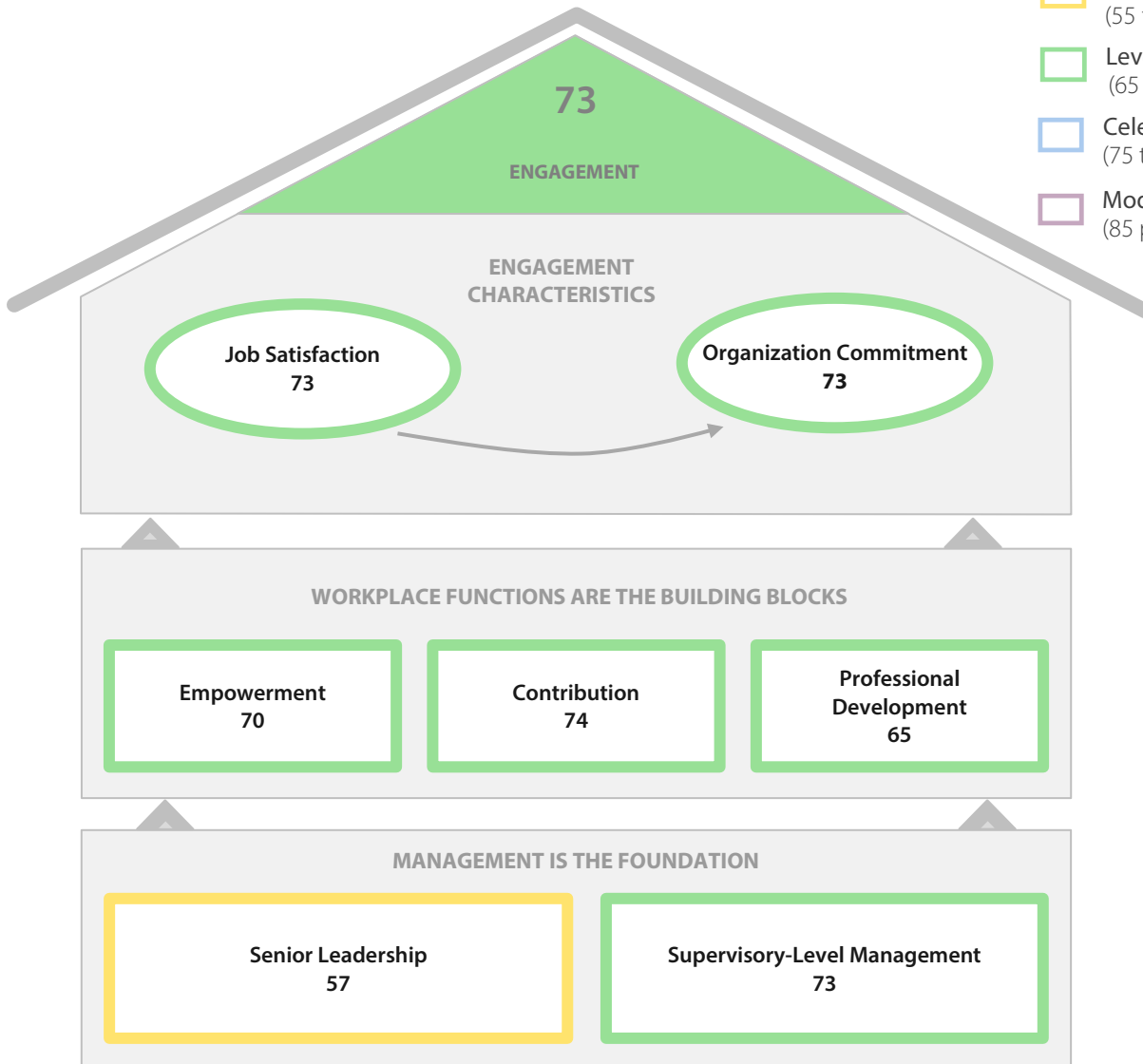
Management definitions

Senior Leadership includes Deputy Ministers, Assistant Deputy Ministers, Directors, and equivalents. For employees who work in a school, senior leadership includes the Superintendent, Assistant Deputy Minister of Public Schools, Deputy Minister, Directors, and equivalents.

Supervisory-Level Management is the person employees report to on a daily basis. If they report to multiple people, this is the person employees report to for a greater portion of the time. For employees who work in a school, this is the school administrator.

5. YG 2016 Results (old House Model)

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



* This graphic provides the current results in the old house model. Note that while driver names are the same as those in the new house, some of the underlying questions of the foundation and building block drivers are different.

6. Question by Question Model Results

This table shows the scores for each driver and each of the questions that make up these drivers. These are the corporate level scores, and they will be different for departments and work units. There are two scores for each question: (1) the average score out of 100, and (2) the percentage of employees who disagreed (rated the question as 1 or 2 on the 5 point scale), were neutral (gave a rating of 3) or who agreed with the question (answered with a 4 or 5).

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

TABLE 2: DRIVER AND MODEL QUESTION RESULTS

SURVEY QUESTIONS	AVERAGE SCORE /100 POINTS	% DISAGREE	% NEUTRAL	% AGREE
ENGAGEMENT CHARACTERISTICS (THE ROOF)	73			
Organization Commitment	73			
I am proud to tell people I work for the Yukon government.	72	10%	21%	69%
I would recommend the Yukon government as a great place to work.	73	9%	21%	70%
I would prefer to stay with the Yukon government, even if offered a similar job elsewhere.	72	13%	19%	68%
Job Satisfaction	73			
I am satisfied with my job.	73	11%	15%	74%

Note 1: Average scores for individual questions may not equal the overall score for that driver when they are averaged together. This is due to the method with which the overall scores are calculated for the drivers.

Note 2: Some percentages may not sum to 100% due to rounding.

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SURVEY QUESTIONS	AVERAGE SCORE /100 POINTS	% DISAGREE	% NEUTRAL	% AGREE
WORKPLACE FUNCTIONS (THE BUILDING BLOCKS)				
Vision, Mission & Goals	63			
The vision, mission, and goals of my department are communicated well.	62	20%	25%	55%
My department is taking steps to ensure the long-term success of its vision, mission, and goals.	63	18%	25%	57%
Pay & Benefits	73			
I am paid fairly for the work I do.	72	13%	14%	73%
My benefits meet my (and my family's) needs well.	74	10%	15%	75%
Empowerment	68			
I have opportunities to provide input into decisions that affect my work.	70	14%	18%	68%
I have the freedom to make the decisions necessary to do my job well.	69	14%	20%	66%
I have the opportunities I need to implement new ideas.	64	18%	23%	59%
Job Suitability	81			
My job is a good fit with my skills and interests.	81	6%	12%	82%
My work is meaningful.	82	6%	11%	83%
Recognition	60			
I receive meaningful recognition for work well done.	62	22%	22%	56%
In my work unit, recognition is based on performance.	58	25%	25%	50%
Stress & Workload	65			
My workload is manageable.	66	17%	20%	63%
My work-related stress is manageable.	63	19%	22%	59%

BC STATS

SURVEY QUESTIONS	AVERAGE SCORE /100 POINTS	% DISAGREE	% NEUTRAL	% AGREE
Tools	65			
The computer based tools (e.g., hardware, software) I have access to help me to excel in my job.	65	16%	25%	60%
The non-computer based tools (e.g., office or outdoor equipment) I have access to help me to excel in my job.	66	12%	29%	60%
Professional Development	67			
I have adequate opportunities to develop my skills.	67	17%	21%	62%
My organization supports my work related learning and development.	70	15%	18%	68%
The quality of training and development I have received is satisfactory.	64	19%	22%	59%
Teamwork	76			
I have positive working relationships with my co-workers.	82	3%	10%	86%
Members of my team communicate effectively with each other.	68	13%	22%	65%
When needed, members of my team help me get the job done.	78	7%	13%	80%
Respectful Environment	66			
A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	66	19%	19%	62%
My work unit values diversity in people and backgrounds.	74	10%	16%	75%
My work unit values diversity in ideas.	68	15%	20%	66%
In my work unit, conflict is dealt with effectively.	57	26%	24%	50%

BC STATS

SURVEY QUESTIONS	AVERAGE SCORE /100 POINTS	% DISAGREE	% NEUTRAL	% AGREE
MANAGEMENT (THE FOUNDATION)				
Supervisory-Level Management	74			
I have a positive working relationship with the person I report to.	80	8%	10%	82%
The person I report to provides clear expectations regarding my work.	70	15%	17%	68%
The feedback I receive from the person I report to helps me improve my performance.	70	15%	17%	68%
Senior Leadership	58			
The senior leadership in my department provides clear direction for the future.	56	28%	24%	48%
Essential information flows effectively from senior leadership to staff.	53	32%	25%	43%
The senior leadership in my department is genuinely interested in the well-being of employees.	63	22%	18%	59%

7. Overall States of Engagement

Another way of understanding employees' experiences is by exploring their different states of engagement based on how they answered the four survey questions that measure the two characteristics in the roof of the house model (Job Satisfaction and Organization Commitment).

Generally, when employees are engaged, they are:

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

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

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

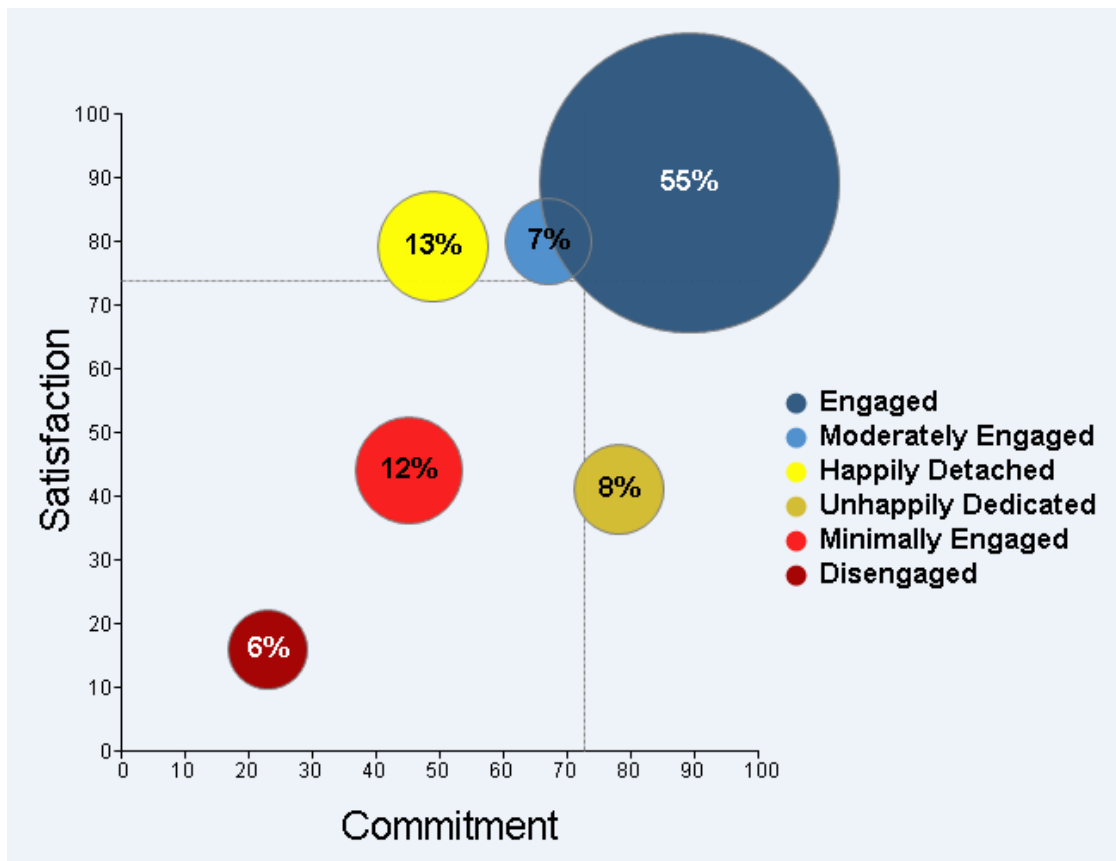
The table on the next page provides the proportion of respondents in the Yukon government belonging to each of the six states, as well as the average satisfaction and commitment score and total number of employees for each state. The figure on the next page displays the proportions graphically.

TABLE 3: HOW ENGAGEMENT VARIES ACROSS THE YUKON GOVERNMENT

STATE	% OF EMPLOYEES	SATISFACTION AVERAGE SCORE /OUT OF 100	COMMITMENT AVERAGE SCORE /OUT OF 100	TOTAL COUNT OF EMPLOYEES
Engaged	55%	89	89	1,651
Moderately Engaged	7%	80	67	207
Happily Detached	13%	79	49	381
Unhappily Dedicated	8%	41	78	249
Minimally Engaged	12%	44	45	350
Disengaged	6%	16	23	171
Averages / Total	100%	74	73	3,009

Note: Calculations include only those employees who completed the four questions that address Satisfaction and Organization Commitment.

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



8. Making the Most of the Results

While the survey scores are important, they represent a starting point for further dialogue and deeper exploration. Just as a blood pressure reading provides some important numbers about one's health, identifying the most appropriate course of action requires additional investigation into the root cause of the test results.

The information contained in this report reflects the employee engagement survey results for the entire Yukon government and is just the beginning of understanding the current state of employee engagement. Department and work unit level reports will also be made available to assist senior leaders and employees move successfully through a post-survey action planning process.¹ Although there are many ways to explore the wealth of information from the survey, the following suggestions may help serve as a useful guide to interpreting the results and formulating next steps for action:

- Explore the survey questions that make up each of the model drivers as well as the questions that did not make it into the model. Examine the average scores and the percentages. Do percentages tend to cluster in the middle or are opinions more polarized on one end of the scale? Start conversations with your colleagues about what may be at play behind these numbers. Do the scores match your experiences and opinions? Where do they differ or seem surprising?
- Delve into the different pathways to engagement and begin exploring the ones that resonate the most for you. How are these drivers linked together in your particular workplace context? What can you influence or change that will have the greatest benefit for your workplace?
- Compare your work unit results with those department-wide and initiate conversations with others in your workplace about how specific results could be improved, maintained and/or celebrated. Work together to develop an action plan with the intention of improving your overall work environment.
- Consider how you can contribute to improving various workplace functions that foster employee engagement. Become familiar with how things are done in other work units and share your own best practices with others.

¹ Departments will receive work unit level results for all questions in an Excel workbook and can also order work unit level reports, when there is a minimum 20 employees and minimum 10 respondents in the work unit.

9. Appendix A: Detailed Survey Results

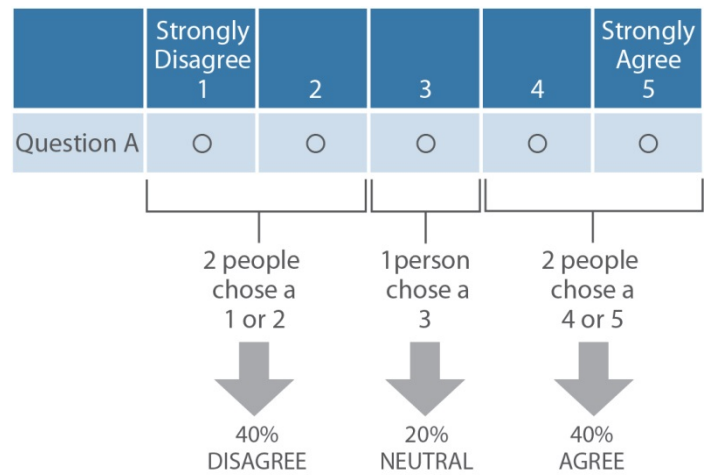
The results in Table 4 are presented in two different but complementary ways. Results are shown as percentages to highlight the distribution of responses per question. The results are also shown as average scores, providing a single measure for each question allowing for easier comparability, where applicable. In the table that follows, please note that:

- percentages and scores are included in the same table for convenience,
- some percentages may not sum to 100% due to rounding; and,
- the DIFFERENCE column contains the difference between the average score in 2016 and 2013, where possible.

Percentages (%)

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

To calculate percentages, the number of times an answer was selected by respondents is totaled and collapsed into three categories.



Average Scores / 100 Points

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

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

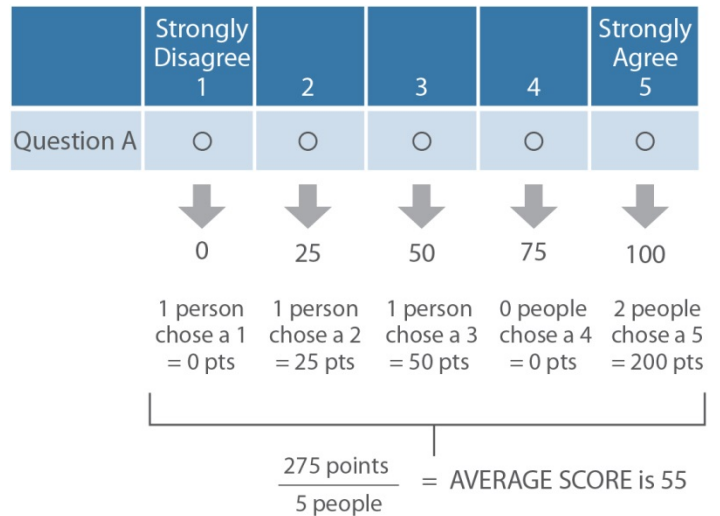


TABLE 4: DISTRIBUTIONS OF RESPONSES AND AVERAGE SCORES FOR ALL QUESTIONS

LINKAGE TO NEW MODEL	SURVEY QUESTION	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY DAY-TO-DAY WORK							
	Innovation is valued in my work.	2013	22%	21%	57%	63	
		2016	13%	21%	66%	69	6
Empowerment	I have opportunities to provide input into decisions that affect my work.	2013	20%	19%	61%	65	
		2016	14%	18%	68%	70	5
Empowerment	I have the freedom to make the decisions necessary to do my job well. <i>(new)</i>	2013	---	---	---	---	
		2016	14%	20%	66%	69	---
Empowerment	I have the opportunities I need to implement new ideas. <i>(new)</i>	2013	---	---	---	---	
		2016	18%	23%	59%	64	---
	I have support at work to provide a high level of service.	2013	15%	18%	67%	69	
		2016	14%	16%	70%	72	3
	I am inspired to give my best.*	2013	16%	19%	65%	69	
		2016	14%	16%	70%	71	2
Job Suitability	My job is a good fit with my skills and interests.	2013	8%	13%	78%	78	
		2016	6%	12%	82%	81	3
Job Suitability	My work is meaningful. <i>(new)</i>	2013	---	---	---	---	
		2016	6%	11%	83%	82	---
Professional Development	I have adequate opportunities to develop my skills. <i>(new)</i>	2013	---	---	---	---	
		2016	17%	21%	62%	67	---

Note: Questions followed by *(new)* were not asked in 2013, and therefore have no comparison. Questions marked with an asterisk * were worded similarly enough in 2013 to be considered comparable.

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LINKAGE TO NEW MODEL	SURVEY QUESTION	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
Professional Development	My organization supports my work related learning and development.	2013	16%	20%	65%	68	
		2016	15%	18%	68%	70	2
Professional Development	The quality of training and development I have received is satisfactory. <i>(new)</i>	2013	---	---	---	---	
		2016	19%	22%	59%	64	---
Recognition	I receive meaningful recognition for work well done.	2013	20%	19%	61%	66	
		2016	22%	22%	56%	62	-4
Recognition	In my work unit, recognition is based on performance. <i>(new)</i>	2013	---	---	---	---	
		2016	25%	25%	50%	58	---
	My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well. <i>(new)</i>	2013	---	---	---	---	
		2016	23%	24%	54%	61	---
Tools	The computer based tools (e.g., hardware, software) I have access to help me to excel in my job. <i>(new)</i>	2013	---	---	---	---	
		2016	16%	25%	60%	65	---
Tools	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me to excel in my job. <i>(new)</i>	2013	---	---	---	---	
		2016	12%	29%	60%	66	---
	I am provided with the accommodation(s) I require to perform my job. <i>(new)</i>	2013	---	---	---	---	
		2016	10%	18%	72%	72	---
	My workplace processes and procedures enable me to work as effectively as possible. <i>(new)</i>	2013	---	---	---	---	
		2016	21%	26%	53%	60	---
	The necessary processes and procedures are in place to ensure my safety at work. <i>(new)</i>	2013	---	---	---	---	
		2016	10%	16%	75%	74	---
	Work is distributed fairly in my work unit. <i>(new)</i>	2013	---	---	---	---	
		2016	21%	20%	59%	63	---

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LINKAGE TO NEW MODEL	SURVEY QUESTION	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
Stress & Workload	My workload is manageable. <i>(new)</i>	2013	---	---	---	---	
		2016	17%	20%	63%	66	---
Stress & Workload	My work-related stress is manageable. <i>(new)</i>	2013	---	---	---	---	
		2016	19%	22%	59%	63	---
	I have support at work to balance my work and personal life.	2013	14%	17%	69%	72	
		2016	16%	16%	68%	70	-2
	I feel supported during times of change. <i>(new)</i>	2013	---	---	---	---	
		2016	21%	20%	59%	63	---
	I feel my job is secure. <i>(new)</i>	2013	---	---	---	---	
		2016	17%	14%	69%	69	---
	I have opportunities for career growth with the Yukon government.	2013	22%	21%	58%	63	
		2016	24%	24%	53%	60	-3
Pay & Benefits	I am paid fairly for the work I do. <i>(new)</i>	2013	---	---	---	---	
		2016	13%	14%	73%	72	---
Pay & Benefits	My benefits meet my (and my family's) needs well. <i>(new)</i>	2013	---	---	---	---	
		2016	10%	15%	75%	74	---
	I am aware of the services available to me through the Employee and Family Assistance Program (EFAP). <i>(new)</i>	2013	---	---	---	---	
		2016	18%	15%	67%	69	---

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LINKAGE TO NEW MODEL	SURVEY QUESTION	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
THE PEOPLE I WORK WITH							
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit. <i>(new)</i>	2013	---	---	---	---	
		2016	19%	19%	62%	66	---
Respectful Environment	My work unit values diversity in people and backgrounds. <i>(new)</i>	2013	---	---	---	---	
		2016	10%	16%	75%	74	---
Respectful Environment	My work unit values diversity in ideas. <i>(new)</i>	2013	---	---	---	---	
		2016	15%	20%	66%	68	---
Respectful Environment	In my work unit, conflict is dealt with effectively. <i>(new)</i>	2013	---	---	---	---	
		2016	26%	24%	50%	57	---
	In my work unit, the <i>process</i> of selecting a person for a position is fair. <i>(new)</i>	2013	---	---	---	---	
		2016	24%	21%	55%	60	---
	In my work unit, the <i>selection</i> of a person for a position is based on merit (i.e. the knowledge, skills, and abilities required for the position). <i>(new)</i>	2013	---	---	---	---	
		2016	25%	21%	54%	60	---
Teamwork	I have positive working relationships with my co-workers.	2013	5%	11%	83%	80	
		2016	3%	10%	86%	82	2
Teamwork	Members of my team communicate effectively with each other. <i>(new)</i>	2013	---	---	---	---	
		2016	13%	22%	65%	68	---
Teamwork	When needed, members of my team help me get the job done. <i>(new)</i>	2013	---	---	---	---	
		2016	7%	13%	80%	78	---
	I am treated respectfully at work. <i>(new)</i>	2013	---	---	---	---	
		2016	8%	12%	80%	78	---

BC STATS

LINKAGE TO NEW MODEL	SURVEY QUESTION	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
THE PERSON I REPORT TO							
Supervisory-Level Management	I have a positive working relationship with the person I report to.	2013	10%	12%	78%	78	
		2016	8%	10%	82%	80	2
	The person I report to keeps me informed of things I need to know. <i>(new)</i>	2013	---	---	---	---	
		2016	14%	15%	71%	72	---
Supervisory-Level Management	The person I report to provides clear expectations regarding my work. <i>(new)</i>	2013	---	---	---	---	
		2016	15%	17%	68%	70	---
	The person I report to consults me on decisions that affect me. <i>(new)</i>	2013	---	---	---	---	
		2016	16%	14%	69%	71	---
	The feedback I receive from the person I report to is timely.	2013	19%	18%	63%	66	
		2016	16%	17%	67%	70	4
Supervisory-Level Management	The feedback I receive from the person I report to helps me improve my performance.	2013	19%	20%	62%	67	
		2016	15%	17%	68%	70	3
	I feel I am able to have a conversation with the person I report to when I need their perspective or advice. <i>(new)</i>	2013	---	---	---	---	
		2016	11%	10%	80%	79	---
	The person I report to considers other peoples' perspectives before making decisions. <i>(new)</i>	2013	---	---	---	---	
		2016	14%	14%	72%	72	---
	I am satisfied with the quality of supervision I receive.	2013	18%	17%	65%	68	
		2016	15%	13%	72%	73	5

BC STATS

LINKAGE TO NEW MODEL	SURVEY QUESTION	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY SENIOR LEADERSHIP							
Senior Leadership	The senior leadership in my department provides clear direction for the future.*	2013	30%	28%	42%	54	
		2016	28%	24%	48%	56	2
	The senior leadership in my department communicates decisions in a timely manner.*	2013	31%	27%	42%	53	
		2016	28%	25%	47%	56	3
	The senior leadership in my department clearly communicates changing priorities.*	2013	31%	28%	41%	53	
		2016	29%	25%	46%	55	2
Senior Leadership	Essential information flows effectively from senior leadership to staff.	2013	33%	27%	40%	52	
		2016	32%	25%	43%	53	1
	Essential information flows effectively from staff to senior leadership.	2013	27%	28%	44%	55	
		2016	25%	27%	48%	57	2
Senior Leadership	The senior leadership in my department is genuinely interested in the well-being of employees.	2013	25%	20%	55%	61	
		2016	22%	18%	59%	63	2
	I have confidence in the senior leadership of my department.	2013	27%	22%	51%	58	
		2016	25%	21%	54%	60	2
MY DEPARTMENT							
Vision, Mission & Goals	The vision, mission, and goals of my department are communicated well. <i>(new)</i>	2013	---	---	---	---	
		2016	20%	25%	55%	62	---
Vision, Mission & Goals	My department is taking steps to ensure the long-term success of its vision, mission, and goals. <i>(new)</i>	2013	---	---	---	---	
		2016	18%	25%	57%	63	---

BC STATS

LINKAGE TO NEW MODEL	SURVEY QUESTION	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
	I am optimistic that my department is moving in the right strategic direction. <i>(new)</i>	2013	---	---	---	---	
		2016	22%	26%	53%	61	---
	I know how my work contributes to the achievement of my department's goals.	2013	13%	18%	69%	71	
		2016	14%	20%	66%	69	-2
	I strive to improve my department's results.	2013	4%	12%	84%	81	
		2016	4%	14%	82%	79	-2
	My department takes meaningful action to improve my work environment. <i>(new)</i>	2013	---	---	---	---	
		2016	23%	26%	52%	60	---
MY EMPLOYMENT EXPERIENCE OVERALL							
Job Satisfaction	I am satisfied with my job.	2013	16%	21%	63%	67	
		2016	11%	15%	74%	73	6
	I am satisfied with my department.	2013	18%	24%	58%	64	
		2016	17%	21%	62%	66	2
	Overall, I am satisfied in my work as a Yukon government employee.	2013	11%	20%	69%	72	
		2016	8%	16%	76%	75	3
Organization Commitment	I am proud to tell people I work for the Yukon government.	2013	13%	24%	64%	70	
		2016	10%	21%	69%	72	2
Organization Commitment	I would recommend the Yukon government as a great place to work.	2013	11%	24%	66%	71	
		2016	9%	21%	70%	73	2

BC STATS

LINKAGE TO NEW MODEL	SURVEY QUESTION	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
Organization Commitment	I would prefer to stay with the Yukon government, even if offered a similar job elsewhere.	2013	14%	19%	67%	71	
		2016	13%	19%	68%	72	1
	Overall, I feel valued as a Yukon government employee. <i>(new)</i>	2013	---	---	---	---	
		2016	17%	22%	62%	66	---

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

SURVEY QUESTION	% OF TOTAL RESPONSES
I am provided with the accommodation(s) I require to perform my job.	16%
In my work unit, the selection of a person for a position is based on merit (i.e., the knowledge, skills, and abilities required for the position).	10%
Essential information flows effectively from staff to senior leadership.	11%
My department is taking steps to ensure the long-term success of its vision, mission, and goals.	10%

Note: Non-responses include survey questions marked as “Don’t Know” or “Not Applicable.”

10. Appendix B: Questionnaire Definitions

Various phrases were defined in the Employee Engagement Survey.

Job: If you are on a temporary assignment or recently changed jobs, think of your current job when responding to questions. If you typically have multiple jobs with the Yukon government, think of the position you work in most of the time or a greater portion of the time when responding to questions.

Senior leadership: “Senior leadership” refers to Deputy Ministers, Assistant Deputy Ministers, Directors, and equivalents. If you work in a school, “senior leadership” refers to your Superintendent, Assistant Deputy Minister of Public Schools, Deputy Minister, Directors, and equivalents.

The person you report to: The person you report to is the one you report to on a daily basis. If you report to multiple people, think about the person you report to most of the time or a greater portion of the time. If you work in a school, the person you report to refers to your school administrator.

Work unit: Your “work unit” refers to everyone in the group that you work with on a day-to-day basis. If you work in a school, your “work unit” is your school.

11. Appendix C: Driver Glossary

The engagement model drivers are defined as follows.

Vision, Mission & Goals: Employees believe that their department's vision, mission, and goals are well communicated, and that their department is taking steps to ensure its long-term success.

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

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

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

Recognition: Employees experience meaningful and performance-based recognition.

Stress & Workload: Employees perceive that their work-related stress and workloads are manageable.

Tools: Employees believe that the computer based and non-computer based tools they have access to help them excel in their jobs.

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

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

Respectful Environment: Employees experience a healthy and diverse atmosphere where conflict is dealt with effectively.

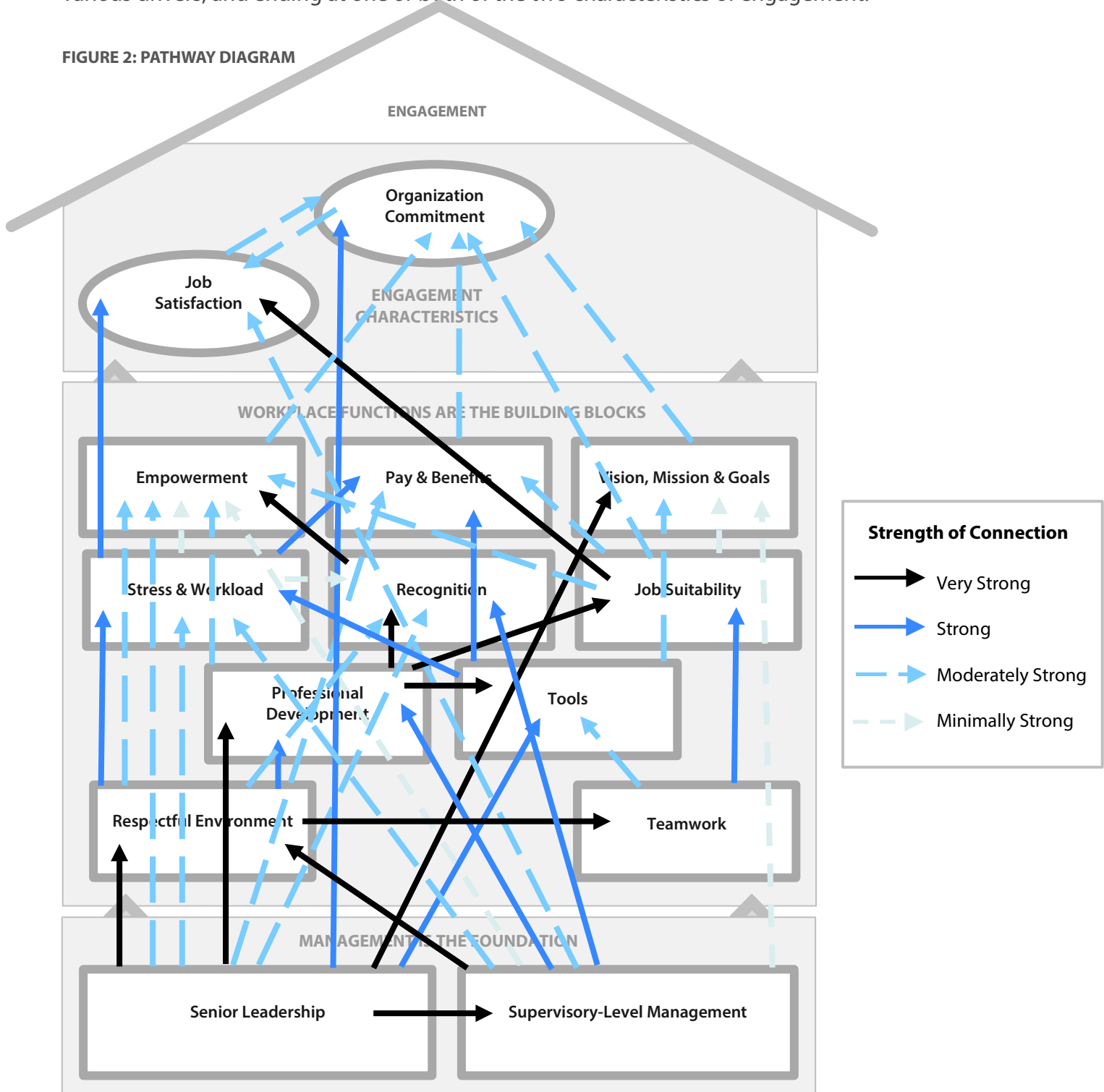
Supervisory-Level Management: Employees believe they have a positive working relationship with the person they report to, receive feedback that helps them improve their work performance and that the person they report to provides clear work expectations.

Senior Leadership: Employees believe that senior leaders are genuinely interested in employees' well-being and provide clear direction for the future, and that essential information flows effectively from senior leadership to staff.

12. Appendix D: Model Fit Details

Every pathway starts with Senior Leadership and flows in a specific direction, passing through various drivers, and ending at one or both of the two characteristics of engagement.

FIGURE 2: PATHWAY DIAGRAM



Model & Fit

Structural equation modelling (SEM) is conducted after a model has been theoretically determined. During the SEM process, individual questions were grouped mathematically together through factor analysis to represent each driver.

In order to determine how the model fits the survey data and assess the model’s explanatory power, a set of established criteria is used. These criteria represent acceptable thresholds upon which a model’s fit could be compared.

The chi square/degree of freedom ratio (CMIN/df) was reviewed to obtain an estimate of the overall fit as a plausible model. In terms of model fit, the indices and measures of interest consisted of the following: Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error Approximation (RMSEA). Explanatory power was gauged by reviewing the squared multiple correlations (R^2) for each of the endogenous latent variables (i.e., drivers) included in the model.

This cycle, there were major enhancements to the model to ensure the best possible fit to the latest round of employee survey data. Adjustments to the model included adding and deleting drivers, pathways and underlying questions within existing drivers. With the changes, the 2016 EES responses fit the new model acceptably.

Structural equation modelling (SEM) is a complex statistical technique employed to determine pathways from a single or group of drivers to an outcome. Factor analysis is a type of statistical procedure conducted to identify clusters or groups of related questions, or ‘factors’.

TABLE 6: MODEL FIT INDICES

STATE	CMIN/df	CFI	TLI	RMSEA
Model criteria/threshold	Closer to 1, the better	> 0.95	> 0.97	≤ 0.05
Old Model Fit*	7.5	0.98	0.97	0.05
New Model Fit	3.9	0.97	0.97	0.04

* The old model is the model used in 2013 with minor modifications: one model question was not asked this year so could not be included in its driver (Contribution); the wording of two Senior Leadership questions were somewhat different; and, two significant pathways were added while two non-significant pathways were removed.

Limitations

There are several limitations which must be kept in mind when reviewing the model presented in this report.

1. The model represents a snapshot in time and is based upon attitudes and experiences that will likely change. The current results and model provide baseline measures so that future research can be used to monitor trends in the work environment and their impact on employee engagement.
2. The number of data points for SEM is dependent upon how many survey respondents completed each and every question constituting drivers in the model. Patterns in relationships between all of the model questions can only be detected from respondents who answered all the questions. This means that the total number of data points used for modelling is inevitably smaller than the overall number of completed surveys. As a result, SEM was performed on only the 2,012 respondents who answered all the model questions.
3. To ensure a sufficient sample size for modelling, survey questions are generally excluded where more than 10% of employees responded “Don’t Know” or “Not Applicable”. Two questions were excluded from modelling:
 - I am provided with the accommodation(s) I require to perform my job.
 - Essential information flows effectively from staff to senior leadership.
4. A key assumption for performing SEM is that the data is normally distributed. No survey question had a skewness or kurtotic value of more than |2.0|. Those survey questions with a mode of 100 were reviewed for non-normality; most were known to have an extremely high mode.

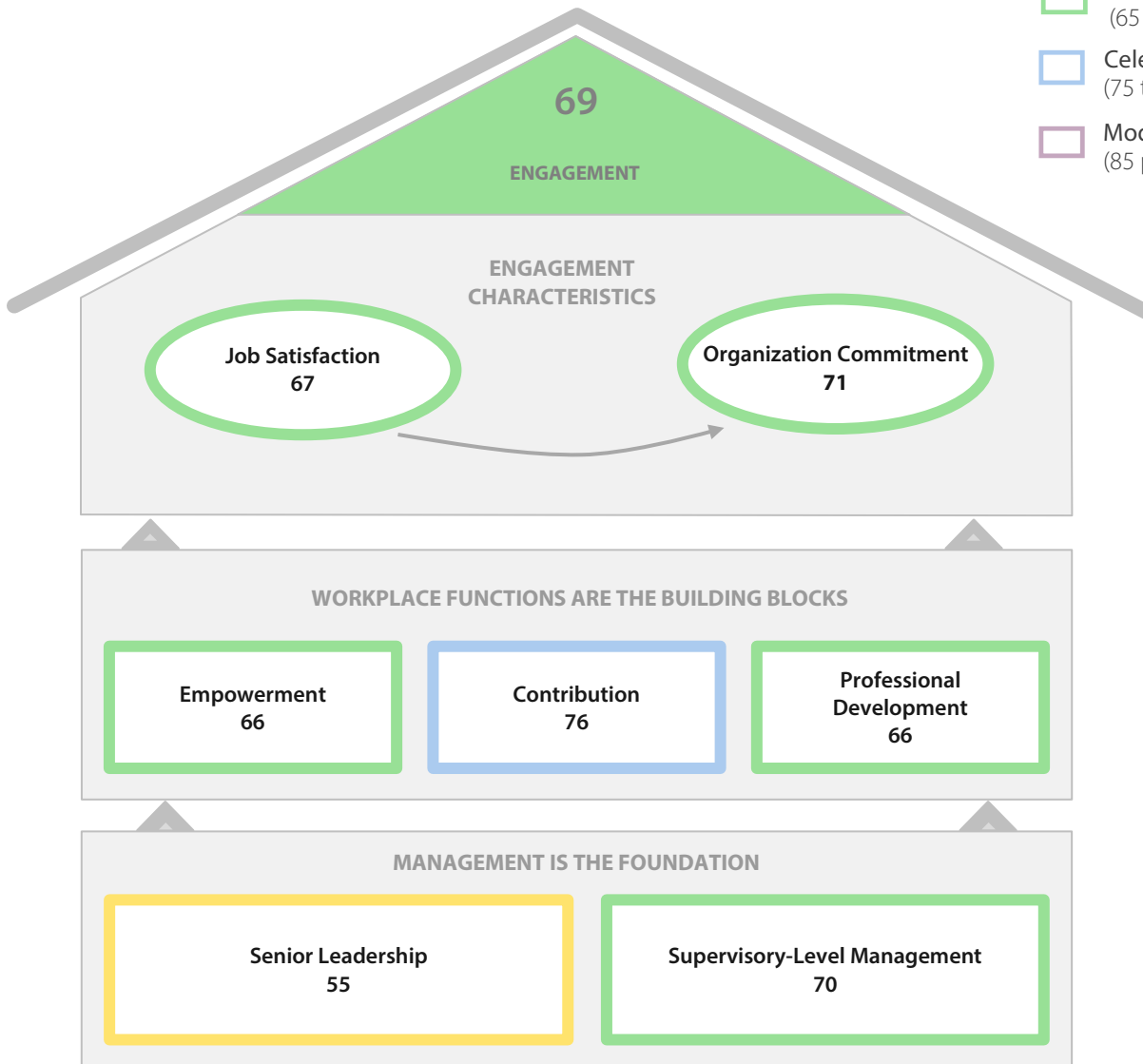
SEM is performed on the responses of only those respondents who answered every driver question.

5. Questions with overly strong bivariate correlations (Pearson R of 0.9 or higher) with other questions indicate potential multicollinearity, or redundancy, in drivers. Seven question pairs were flagged as likely redundant before modelling, while a further 26 question pairs had strong correlations (0.8).² Further testing used acceptable threshold criteria of ≥ 0.20 tolerance and ≤ 4.0 VIF values to assess for multicollinearity in groups of potentially redundant questions. All potential drivers were checked for multicollinearity issues and adjusted accordingly if needed. One question was not correlated enough with any other question (all correlations less than 0.3), so was excluded from modelling (i.e., I am aware of the services available to me through the Employee and Family Assistance Program (EFAP).)
6. The model was based on responses to a questionnaire that was designed to reflect a framework of employee engagement in the public sector setting. As such, the model presented in this report can only represent what was measured within the context of this engagement framework. There may be other aspects unique to the Yukon government that were not captured in the survey and are therefore not reflected in the model presented in this report.
7. Lastly, the model is known to work with the inclusion of a third engagement characteristic in the roof, Department Satisfaction, comprising of the single question, "*I am satisfied with my department*". However, for Engagement to remain comparable to the old house model, this characteristic was not included in the model. In future survey iterations, this characteristic should be added to the roof of the model, assuming it still fits. Any work area with low Engagement but high building block and management driver scores (or vice versa) should look to their results on this singular question. It is likely the discrepancy would be explained there.

² Two questions about the process and selection of a person for a position usually comprise a "Staffing Practices" driver; however, they were flagged as overly strongly correlated with each other. Future survey iterations should consider either re-wording one or both questions or adding other staffing practices question(s) to use instead. The five other overly strong question pairs were all questions about senior leadership. The 26 strongly correlated questions pairs involved questions about "the person I report to," senior leadership and department vision, mission, goals and strategic direction. These questions are usually very highly correlated.

13. Appendix E: YG 2013 Results

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



* This graphic provides the results from 2013 in the old house model. Note that the Contribution driver in 2013 included three questions.

14. Appendix F: Additional Reading and References

BC Stats continually analyzes *Work Environment Survey* data and builds on understanding specific topic areas to support continual improvements in the workplace. This section includes many examples of this type of research that BC Stats has completed in the last several years.

Model, Pathways, and Methodology

Modelling the 2015 Work Environment Survey Results: Technical Guide (April, 2016)

Connecting the Engagement Drivers in the BC Public Service: Driver Guide (June 2016)

Tracing the Top Engagement Pathways for the BC Public Service: Pathways Guide (June, 2016)

Engagement Over Time

BC Public Service Year-to-Year State of Engagement (September, 2011)

Exploring Year-to-Year Migration Patterns (May, 2010)

The State of New Hires Upon Arrival (November, 2009)

Organizational Productivity and Performance

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

Employee Experiences with Professional Development and Performance Management (November, 2010)

Maximizing Professional Development (January, 2010)

Citizen Service and Employee Engagement

Understanding the Frontline Experience (April, 2011)

Public Sector Engagement and Service Satisfaction: What Do They Both Have In Common? (February, 2010)

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

Other Specific Work Environment Topics

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

Investigating the Nature of Diverse Work Environments: Do Differences Exist Between Specific Demographic Groups? (October, 2010)

Exploring Perceptions of Work Unit Staffing Practices (January, 2010)

To access these reports and others, please refer to:

<http://bcstats.gov.bc.ca/StatisticsBySubject/EmployeeResearch/WES/WESPublicResources>

15. Appendix G: Factground

High Level

Study 2016 Yukon Government Employee Engagement Survey
Project Sponsor Public Service Commission of the Yukon government

Operations

Instrument / Data Collection Method Survey
Modes Online and post mail questionnaire
Fielding Window / Dates May 5 – 27, 2016
Project History Annual survey 2007-2011; Biennial survey 2013, 2016

Population / Sample

Scope All permanent and term employees on strength at the beginning of the field window and auxiliary employees on strength at the beginning of the field window who worked in the last six months.³

Number Surveyed 4,798
Obtained Sample 3,224
Response Rate 67%
Sampling Strategy Census

³ To clarify, the scope of the survey includes: permanent and term employees, and auxiliary-on-call and seasonal employees who were on strength at the beginning of the fielding window who worked in the last six months. Other employee types, including casual and contract employees are not included in the scope of the survey.

Key Measure(s)

Key Construct	Engagement Score: 73 points (out of 100)
Type of Measures	5-point agreement response scale
Methods of Analysis	Structural equation modelling and descriptive statistics

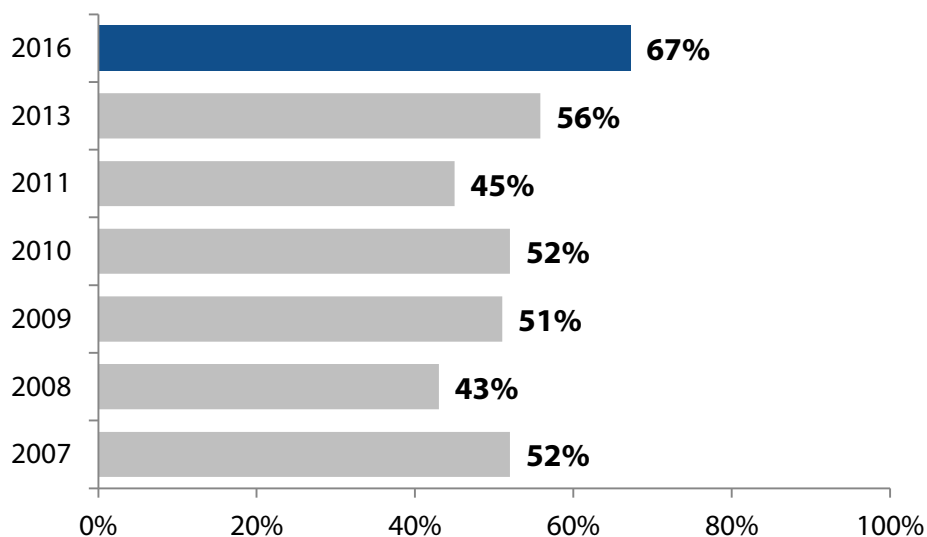
Confidentiality

During the survey administration, employees received personalized invitations and reminders. The survey was conducted by the Yukon Bureau of Statistics (YBS) and no one in the Yukon government other than designated YBS employees has access to respondents' individual responses. Responses are confidential and protected by the *Statistics Act* (SY 2003, c.27; amended by SY 2016, c.5).

All results are derived from an anonymized dataset and reported in aggregate form to protect respondents' confidentiality. Furthermore, YBS has reviewed the report to ensure that no individual employee can be directly or indirectly identified from the results.

Response Rates

In 2016, 67% of employees completed the survey, an 11 percentage point increase since 2013. The following chart shows the response rate trend for the overall response rates since 2007.



Response rates varied for each Department within the Yukon government from a low of 41% to a high of 91%. The corporate response rate is not weighted, which may result in under/over representation of any one department.

BC STATS

BC Stats is the provincial government's leader in statistical and economic research, information and analysis essential for evidence-based decision-making. BC Stats, the central statistics agency of government, is excited to be taking a lead role in the strategic understanding of data sources and analysis across government. The goal is to increase overall business intelligence—information decision makers can use. As part of this goal, BC Stats is also developing an organizational performance measurement program. For more information, please contact Elizabeth Vickery.



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