EMPLOYEE RESEARCH AND ANALYSIS PROGRAM

2022 WORK ENVIRONMENT SURVEY PATHWAY GUIDE

Tracing the Most Influential Pathways to Engagement in the BC Public Service

BRITISH COLUMBIA
BC Public Service

Where ideas work

The 2022 Work Environment Survey (WES) and report have been commissioned by the BC Public Service Agency on behalf of the BC Public Service.

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Introduction

The BC Public Service has been committed to understanding and improving employee engagement for more than 15 years through the BC Public Service Work Environment Survey (WES) program.

This hands-on guide provides a summary of 20 influential pathways for the 2022 Work Environment Survey (WES) Employee Engagement Model, and is one of the tools developed by BC Stats that can be used to focus workplace improvement efforts.

About Pathways

Pathways show how drivers work together to build engagement, and can provide insight into key priorities for improvement.

Every pathway starts with Executive-Level Management and flows in a specific direction, passing through various drivers, and ending at one or more of the three characteristics of engagement. The role of management within the Employee Engagement Model is paramount. We can see this in model terms by the fact that the Supervisory-Level Management and Executive-Level Management drivers combined explain between 67% and 71% of the differences in Engagement scores.

While focusing on management is important, it may not provide enough direction on where to make appropriate changes for improving employee engagement. Linking the management drivers to other building blocks through pathways can show more specifically where and how improvement efforts should be directed. As well, the Employee Engagement Model describes how model building blocks interrelate and impact one another. Rather than focusing on a single driver, using pathways to target improvement efforts will help make sure that other potential contributing factors are also taken into consideration.

When interpreting the Model, it is important to pay attention to how management and building block drivers connect to form pathways because they explain how various facets of the employee experience work together to affect Engagement. These pathways provide a complex portrayal of different employee experiences and help us better understand the variety of work environment situations that fuel employee engagement.

More information about connections to and from each driver can be found in the 2022 Work Environment Survey Driver Guide.

Top Influential Pathways

Based on WES 2022 data, the connections between drivers form 607 unique pathways; these are the scaffolding or architecture of the BC Public Service Employee Engagement Model (See Appendix B: All Pathways). Some of these connections between drivers are stronger than others. By analyzing the collective strength of the driver connections within each pathway, we can determine which pathways are stronger than others.

Taking into consideration pathway strength, pathway length and driver diversity, BC Stats has pulled together 20 influential pathways for aiding in focusing team improvement efforts. While every pathway describes a unique work environment situation, the top influential pathways illuminate the more common conditions that can either block or enhance Engagement.

Most drivers belong to more than one of the top influential pathways and make multiple contributions to engagement, reflecting the complex dynamics occurring within the workplace.

Extended Pathways

For some of the pathways described in this guide, there exists a direct path to engagement with fewer drivers, as well as a slightly more complex path. In other words, the pathways discussed not only form a helpful guide for where to focus efforts to enhance engagement, but they can be tailored to fit different work environments. Within this document, the most direct pathways starting from Executive-Level Management are identified using solid-coloured arrows, whereas extended pathways that could also pass through Supervisory-Level Management are indicated by dashed-line arrows.

Resources

For more information about the Employee Engagement Model, Engagement Drivers, and the House Model, see Appendix C.

Using this Guide

Selecting the Right Pathway

In this guide, each pathway is uniquely named to reflect the workplace circumstances characterized by the specific combination of drivers. As well, the Top Influential Pathways are organized from fewest to most connections to reach the Engagement Characteristics in the rooftop (i.e., from the most to least direct pathways). Work units with only one or two potential problem areas, or larger work units seeking a targeted approach, may wish to select a shorter path to focus their improvement efforts. However, work units that are experiencing challenges across several areas, or have persisting issues with one or more of the building blocks that connect to the rooftop, may wish to consider one of the longer pathways that demonstrate how foundational drivers and the early building block drivers can have a trickle-up effect on other parts of the House.

Top Influential Pathways at a Glance

The graphic on the next page (Figure 1) is a visual reference that identifies which drivers form each of the top influential pathways to Engagement. Each driver or engagement characteristic included in the path is flagged by a triangle, illustrated in the legend below:

FIGURE 1: LEGEND

▷ **= Foundational or building block driver on pathway, in sequence**

△ **= Engagement characteristic on pathway**

The sections that follow Figure 1 describe and illustrate each of these pathways in detail, including information about connection strength between drivers, and how drivers interact to impact Engagement.

Pathway Descriptions and Diagrams

The pathway descriptions will guide you through each path from the management drivers through the building blocks to the engagement characteristics. You can view the pathway description and diagram side-by-side by using the two-page view or double scrolling feature.

Top Influential Pathways at a Glance

Figure 1: Top Influential Pathways

INFLUENTIAL PATHWAY	EXECUTIVE-LEVEL MANAGEMENT	SUPERVISORY-LEVEL MANAGEMENT	STAFFING PRACTICES	RESPECTFUL ENVIRONMENT	PROFESSIONAL DEVELOPMENT	TEAMWORK	TOOLS & WORKSPACE	STRESS & WORKLOAD	PAY & BENEFITS	JOB SUITABILITY	RECOGNITION	EMPOWERMENT	VISION, MISSION & GOALS	JOB SATISFACTION	ORGANIZATION SATISFACTION	BC PUBLIC SERVICE COMMITMENT
SHORTER PATHWAYS (2 OR FEWER BUILDING BLOCK DRIVERS)																
VISION PATH	▷												▷		△	△
TAKE HOME PATH	▷								▷						△	△
WORK-LIFE BALANCE PATH	▷	▷						▷						△	△	
NECESSITIES PATH	▷						▷		▷						△	△
HARMONY PATH	▷	▷		▷				▷						△	△	
PERFORMANCE GROWTH PATH	▷	▷			▷					▷				△		△
MEDIUM PATHWAYS (3 BUILDING BLOCK DRIVERS)																
ACKNOWLEDGEMENT PATH	▷	▷						▷			▷	▷		△	△	
OPTIMIZATION PATH	▷	▷			▷			▷	▷						△	△
PEOPLE PATH	▷	▷		▷		▷				▷				△		△
WORKSPACE PATH	▷	▷		▷		▷	▷									△

INFLUENTIAL PATHWAY	EXECUTIVE-LEVEL MANAGEMENT	SUPERVISORY-LEVEL MANAGEMENT	STAFFING PRACTICES	RESPECTFUL ENVIRONMENT	PROFESSIONAL DEVELOPMENT	TEAMWORK	TOOLS & WORKSPACE	STRESS & WORKLOAD	PAY & BENEFITS	JOB SUITABILITY	RECOGNITION	EMPOWERMENT	VISION, MISSION & GOALS	JOB SATISFACTION	ORGANIZATION SATISFACTION	BC PUBLIC SERVICE COMMITMENT
ALL-FOR-ONE PATH	▷	▷				▷				▷		▷		△	△	
RESOURCE PATH	▷	▷	▷		▷		▷									△
PLANNING FOR SUCCESS PATH	▷	▷	▷		▷								▷		△	△
ACCOUNTABILITY PATH	▷	▷	▷								▷	▷		△	△	
LONGER PATHWAYS (4 OR MORE BUILDING BLOCK DRIVERS)																
PERSON-FIT PATH	▷	▷	▷	▷		▷				▷				△		△
CAREER TRACKING PATH	▷	▷	▷	▷	▷					▷				△		△
EMPOWERED WORKPLACE PATH[1]	▷	▷	▷	▷							▷	▷		△	△	
STRESS BUSTER PATH	▷	▷		▷	▷		▷	▷						△	△	
KEEPING-IT-TOGETHER PATH	▷	▷	▷	▷		▷	▷	▷						△	△	
FAIR PLAY PATH	▷	▷	▷	▷		▷	▷		▷						△	△

[1] Previously named the Empowerment Path.

The Vision Path

The Vision Path represents the strongest combination of driver connections in the entire Model. The key driver on the Vision Path is **Vision, Mission & Goals**, which has direct impacts on both **Organization Satisfaction** and **BC Public Service Commitment**.

Management to Vision, Mission & Goals. The Vision Path begins with Executive-Level Management, and its focus on the provision of clear future direction, commitment follow-through, and timely communication of decisions. The Vision, Mission & Goals driver continues this communication theme and adds a new dimension – whether employees feel the organization is taking steps to ensure the long-term success of its vision, mission and goals.

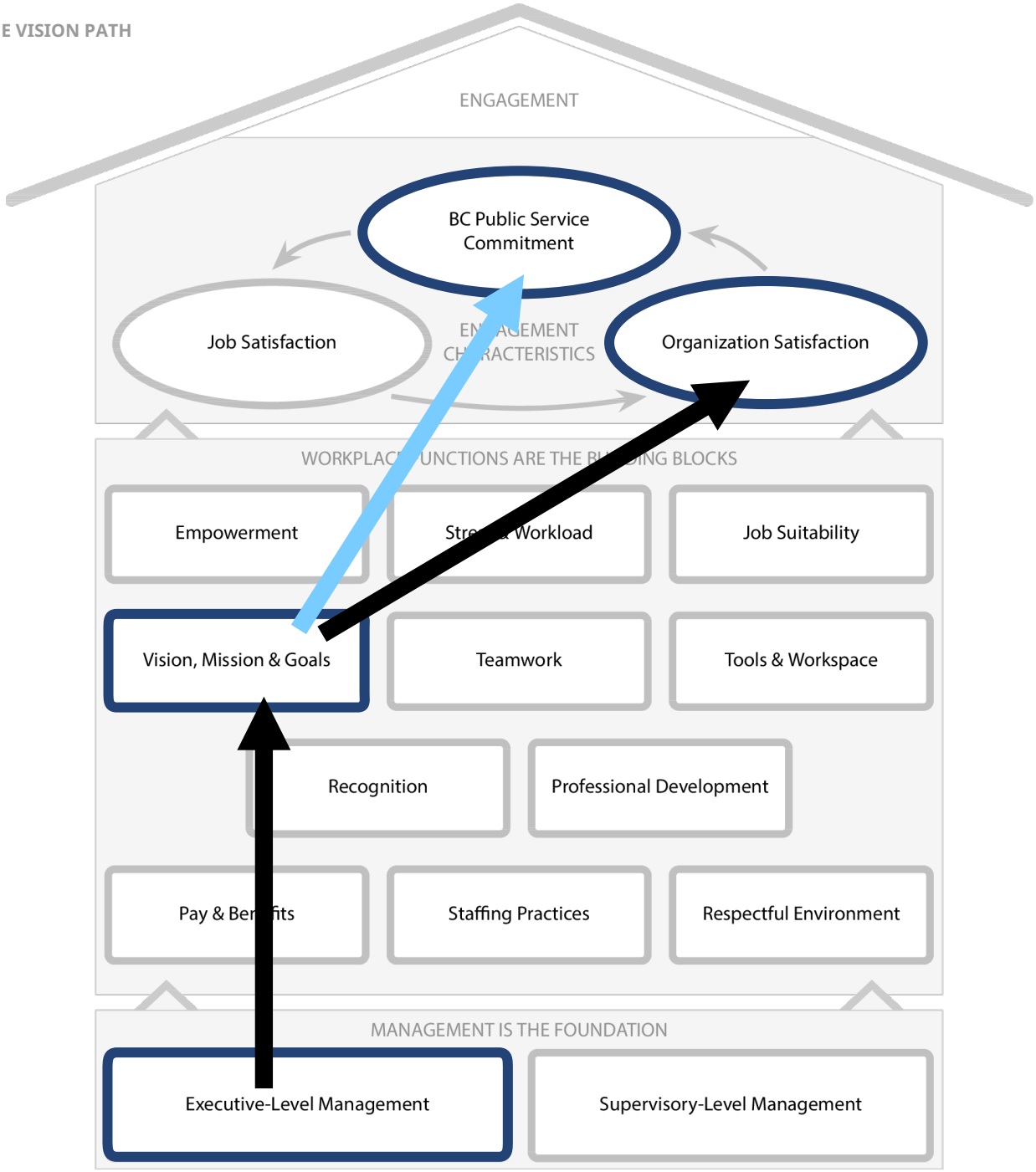
The Vision Path has been the top pathway each survey cycle since the model was first developed in 2006.

Strong Connections. The relationship between Executive-Level Management and Vision, Mission & Goals represents the strongest connection in the model. Furthermore, the Vision, Mission & Goals driver has a greater impact on Organization Satisfaction than any other driver in the model. This pathway includes a secondary connection between Vision, Mission & Goals and BC Public Service Commitment.

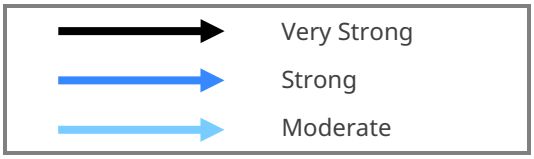
Connection to Engagement Characteristics. Executives must focus on articulating a clear, compelling, and consistent view of the present and future, which can then cascade through the organization. If employees do not understand or identify with the vision, mission and goals of their organization, or if they lack confidence in the leadership needed to ensure long-term success, they will be less likely to express satisfaction with their organization. In addition, employees' commitment to staying with the BC Public Service and their satisfaction as public servants can be impacted by their connection to the vision, mission and goals.

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. Employees in these work units may face challenges in understanding or identifying how their day-to-day work aligns with the big picture of the organization's vision, mission and goals.

THE VISION PATH



Strength of Connection



* Solid lines represent a direct pathway;
dashed lines represent an extended pathway

The Take Home Path

The Take Home Path is another shorter path that directly connects through **Pay & Benefits** to **BC Public Service Commitment** and **Organization Satisfaction**.

Management to Pay & Benefits. As with all paths, this path begins with Executive-Level Management and relies on the direction, follow-through, and communication from leadership. The Pay & Benefits driver picks up from there to reflect employees' perceptions of their compensation.

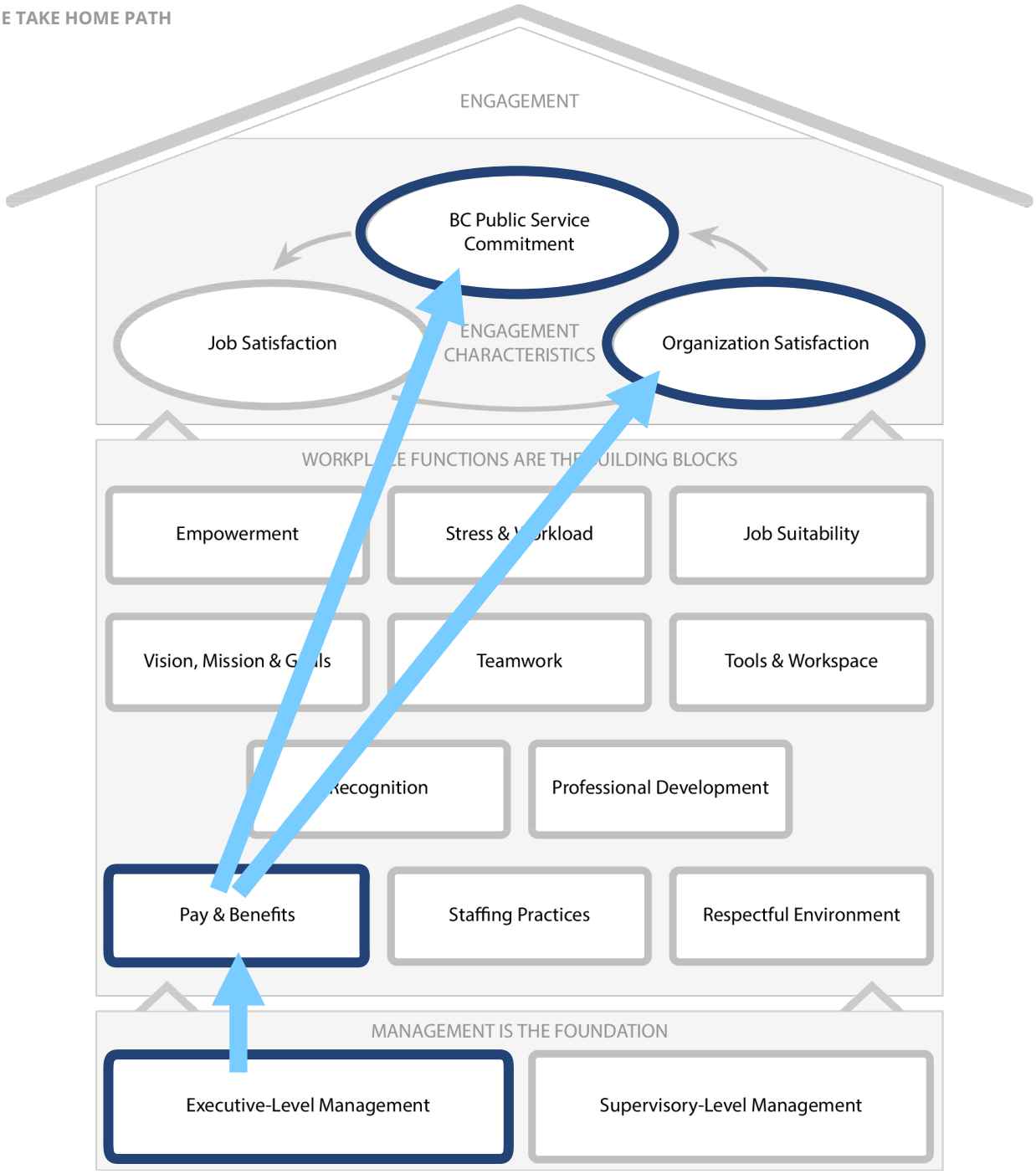
The Take Home Path is akin to Maslow's hierarchy of basic needs.

People are often mistaken when thinking about how much they are paid in comparison to the going market rate. According to a study done in 2015, employees' perception of fair pay is an emotional measure reflecting how valued employees feel by their employer. Therefore, in their role as decision-makers, direction-setters and lead communicators, executives have a great opportunity to influence employee perceptions about compensation.

Pay & Benefits to Engagement Characteristics. From the Pay & Benefits driver, a direct connection is made to both BC Public Service Commitment and Organization Satisfaction. Employees who believe they are paid fairly and that their benefits meet their needs are more likely committed to staying with the BC Public Service and are satisfied with working as public servants. They will also likely feel more satisfied with their organization. However, employees who feel that they are not fairly or competitively paid, or that their benefits do not meet their needs, may begin looking for work elsewhere. In the context of human resource recruitment and retention challenges and strategies, this relationship takes on considerable importance.

The relationships in the Take Home Path are all moderately strong, however the connection between Pay & Benefits and BC Public Service Commitment is the strongest.

The Take Home Path is a good place to focus efforts among work units that have relatively low scores in BC Public Service Commitment. Employees in these work units may not be aware of the market value of related jobs either outside of, or within, the BC Public Service. They also might not know what benefits they are entitled to, or how they may compare to jobs elsewhere. Communication about pay scales and/or benefit packages should help employees accurately assess, and possibly feel more positive about, their compensation package.



Strength of Connection

→	Very Strong
→	Strong
→	Moderate

* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Work-Life Balance Path

This pathway involves connections between the foundation, one building block and two characteristics. Centred on the **Stress & Workload** driver, this pathway can impact engagement through its relationships with **Job Satisfaction** and **Organization Satisfaction**.

Management to Stress & Workload. In this pathway, Executive-Level Management has both direct and indirect effects on the Stress & Workload driver. As with other pathways, senior leadership should seek to improve perceptions around this driver by focusing on the quality, clarity, and timeliness of communications. Specifically, communication about the scope of the organization's current and long-term direction must be perceived by employees as realistic and manageable, and during times of change the communication must be seen as both timely and transparent.

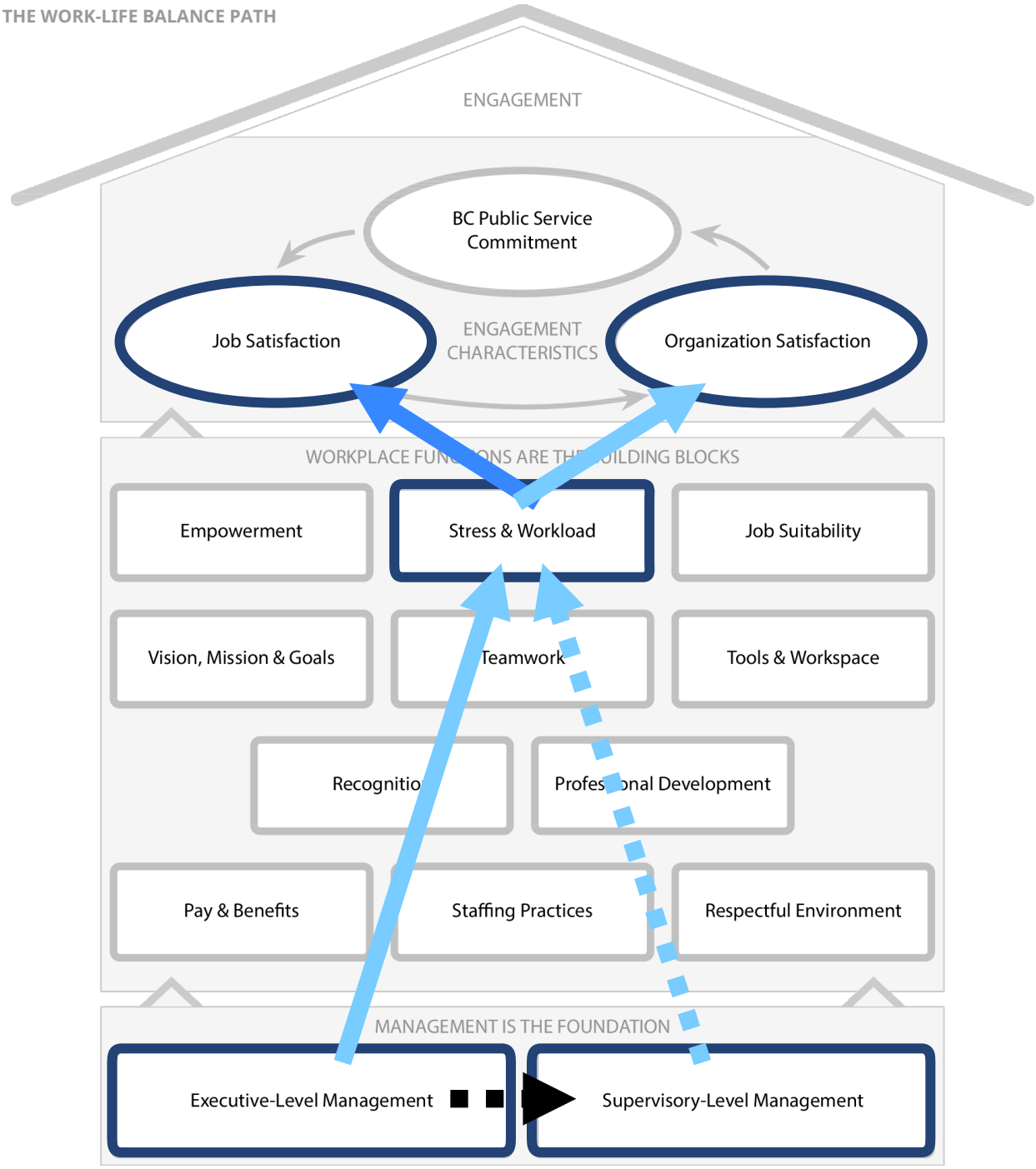
In an extended form of this pathway, a second foundational connection to Stress & Workload requires supervisors to play a similar role in establishing realistic work expectations, but on a more local scale. Supervisors need to be seen as approachable and open to direct consultation with employees when it comes to establishing workloads, with consideration for balancing work and personal life needs.

Of the pathways that focus on Stress & Workload, this path is the most direct.

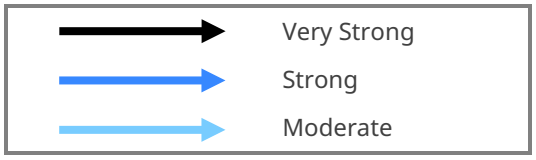
Stress & Workload to Engagement Characteristics. The pathway's final two links connect Stress & Workload with both Job Satisfaction and Organization Satisfaction. The importance of these connections can be understood within the context of realistic expectations. If employees perceive their workload as being fairly distributed and manageable without negatively affecting their work-life balance, and with some insulation from unexpected changes, then they are more likely to be satisfied with both their job and organization.

The Work-Life Balance Path is a good place for work units to focus improvement efforts if one or both foundational drivers indicate a communication gap exists between management's work expectations and employee perceptions of how they might reasonably achieve these expectations without impacting their own work-life balance. Establishing more open channels of communication for staff to provide feedback into how operational tasks are accomplished may alleviate some of the concerns. Efforts to establish and communicate reasonable and sustainable workload expectations will help to improve both Stress & Workload issues and overall Job Satisfaction and Organization Satisfaction.

THE WORK-LIFE BALANCE PATH



Strength of Connection



* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Necessities Path

The Necessities Path involves **Tools & Workspace** and **Pay & Benefits**, and leads to both **Organization Satisfaction** and **BC Public Service Commitment**.

Management to Tools & Workspace. Employees feel better about their available tools and physical environment when their executives are receptive to making improvements when necessary, and clearly communicating decisions and timelines around this.

Tools & Workspace to Pay & Benefits. Tools & Workspace next connects strongly to Pay & Benefits. Employees in work units with access to more up-to-date tools and a comfortable workplace tend to feel more positively about their overall compensation. Conversely, not having access to essential workplace tools, or workspaces that enable employees to excel at their work, will lead to wider feelings of being insufficiently compensated for the complexities needed to complete the work.

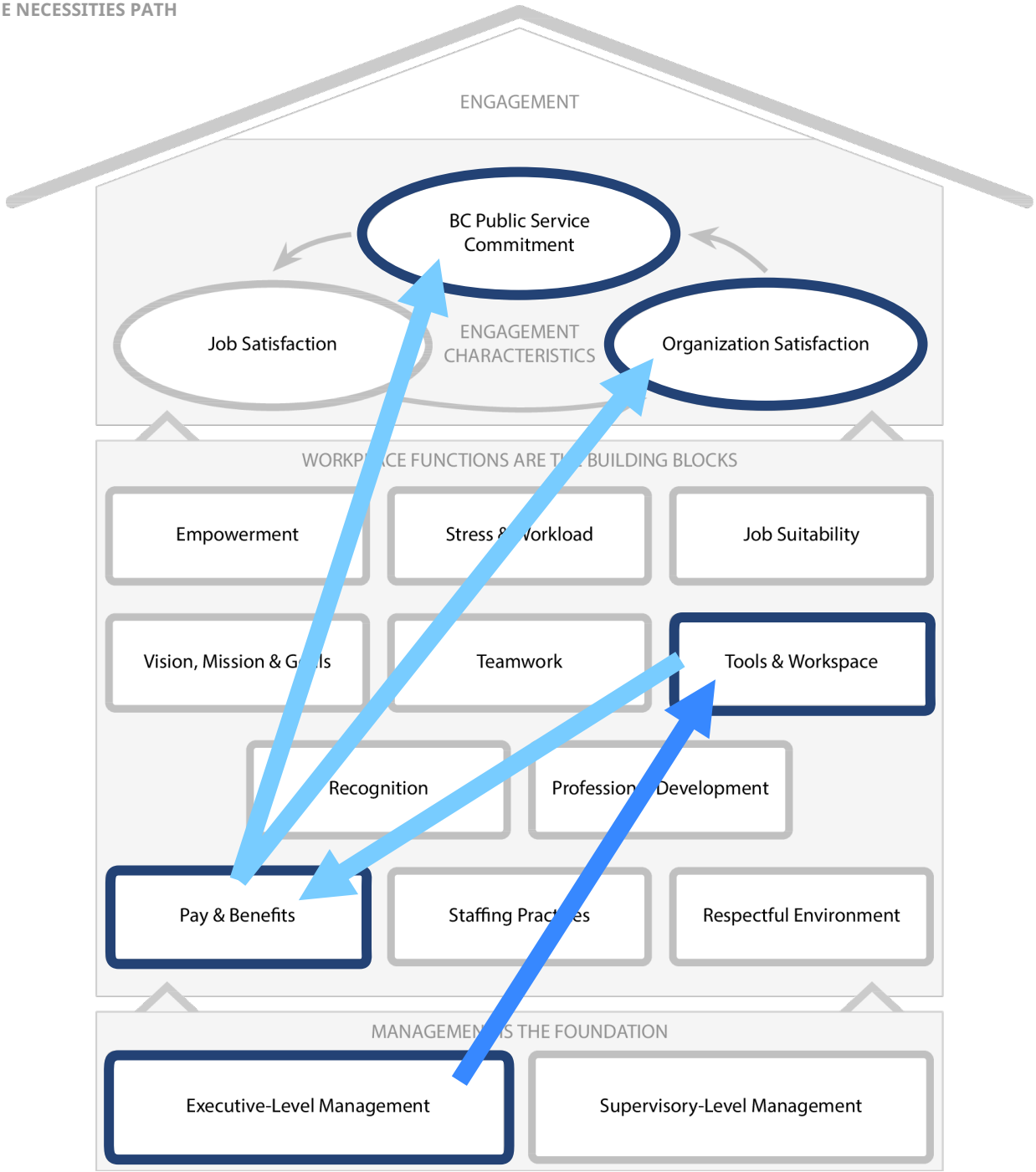
Work units can improve perceptions of Pay & Benefits by first improving perceptions of Tools & Workspace.

Pay & Benefits to Engagement Characteristics. As an employee's perception of their pay and benefits becomes more positive, so does their satisfaction with their organization and their work as a BC Public Servant, as well as their preference to remain working within the BC Public Service. These relationships take on considerable importance as job markets become increasingly competitive. Improvements focused on perceptions of the Pay & Benefits driver may help to retain employees.

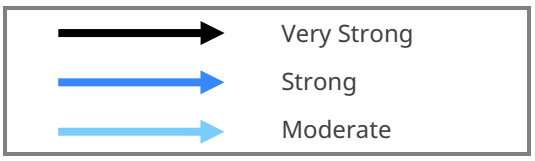
Due to the Pay & Benefits driver's close relationship with the organizational characteristics of engagement, work units with lower Organization Satisfaction and especially BC Public Service Commitment scores may indicate a need to make employees more aware of the full range of benefits available to them, or to explore whether outdated work tools or a poor physical environment might be making the work unnecessarily challenging.

For executives to properly leverage the strengths of these two building blocks, recognition needs to be given that while better tools and a modern workspace may be costly improvements, they can act as enablers for employees to feel better about the work they do and how they're compensated for it. Additionally, with more timely communication about related decisions and direction, employees can develop an appreciation of how their salary, benefits, tools, and physical environment align with the type of work they do.

THE NECESSITIES PATH



Strength of Connection



* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Harmony Path

The Harmony Path passes through **Respectful Environment** and **Stress & Workload** before influencing Engagement via **Job Satisfaction** and **Organization Satisfaction**.

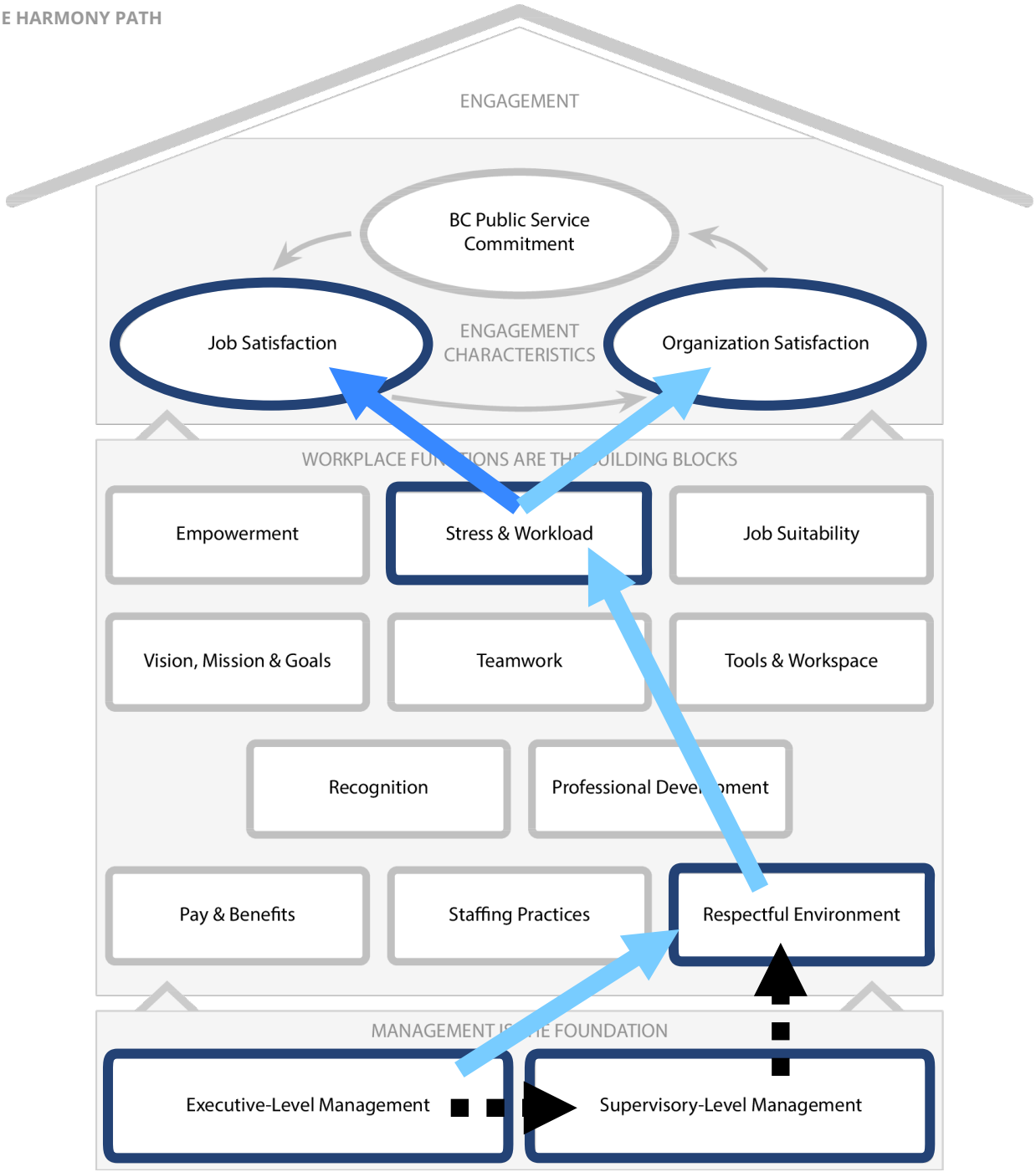
Management to Respectful Environment. Executive-Level Management, and especially Supervisory-Level Management, both directly impact the Respectful Environment driver. This driver hinges on there being a diverse and healthy work atmosphere built on trust and mutual respect that is free from issues of discrimination, bullying, and harassment. Leaders have a strong impact as role models in the format and content of their communication and decisions. Committing to open, honest, inclusive, and consistent communication while making informed, fair decisions will help employees feel respected, valued, and heard. Thus, a culture where employees can openly share ideas and feedback with co-workers, supervisors, and executives leads to a healthier environment.

Increased respect in a work environment can directly improve employees' perceptions of Stress & Workload.

Respectful Environment to Stress & Workload. When employees work in a respectful environment, they are more likely to feel that they would be supported during times of change, have more ability to balance their work and personal life, and that their workload is fairly distributed. Such employees would be more likely to feel as though they could talk to their supervisor or co-workers to adjust their workload, get help when needed, or debrief when feeling overwhelmed. Employees without this support may feel as though they have nowhere to turn for help in getting the job done or may not be able to cope adequately.

Stress & Workload to Engagement Characteristics. Stress & Workload strongly links to Job Satisfaction, as well as through Organization Satisfaction. Employees who feel they cannot manage their workload and are not well supported when needed will feel less satisfied with their job, and with their organization.

Work units with persistent issues around Stress & Workload should consider looking to see if there are also underlying issues with their work atmosphere. Treating each other in a respectful manner, demonstrating trust and openness, and valuing diversity in people, backgrounds and ideas should pave the way to a more supportive, dynamic, and harmonious workplace, which can reduce feelings of having to take everything on alone. In turn, such improvements should also positively impact Job and Organization Satisfaction.



Strength of Connection

→	Very Strong
→	Strong
→	Moderate

* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Performance Growth Path

The key elements in the Performance Growth Path are the **Professional Development** and **Job Suitability** drivers. In combination, these drivers have a considerable impact on **Job Satisfaction**, as well as **BC Public Service Commitment**.

Management to Professional Development. This path begins with Executive-Level Management, optionally extends through Supervisory-Level Management, and connects next to Professional Development. As senior leaders have a considerable influence in shaping the amount and type of development opportunities that are available to staff, ensuring that these professional development strategies are articulated clearly to supervisors and staff will greatly support perceptions of career development in the workplace.

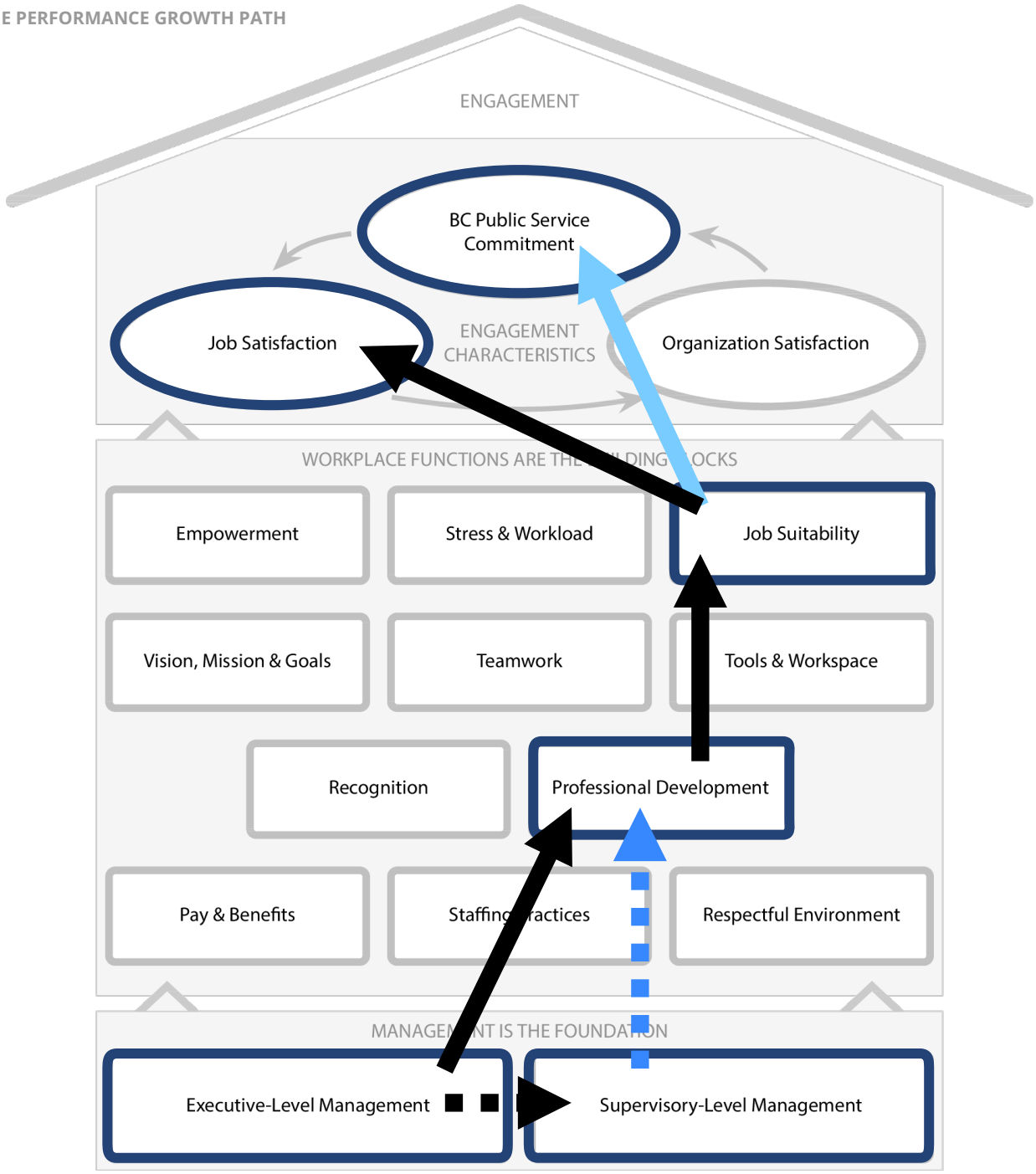
A focus on long-term employee development and job alignment with skills can lead to higher job satisfaction.

The clear communication of career development opportunities also falls on the shoulders of supervisors. As supervisors are able to work closely with staff, they can ensure that an employee's professional development plan not only supports the needs of the organization, but also aligns with the skills, interests, and performance of the employee. Through the combined efforts of executives and supervisors, employees can be encouraged to pursue the opportunities available to them in the development of their career.

Professional Development to Job Suitability. By supporting the professional development needs of employees, leadership can very strongly influence the Job Suitability driver. Specifically, when an organization supports employees' learning, provides adequate opportunities for training and skill building, and helps employees discover opportunities for growth in the BC Public Service, employees will be more likely to feel that their work is meaningful, a good fit for their skills and interests, and provides a sense of accomplishment.

Job Suitability to Engagement Characteristics. Finally, the Performance Growth Path presents an excellent opportunity for improving employee engagement through connections leading from Job Suitability very strongly to Job Satisfaction and also to BC Public Service Commitment. Employees who find their jobs to be meaningful and a good fit with their skills and interests tend be more satisfied with their jobs, with their work as BC Public Service employees, and are less likely to seek opportunities outside of the BC Public Service. These relationships highlight the importance of developing a close fit between employees' values, skills, and interests with their job descriptions.

THE PERFORMANCE GROWTH PATH



Strength of Connection

→	Very Strong
→	Strong
→	Moderate

* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Acknowledgement Path

Similar to the Work-Life Balance Path, the Acknowledgement Path begins in the foundation and moves through **Stress & Workload**. It then continues on through the **Recognition** and **Empowerment** building blocks to impact engagement through **Job Satisfaction** and **Organization Satisfaction**.

Management to Stress & Workload. As seen in the Work-Life Balance Path, Executive-Level Management affects the Stress & Workload driver both directly and indirectly. When senior leadership is able to communicate effectively about the organization's current and long-term direction and commitments in a timely and transparent manner, employees are more likely to feel well supported during times of change. On a more local scale, supervisors need to be provide clear expectations for employees when it comes to establishing workloads, making sure workloads are both manageable and distributed fairly within teams. Moreover, supervisors who are seen as open and approachable are more likely to have employees who feel supported in balancing their work and personal life.

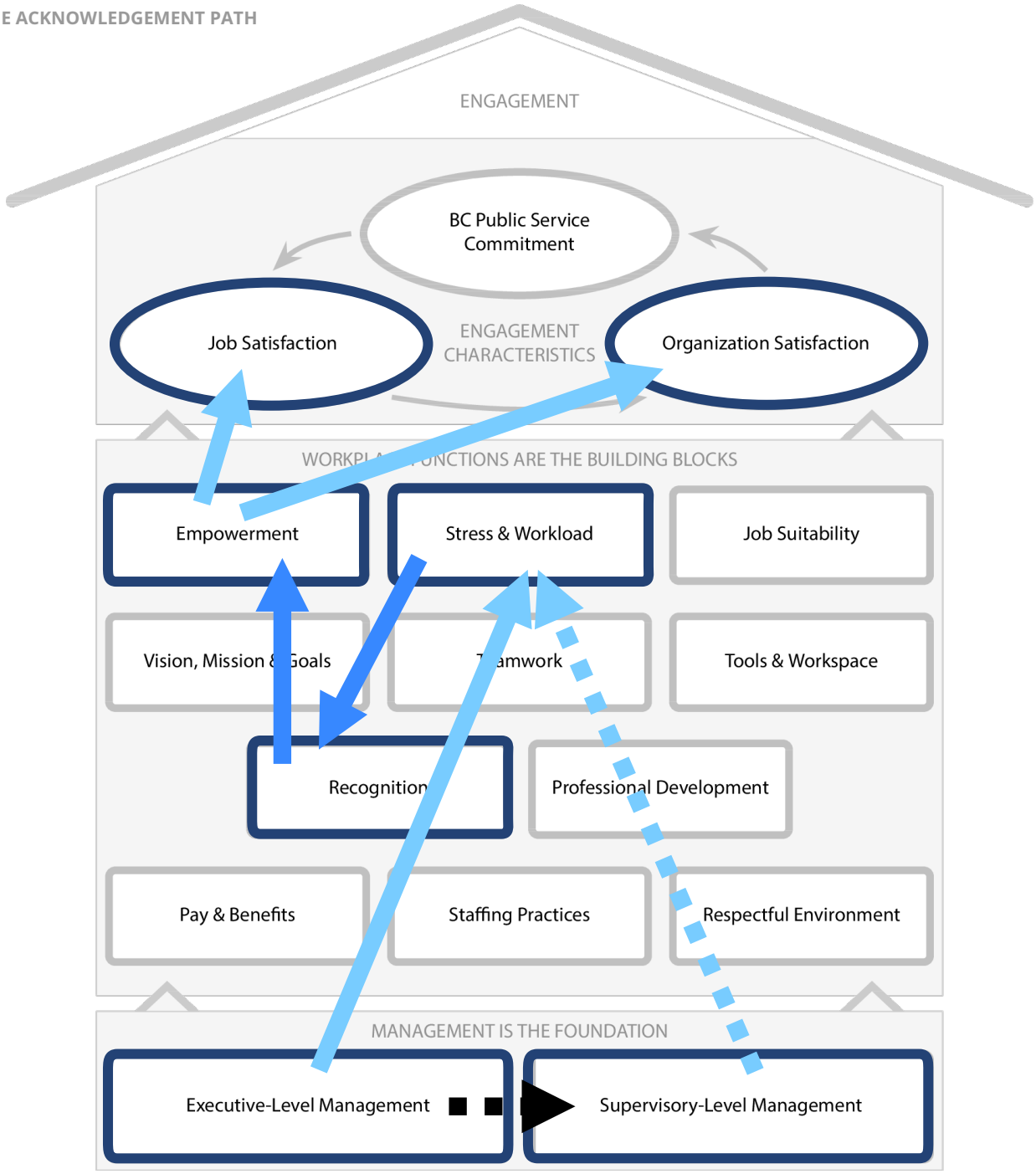
Reducing employee stress can lead to improved accountability and empowerment, which affects job and organization satisfaction.

Stress & Workload to Recognition. In turn, the Stress & Workload driver has a strong connection to the Recognition driver. When work is distributed fairly within a work unit, employees are more likely to feel that everyone is being held accountable to the same work standards or expectations. Additionally, employees who feel supported to provide a high level of service are more likely to feel that their hard work is being recognized in a meaningful way.

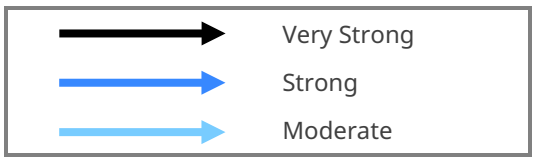
Recognition to Empowerment. Recognition links strongly to Empowerment and is in fact the only driver that Recognition directly impacts. When employees are held accountable and recognized for their efforts, they are more likely to feel that they have the necessary freedom and opportunity to provide input, make decisions, and implement new ideas in order to benefit their work.

Empowerment to Engagement Characteristics. Empowerment links to Engagement through both Job Satisfaction and Organization Satisfaction. Employees who feel supported in managing their workloads, recognized for their effort, and who have the opportunities to provide input into their work are more satisfied with both their job and their organization.

THE ACKNOWLEDGEMENT PATH



Strength of Connection



* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Optimization Path

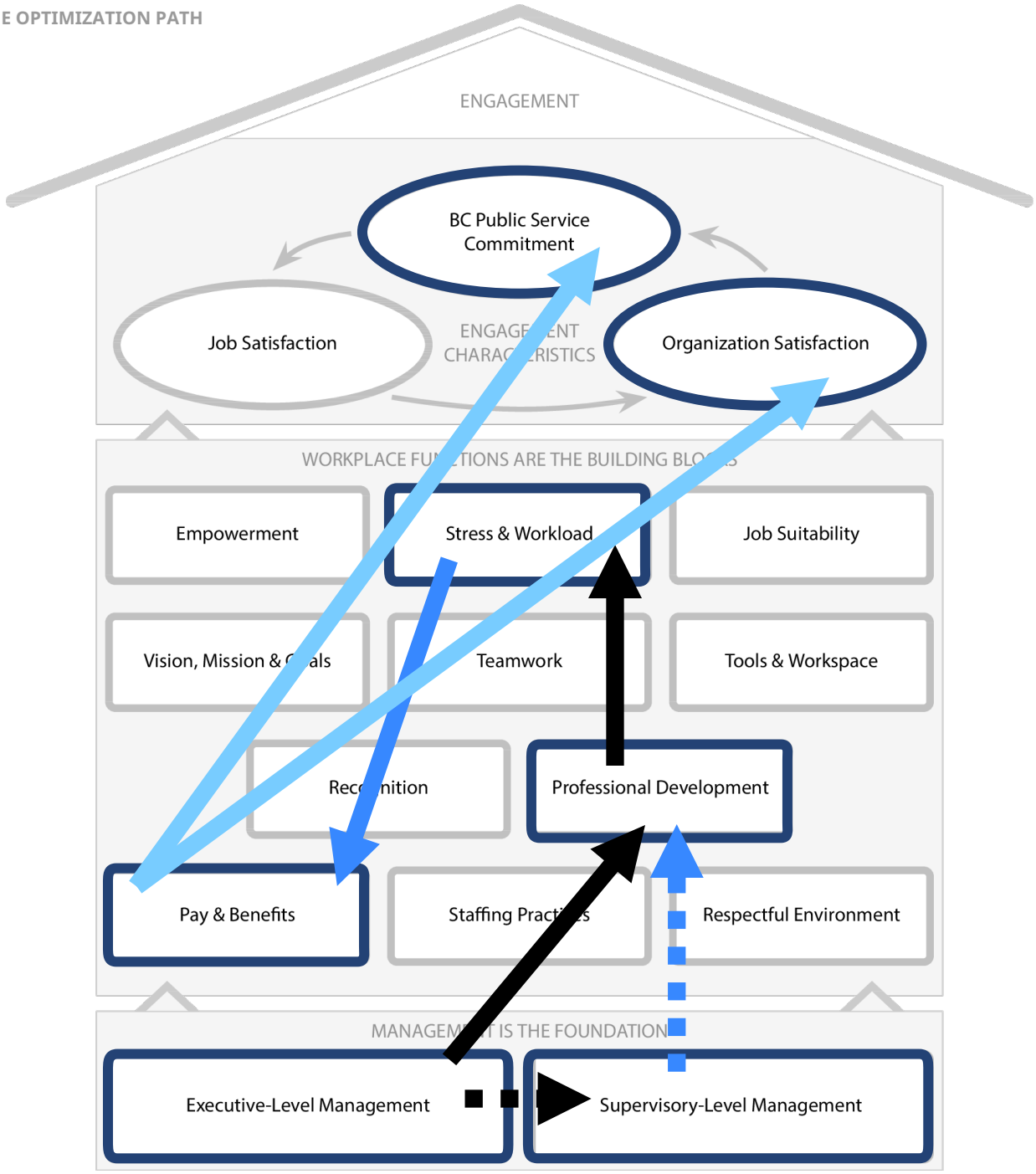
The Optimization Path explores how employee perceptions about their **Pay & Benefits** can be influenced by the relative level of stress in their work environment (**Stress & Workload**) and the training and development opportunities they have access to (**Professional Development**). The Path affects engagement through **Organization Satisfaction** and **BC Public Service Commitment**.

Management to Professional Development. Much like the Performance Growth Path, we begin in the foundation and connect to Professional Development. Senior leaders and supervisors both have a clear role to play in setting expectations, providing opportunities, and encouraging staff to learn, grow and develop. This can be particularly important in positions where success relies on timely access to the latest training, documentation, and safety procedures, but is still relevant in nearly any work situation.

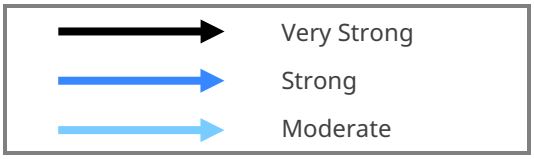
Providing a more supportive environment that optimizes development and stress levels can positively impact perceptions of pay and benefits, and in turn engagement.

Professional Development to Stress & Workload. Professional Development connects very strongly to Stress & Workload on this pathway. When employees feel that they have sufficient access to relevant training materials, and there is support from leadership to make time for their training and development needs, they are more likely to feel successful in managing their workload and providing a high level of service. Employees who feel supported in their growth and development pursuits are also more likely to feel tethered when organizational changes occur.

Stress & Workload to Pay & Benefits to Engagement Characteristics. Staff are more likely to have positive perceptions of their pay and benefits when they feel that their workloads are manageable and distributed fairly, and that they have support to balance their work and home life. Conversely, employees who feel that workloads are too heavy, that work is not distributed fairly amongst team members, or that they are regularly forced to make sacrifices at home for the job, are more likely to be unsatisfied with their compensation package. This is important because how an employee feels about their compensation package directly affects their engagement, through their overall satisfaction with their organization and commitment to the BC Public Service.



Strength of Connection



* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The People Path

The People Path begins in the foundation and moves through the **Respectful Environment**, **Teamwork**, and **Job Suitability** building blocks to impact engagement through Job Satisfaction and BC Public Service Commitment.

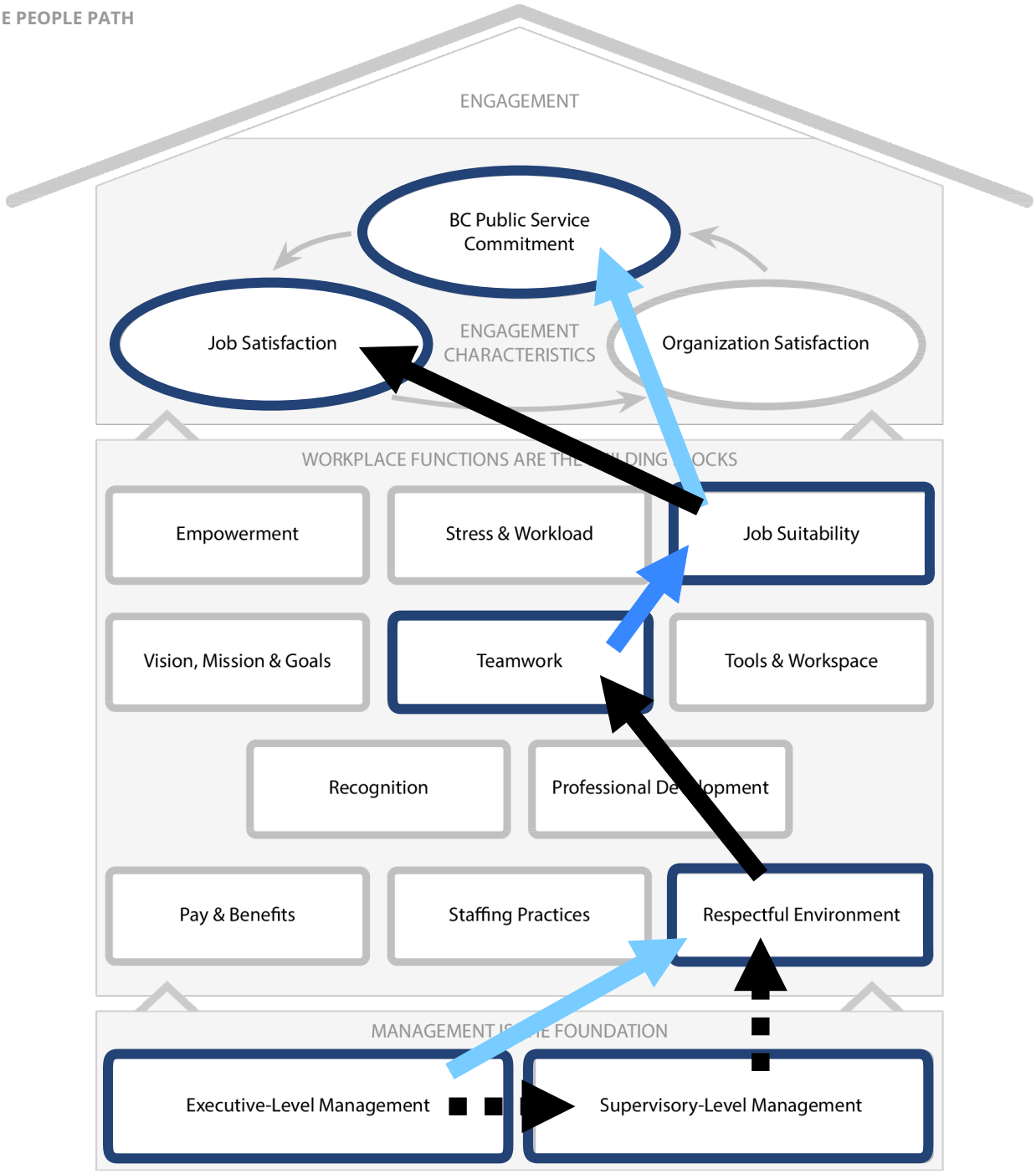
The People Path focuses on people-centric drivers such as Respectful Environment and Teamwork to drive employee perceptions of how well they fit in their work environment – and therefore their engagement.

Management to Respectful Environment. Executive-Level Management, and extendedly and very strongly Supervisory-Level Management, link to Respectful Environment. Executives can provide direction to develop a workplace that values diversity, is free from discrimination, bullying, and harassment, and promotes a healthy atmosphere. Supervisors can reinforce executives' work locally by fostering respect in work units, leading with an understanding of others' perspectives, and being available to staff when advice is needed.

Respectful Environment to Teamwork. This represents the second strongest connection in all the Model's pathways. Employees who work in an open and respectful environment tend to have positive working relationships with their co-workers, communicate effectively within the team, and help each other get the job done. Such positive interactions are more likely to be missing from work units suffering from issues of discrimination and harassment, a lack of trust and mutual respect, or a lack of diversity in ideas, people, and backgrounds.

Teamwork to Job Suitability. Teamwork connects strongly to the Job Suitability driver. Generally speaking, employees frequently at odds with their co-workers are less likely to feel that the work they do is meaningful, provides a sense of accomplishment, or that their job is a good fit for them. Conversely, high functioning teams tend to provide employees with a greater sense of belonging and that the work is worthwhile.

Job Suitability to Engagement Characteristics. This path links Job Suitability very strongly with Job Satisfaction and also with BC Public Service Commitment. Employees who feel a sense of accomplishment, find their jobs meaningful, and believe their jobs are a good fit with their skills and interests tend be more satisfied with their jobs, with their work as BC Public Service employees, and tend to be more committed to the public service.



Strength of Connection

→	Very Strong
→	Strong
→	Moderate

* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Workspace Path

The Workspace Path is one of the top pathways that moves through the **Respectful Environment** and **Teamwork** drivers before connecting to the **Tools & Workspace** driver to directly impact **BC Public Service Commitment.**

The Workspace Path demonstrates how staff commitment to the public service is affected by their perceptions of the physical workspace and how supportive their team is.

Management to Respectful Environment. As seen in both the Harmony Path and the People Path, the management foundation has a large effect on Respectful Environment. Both executives and (optionally) supervisors directly impact the healthy atmosphere of a work unit. Appropriate and adequate communication and actions from both levels of management can help set up a work unit in a respectful manner.

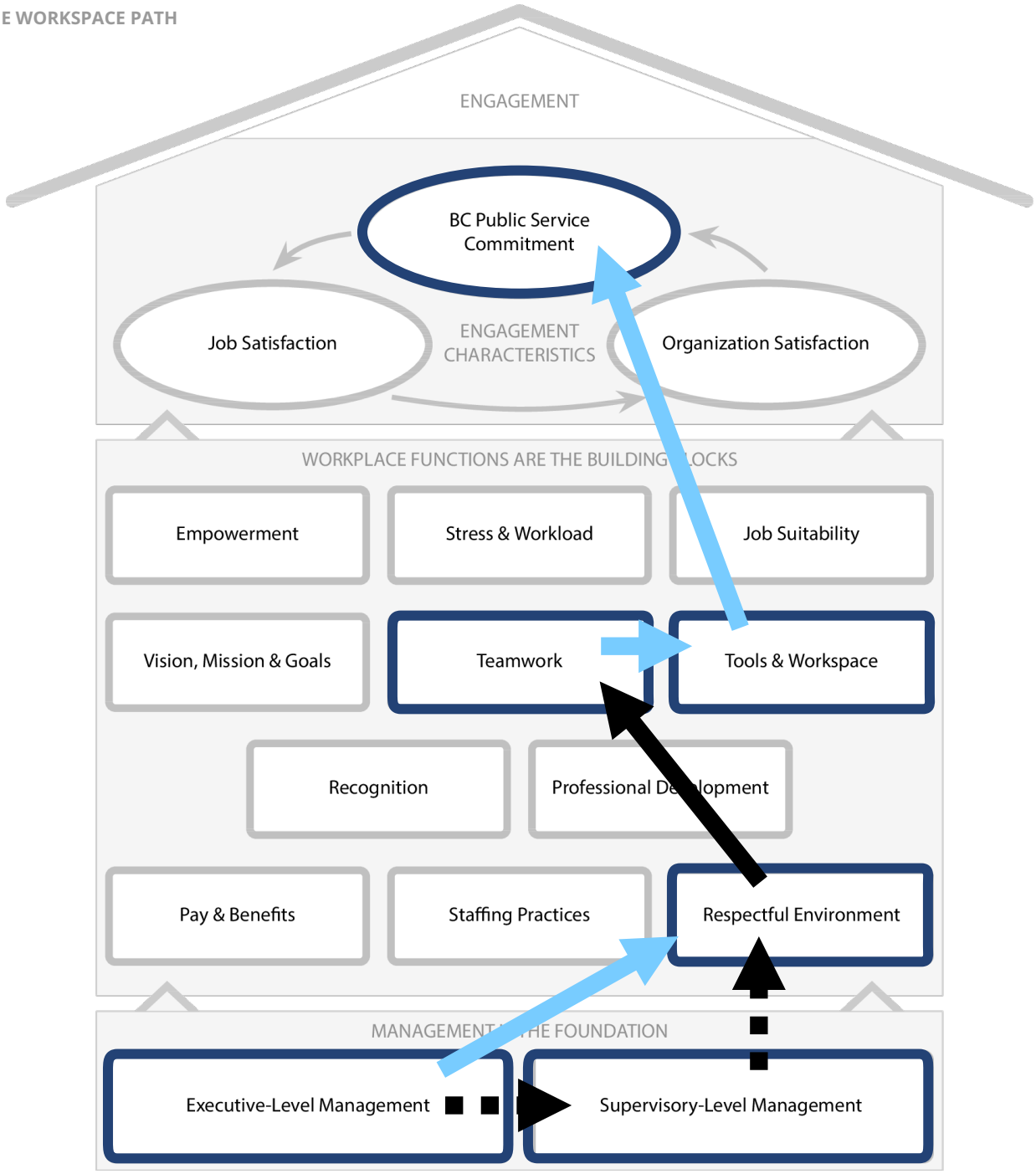
Respectful Environment to Teamwork. As in the People Path, this leads to a very strong link to Teamwork. Employees who work in an open and respectful environment tend to have positive working relationships, communicate effectively within the team, and help each other get the job done.

Teamwork to Tools & Workspace. Teamwork next connects to the Tools & Workspace driver on this pathway. This connection is largely underlined by how fellow co-workers interact in the physical work environment. Working together in ways that show consideration for the limitations of the physical work environment is paramount to effective and respectful teamwork. When employees are considerate of their co-workers' needs and work preferences, the team will better work together. As well, adopting innovative tools and best practices that enable team members to support each other more effectively will boost employee perceptions of their workplace.

Tools & Workspace to Engagement Characteristics. The final connection in this path is between Tools & Workspace and BC Public Service Commitment. When employees believe that their work tools and physical environment allow them to excel in their jobs, they are more likely to feel a sense of commitment to the BC Public Service.

Work units with lower BC Public Service Commitment scores may wish to focus improvements on their Tools & Workspace, particularly if this driver experienced a low physical work environment score. When such work units also show challenges in team cohesion, management should look to employees for ideas on how to establish workspace best practices that can stamp out potential distractions and revive ailing team interactions.

THE WORKSPACE PATH



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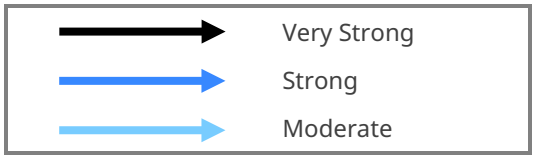

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The All-For-One Path

The All-For-One Path begins in the foundation and moves through the **Teamwork**, **Job Suitability** and **Empowerment** building blocks to impact engagement through **Job Satisfaction** and **Organization Satisfaction**.

The All-For-One Path demonstrates how strong teamwork can affect feelings of suitability and empowerment in a role, ultimately impacting employee job and organizational satisfaction.

Management to Teamwork. Senior leadership and management influence teamwork in multi-faceted ways, starting with the development of a culture that builds and supports cooperation and collaboration. By modeling strong levels of communication and following through with their commitments, executives encourage employees to also communicate effectively and follow through with completing their work as a team. Likewise, this also happens at a more local level, with supervisors stimulating a supportive culture to help their team members thrive.

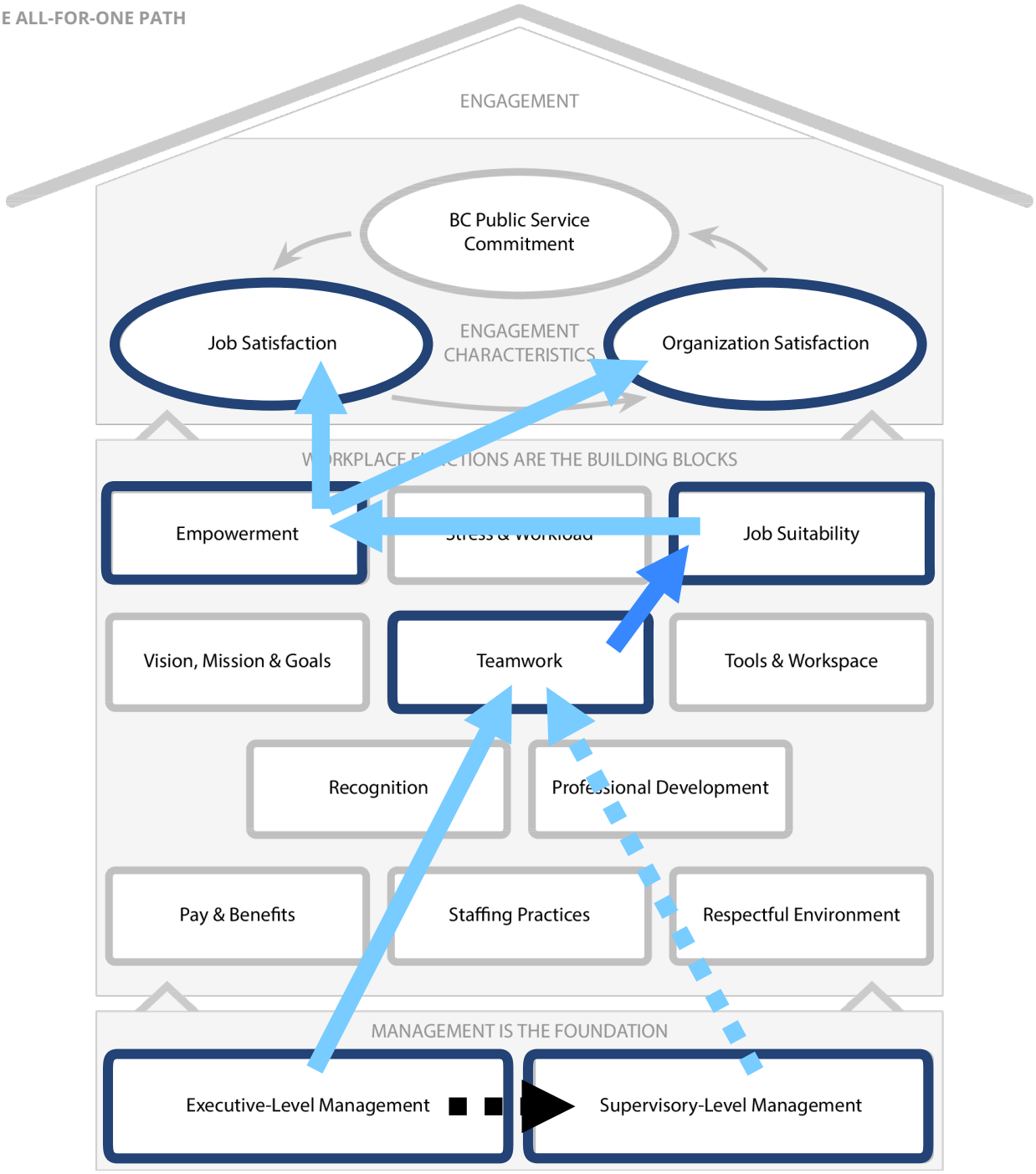
Teamwork to Job Suitability. As with the People Path, Teamwork next connects strongly to the Job Suitability driver. Employees who experience enduring positive relationships with their co-workers are more likely to feel that their work is meaningful and is a good fit for them. When team members are able to work together effectively, they also tend to feel more accomplished.

Job Suitability to Empowerment. In turn, employees who are well-suited to their positions are more likely to be given the opportunities and freedom to provide input, make decisions, and implement new ideas in their work. Alternatively, people who feel that their job is a poor fit are unlikely to take advantage of opportunities for further involvement in their jobs.

Empowerment to Engagement Characteristics. The last links in this pathway connect Empowerment to Job Satisfaction and Organization Satisfaction. Employees who are empowered to explore new ideas and create positive change in their roles are more likely to feel fulfilled in their work and workplace.

In summary, employees who have strong working relationships with their co-workers and feel that they have the freedom to make decisions in a job that they find meaningful and are well suited to, are more likely to feel engaged within their workplace.

THE ALL-FOR-ONE PATH



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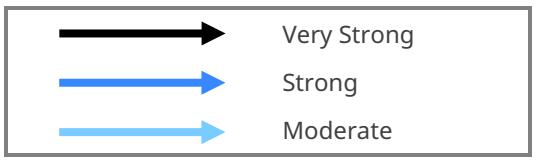

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The Resource Path

The Resource Path is comprised of three building block drivers **Staffing Practices**, **Professional Development** and **Tools & Workspace**, and impacts Engagement through its connection to **BC Public Service Commitment**. This path is focused on building a skilled and well-resourced public service.

Management to Staffing Practices. The strong relationship between Executive- and Supervisory-Level Management means that both drivers can have a significant and combined effect on Staffing Practices. Through timely resourcing decisions and clear direction setting, executives can affect employee opinions of staffing practices across their organization. Locally, supervisors who have control and responsibility over the staffing process in their work unit can leverage fair principles and plan for long-term retention of critical knowledge within their work units in order to positively influence employee perceptions of staffing practices.

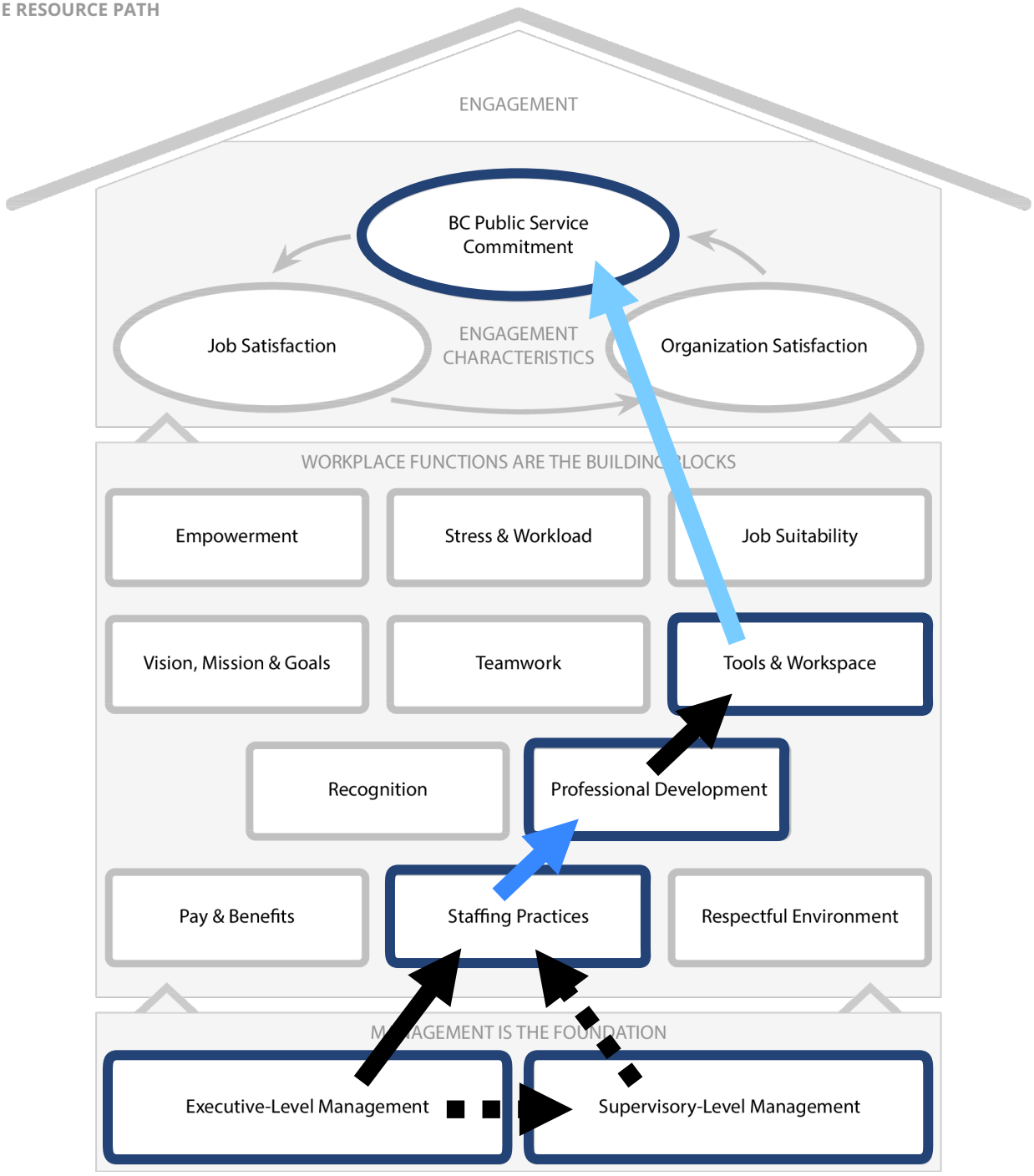
Staffing Practices to Professional Development. Once the right employee with the right skills is hired through fair practices, they should be provided with quality training and developmental goals to set them up for success.

This path is focused on building a skilled and well-resourced public service.

Professional Development to Tools & Workspace. A very strong link exists between Professional Development and Tools & Workspace. Employee perceptions of their workplace tools are strongly dependent on the availability, quality, and frequency of training and development opportunities. New employees who get off on the wrong foot without sufficient attention to this are particularly susceptible to feeling ill-equipped in their work environment.

Tools & Workspace to Engagement Characteristics. Employees tend to be more likely to feel satisfied with their work as a BC public servant and to want to remain in the BC Public Service long-term if they feel their work environment and available tools help them excel at their jobs. Employees' commitment can be further supported by offering training, development, and growth opportunities consistent with their learning goals, and by hiring suitable people based on transparent hiring practices.

Work units facing issues with BC Public Service Commitment or the Tools & Workspace driver may wish to examine whether underlying issues in Staffing Practices or Professional Development are hindering new employees from achieving a strong start in the workplace in order to feel confident with the tools at their disposal. This foundational approach will help to build a well-resourced, well-trained, well-equipped, and more engaged work unit.



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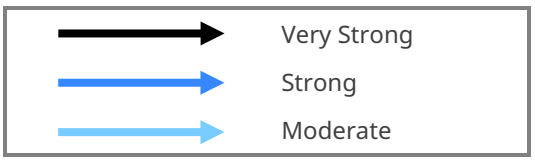


* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Planning for Success Path

The Planning for Success Path begins with **Management** and moves through **Staffing Practices**, **Professional Development** and **Vision, Mission & Goals**. It impacts engagement through **Organization Satisfaction** and **BC Public Service Commitment**.

Management to Staffing Practices. This pathway starts with communication from one or both levels of management. Through timely resourcing decisions and clear direction setting, executives can affect employee opinions of staffing practices across their organization. Locally, supervisors who have control and responsibility over the staffing process in their work unit can leverage fair principles and plan for long-term retention of critical knowledge within their work units in order to positively influence employee perceptions of staffing practices.

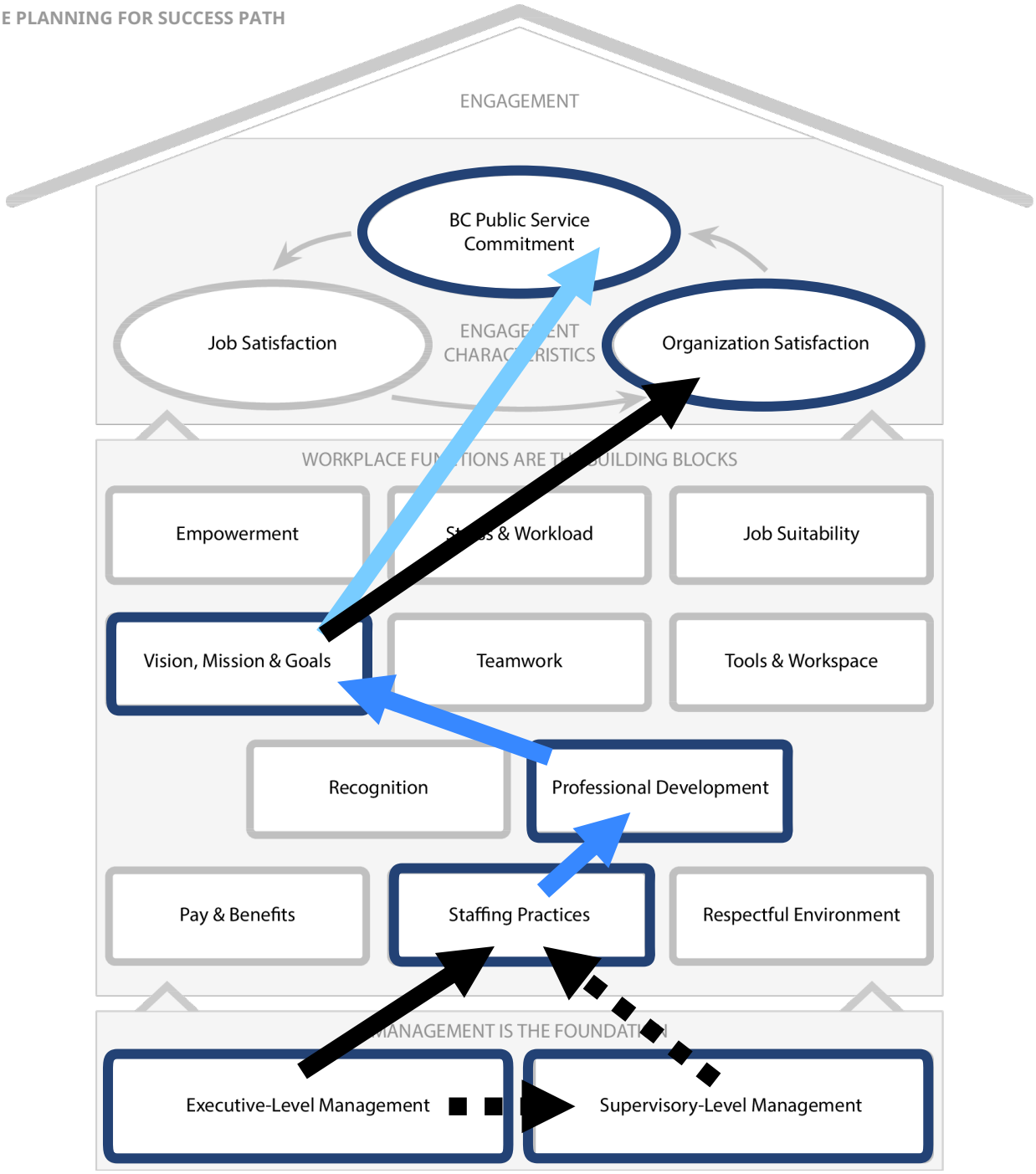
The Planning for Success Path is similar to the Resource Path but ends with Vision, Mission & Goals.

Staffing Practices to Professional Development. As with the Resource Path, once the right employee with the right skills is hired through fair practices, providing them with quality training and developmental goals helps to set them up for success in their new position.

Professional Development to Vision, Mission & Goals. An organization that supports work-related development encourages employees to see a role for themselves in the future of the organization and better connects employees to the vision, mission and goals. As well, investing in the growth and development of employees builds a solid foundation for future growth by ensuring the talent and skills are available to fulfil short- and long-term needs, which demonstrates how the organization is taking steps to ensure the success of its vision, mission and goals.

Vision, Missing & Goals to Engagement Characteristics. Finally, this pathway reaches the roof of the model by connecting strongly with Organization Satisfaction, as well as BC Public Service Commitment.

Clear communication about the future and where the organization is headed, supported by timely staffing decisions and a commitment to developing the workforce so they are ready to meet those goals, has a strong impact on Organization Satisfaction.



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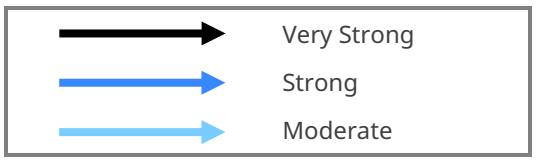

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The Accountability Path

The Accountability Path connects with three building-block drivers (**Staffing Practices, Recognition and Empowerment**) to impact engagement through **Job Satisfaction** and **Organization Satisfaction**.

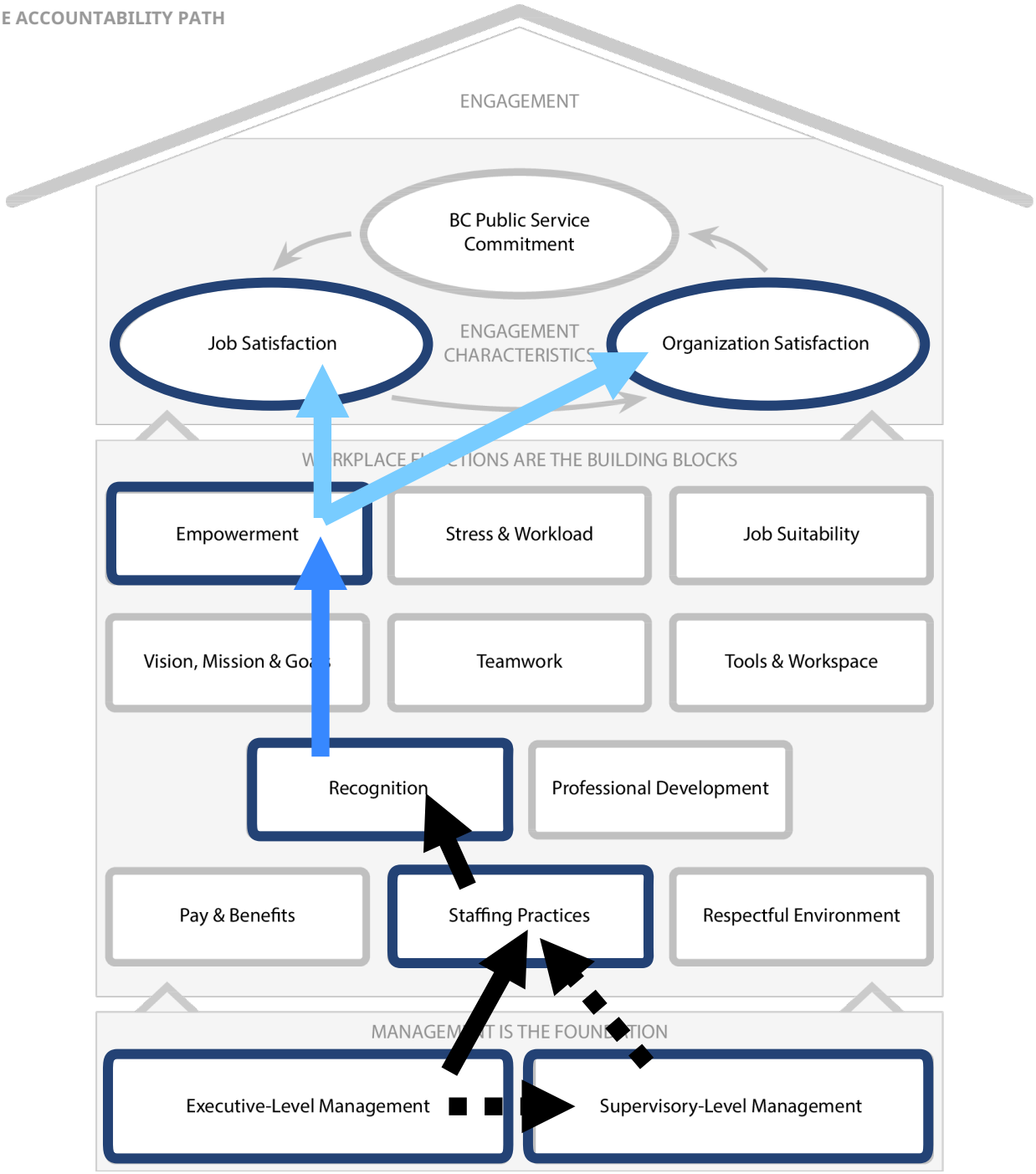
The Accountability Path demonstrates how perceptions of fairness in hiring and meaningful recognition can impact engagement.

Management to Staffing Practices. This pathway starts with communication from one or both levels of management. Through timely resourcing decisions and clear direction setting, executives can affect employee opinions of staffing practices across their organization. Locally, supervisors who have control and responsibility over the staffing process in their work unit can leverage fair principles and plan for long-term retention of critical knowledge within their work units in order to positively influence employee perceptions of staffing practices.

Staffing Practices to Recognition. When care is taken to hire or promote the best person with the right skills for the job, in a way that is fair, and in a planned way that helps retain critical knowledge, this demonstrates how an employee's skills, knowledge and expertise are valued and recognized within the organization. As well, transparency and fairness in hiring practices can foster perceptions of fairness in the work environment so that employees feel that everyone is held accountable for their work.

Recognition to Empowerment. Employees who experience meaningful, performance-based recognition and are held accountable for their performance are in a better place to take ownership of their work and decisions, offer input, suggest new ideas and generally feel more confident and empowered to do their jobs well.

Empowerment to Engagement Characteristics. The final link in this pathway connects the Empowerment driver to Engagement through both Job Satisfaction and Organization Satisfaction. Empowered employees tend to be more satisfied with their job and organization because they are given the opportunities and freedom they need to influence the quality of the outcomes in their work.



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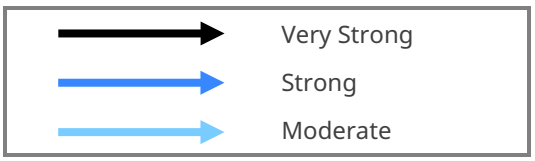

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The Person-Fit Path

The Person-Fit Path is a longer version of the People Path. It begins in the foundation and links to **Staffing Practices**, before continuing through **Respectful Environment**, **Teamwork** and **Job Suitability** to impact engagement through **Job Satisfaction** and **BC Public Service Commitment**.

Management to Staffing Practices. The relationship between Executive- and (optionally) Supervisory-Level Management and Staffing Practices drivers represent one of the strongest in the entire model. Executives can positively affect perceptions of staffing by establishing fair and equitable hiring practices. Supervisors can offer support by ensuring that a reasonable amount of transparency and information is provided to employees regarding all human resource issues and that resourcing needs are appropriately conveyed upwards.

The Person-Fit Path demonstrates how a diverse but close-knit team environment can positively impact job satisfaction.

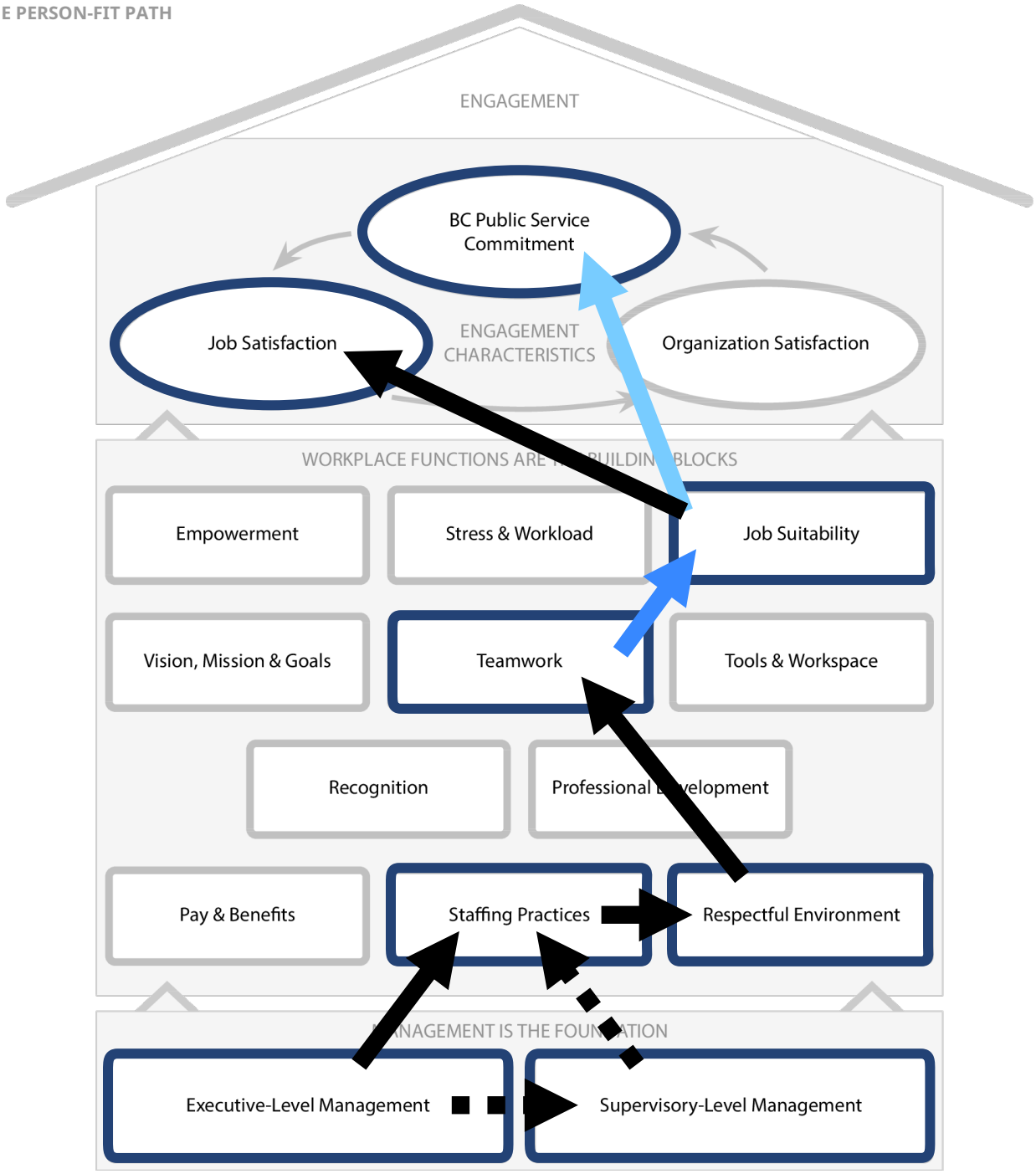
Staffing Practices to Respectful Environment. This connection is very strong and suggests a work unit will have a respectful atmosphere that values diversity if their staffing processes are perceived to be fair and that the incumbent is a good fit for the organization. However, as staffing processes can be viewed very differently depending on the context, supervisors should provide a safe space for employees to discuss concerns regarding respect and staffing issues, while promoting transparency behind decisions wherever possible.

Respectful Environment to Teamwork. As in the People Path, employees who work in an open and respectful environment tend to have positive working relationships, communicate effectively within the team, and help each other get the job done.

Teamwork to Job Suitability. Employees who experience positive working relationships and have support from their high-functioning team are more likely to feel their work is meaningful, provides a sense of accomplishment, and that they are valued for contributing their unique skills and interests.

Job Suitability to Engagement. The Person-Fit Path then links up with both Job Satisfaction and BC Public Service Commitment through Job Suitability. Employees who feel a sense of accomplishment, that their jobs are meaningful, and a good fit for their skills and interests, who work effectively with their team in an open and respectful environment, and who feel supported by leadership through the use of fair staffing practices and retention strategies, tend to be more satisfied with their jobs and their work as BC Public servants.

THE PERSON-FIT PATH



Strength of Connection

→	Very Strong
→	Strong
→	Moderate

* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Career Tracking Path

The Career Tracking Path begins with Management and links to **Staffing Practices**, then continues through **Respectful Environment**, **Professional Development** and **Job Suitability** to impact engagement via **Job Satisfaction** and **BC Public Service Commitment**.

The Career Tracking Path is a variation of the Person-Fit Path as it moves through Professional Development in place of Teamwork.

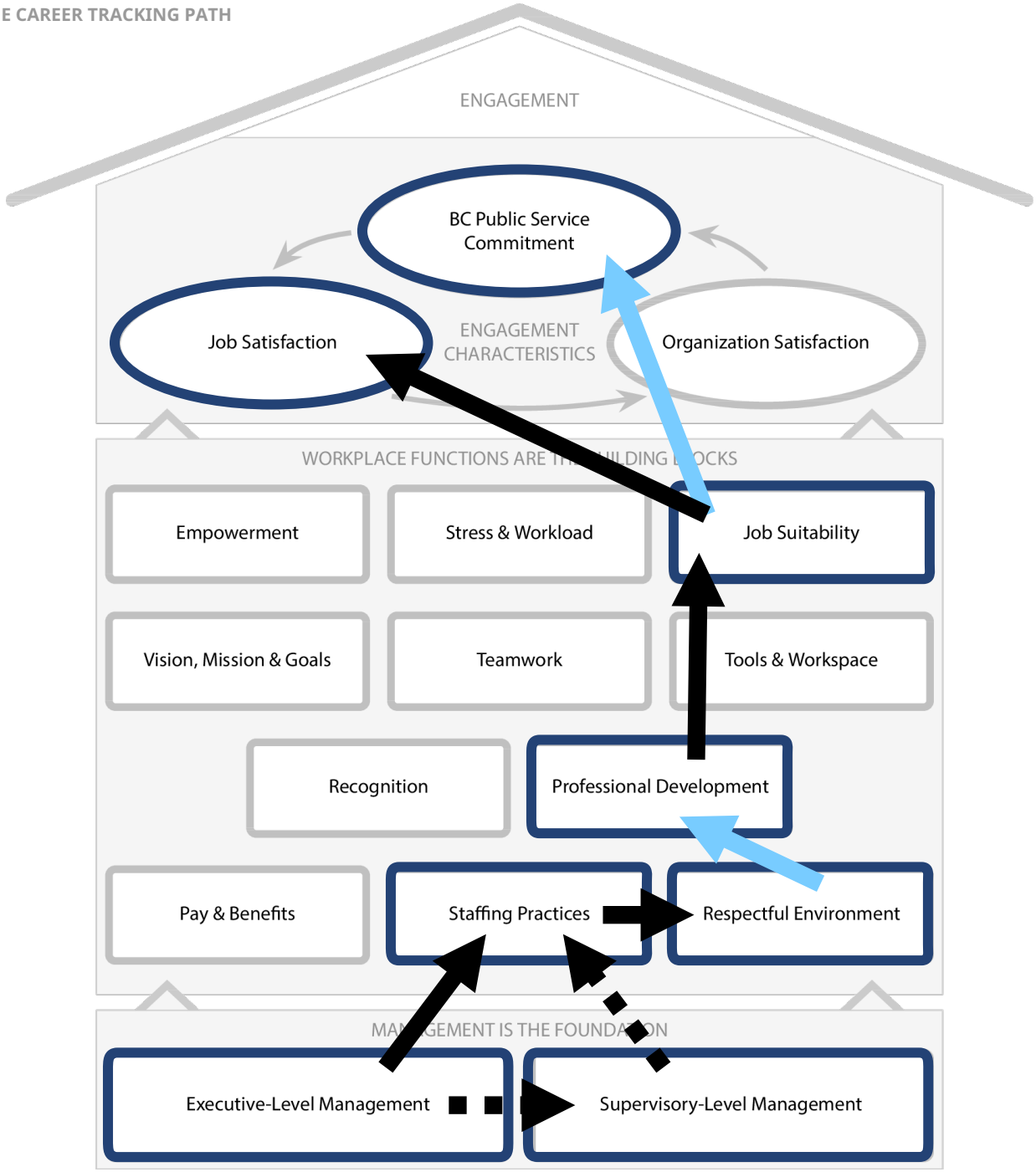
Management to Staffing Practices. As in the Resource Path, Executives and (optionally) supervisors influence perceptions of Staffing Practices by helping employees develop informed views about the nature of fairness in the selection process for positions within their work unit, keeping them informed on when new opportunities will be posted, as well as ensuring knowledge retention strategies are in place.

Staffing Practices to Respectful Environment. As in the Person-Fit Path, employees who agree that the process of selecting a person for a position in their work unit is fair, and that the best person is hired, are more likely to feel that they work in a respectful environment that values diversity in people, backgrounds, and ideas.

Respectful Environment to Professional Development. Respectful Environment has a moderate connection to the Professional Development driver, suggesting that employees who feel open to conversing freely with their colleagues without threat of discrimination, and who feel that their work unit values a diversity of ideas, are more likely to feel supported to take time for pursuing development and growth opportunities.

Professional Development to Job Suitability. Next is the strong connection from Professional Development to Job Suitability. As in the Performance Growth Path, employees who see opportunities for growth and feel supported to enhance their work-related learning are more likely to believe that their work is meaningful, provides a sense of accomplishment, and is a good fit with their skills and interests.

Job Suitability to Engagement Characteristics. As we have seen in other top pathways, Job Suitability is very strongly linked to Job Satisfaction and also moderately influences BC Public Service Commitment. Work units with lower Job Satisfaction scores should review their Staffing Practices scores first; if issues are evident, consider which of the Resource, Person-Fit and Career Tracking pathways provide the most applicable approach to the work unit's specific needs.



Strength of Connection

→	Very Strong
→	Strong
→	Moderate

* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Empowered Workplace Path

The Empowered Workplace Path (formerly the Empowerment Path) is an extended version of the Accountability Path. It travels through **Staffing Practices** and **Respectful Environment**, continues through **Recognition** and **Empowerment** to ultimately impact Engagement through **Job and Organization Satisfaction**.

Management to Staffing Practices. Executive- and (optionally) Supervisory-Level Management have an influential impact on Staffing Practices. Hiring the right people is crucial to a work unit, as is the communication around that process, and transparency throughout the process to ensure fairness.

Staffing Practices to Respectful Environment. Employees who sense transparency and equity in human resource actions are more likely to feel that there is trust, respect, diversity, and no discrimination in their workplace.

The Empowered Workplace Path connects two influential lower building blocks to the strongly linked pair of Recognition and Empowerment.

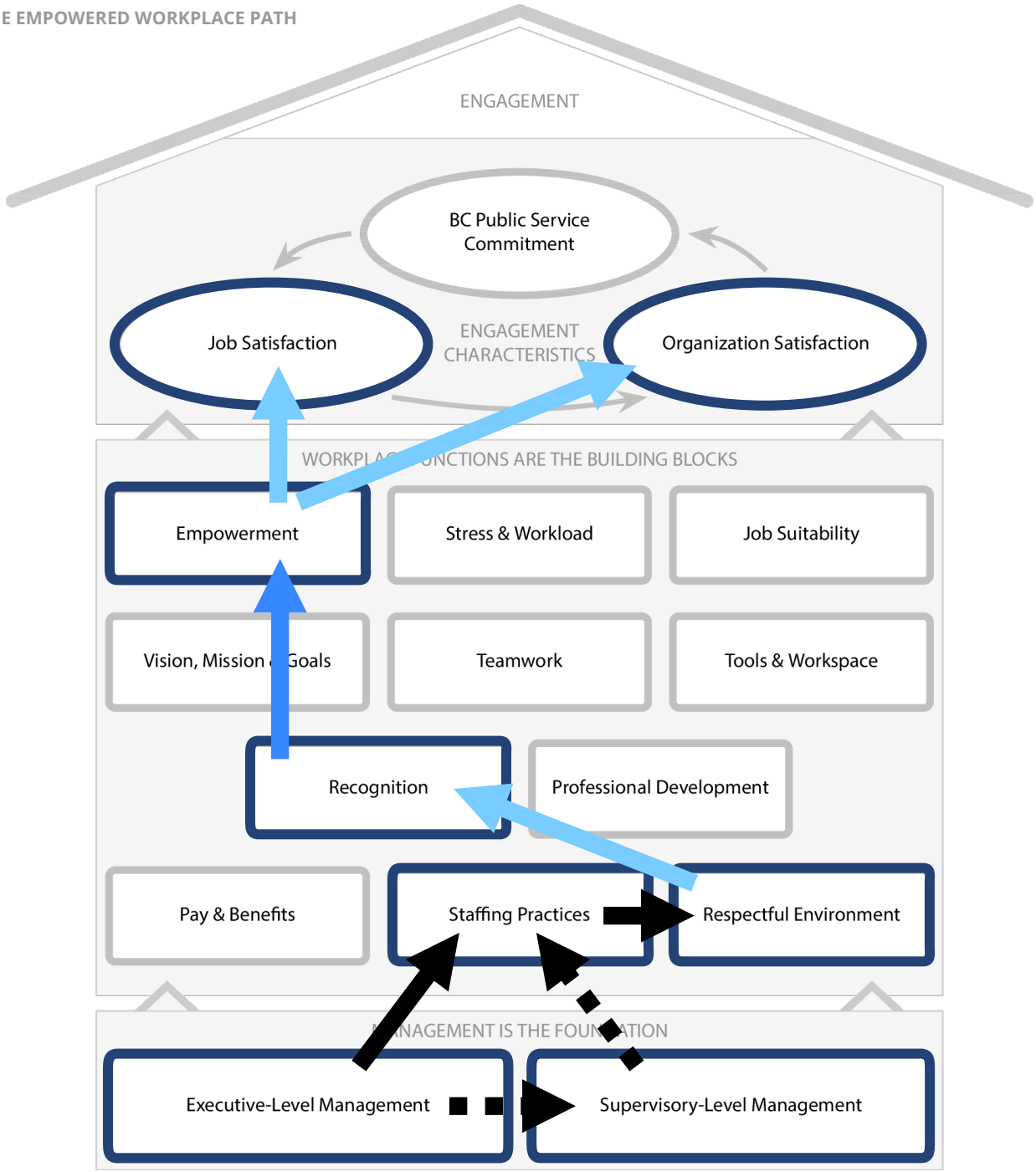
Respectful Environment to Recognition. Employees who work in a healthy atmosphere with transparent communication and appropriate staffing are more likely to feel that recognition is performance-based and meaningful, that employees are held accountable for their actions, and that staffing decisions (including growth opportunities) are reflective of good work.

Recognition to Empowerment. Recognition links strongly to Empowerment and is the only driver that Recognition directly impacts. When employees are held accountable and recognized for their efforts, they are more likely to feel that they have the necessary freedom and opportunity to provide input, make decisions, and implement new ideas in order to benefit their work.

Empowerment to Engagement Characteristics. Empowerment links to Engagement through both Job Satisfaction and Organization Satisfaction. Employees who feel that staffing actions are conducted fairly, who operate within a safe and healthy team environment, who are recognized for their efforts and see their peers held accountable, and who have some latitude over decisions that affect their work, are more satisfied with both their job and their organization.

The Empowered Workplace Path is a good place to focus efforts among work units that have relatively low Empowerment and/or Recognition scores, especially if Respectful Environment is below average.

THE EMPOWERED WORKPLACE PATH



Strength of Connection

→	Very Strong
→	Strong
→	Moderate

* Solid lines represent a direct pathway; dashed lines represent an extended pathway

The Stress Buster Path

The Stress Buster Path is a longer variant of the Harmony Path. It moves from **Respectful Environment** to connect to **Professional Development** and **Tools & Workspace** before linking up with **Stress & Workload**. This path affects Engagement through **Job and Organization Satisfaction**.

Management to Respectful Environment. Executive and especially supervisory leadership both have roles to play in building an inclusive culture and respectful environment. If employees can openly share feedback and diverse ideas with colleagues, supervisors, and executives, this leads to a safe and healthier environment built on trust.

Respectful Environment to Professional Development. In a truly respectful environment, Professional Development can thrive. Employees will be more likely to feel that their organization fairly provides training and development opportunities to support a diverse array of needs.

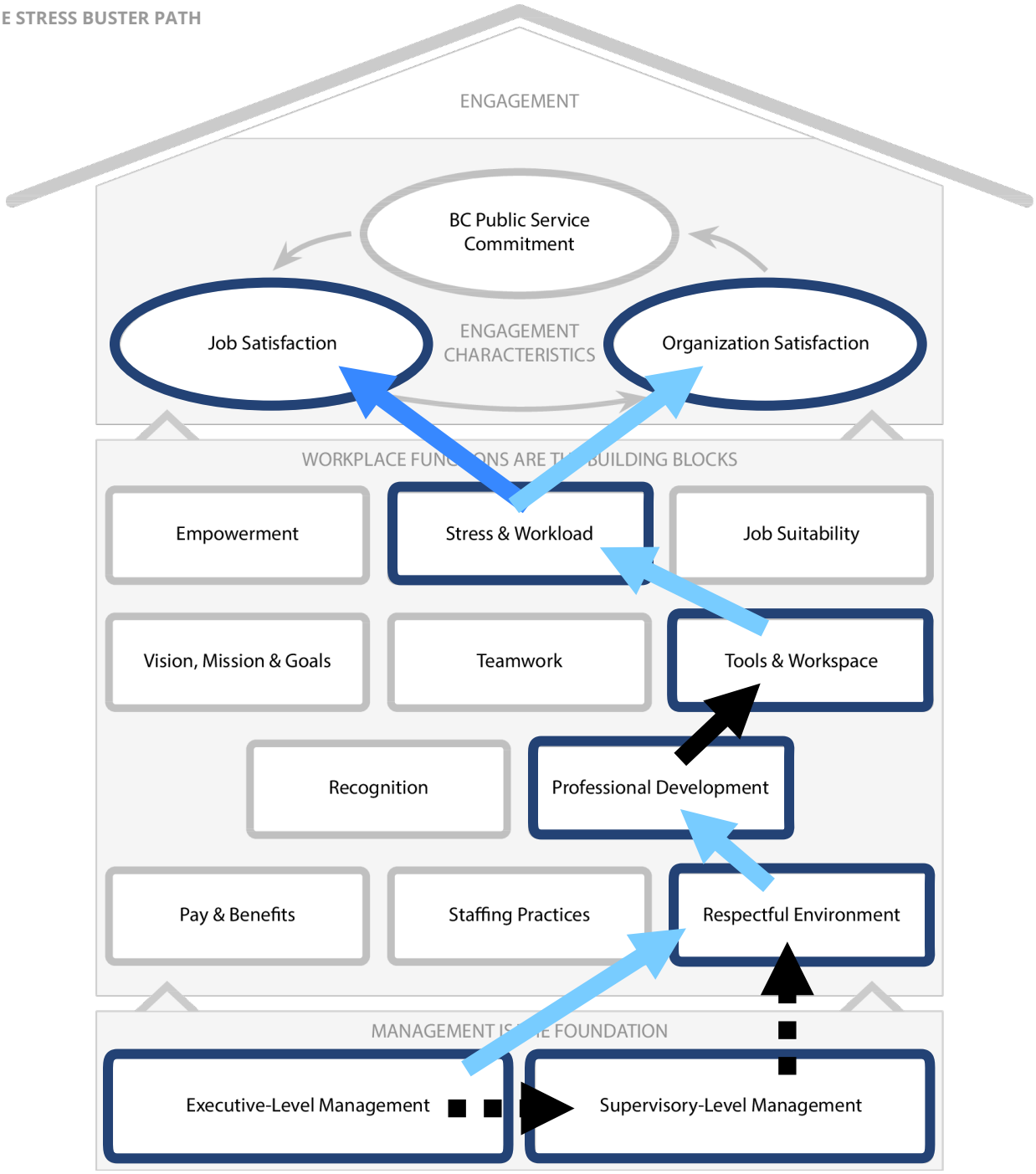
The Stress Buster Path links the foundation and three drivers to impact Stress & Workload, and Engagement.

Professional Development to Tools & Workspace. Employees who feel they have access to timely training and skill-building resources are more likely to feel confident with the workplace tools at their disposal and the physical environment they work in. In turn, being adept and comfortable with their workspace and tools enables employees to more effectively manage their workload and provide a higher level of service.

Tools & Workspace to Stress & Workload. If any of the above drivers are negatively impacted within the work unit, Stress & Workload may deteriorate. In an environment where leaders do not champion respectful and inclusive practices, where colleagues do not feel safe to share their opinions and ideas, where access to appropriate training and skill-building opportunities is seen as a privilege, or where the available tools and physical environment act as limiters rather than enablers, employees are more liable to feel overwhelmed, adrift, unsupported, or alone.

Stress & Workload to Engagement Characteristics. The final link in the Stress Buster Path runs from Stress & Workload to Organization Satisfaction and, more strongly, to Job Satisfaction. Work units with low Stress & Workload scores should consider this pathway if any of the five preceding drivers are also experiencing challenges. Issues in any of these drivers may cause negative ripples upstream in Stress & Workload, Job Satisfaction, and Organization Satisfaction. If more than one of these drivers is suffering, the effects will be even stronger.

THE STRESS BUSTER PATH



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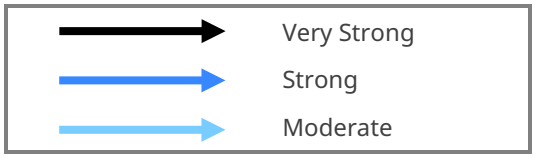

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The Keeping-It-Together Path

One of the longest Influential Pathways, the Keeping-It-Together Path begins in the foundation, moves through five building blocks **(Staffing Practices**, **Respectful Environment**, **Teamwork**, **Tools & Workspace** and **Stress & Workload)**, and ends at **Job Satisfaction** and **Organization Satisfaction**.

This path broadly focuses on the inter-connectedness of many elements impacting employee satisfaction with their jobs and organization.

Management to Staffing Practices to Respectful Environment to Teamwork. As seen in other pathways (e.g., The Resource Path), this pathway begins at the foundation, with communications from one or both levels of management impacting impressions of Staffing Practices. These impressions of Staffing Practices in turn influence experiences of working in a Respectful Environment, which in turn is a major contributor to Teamwork cohesiveness.

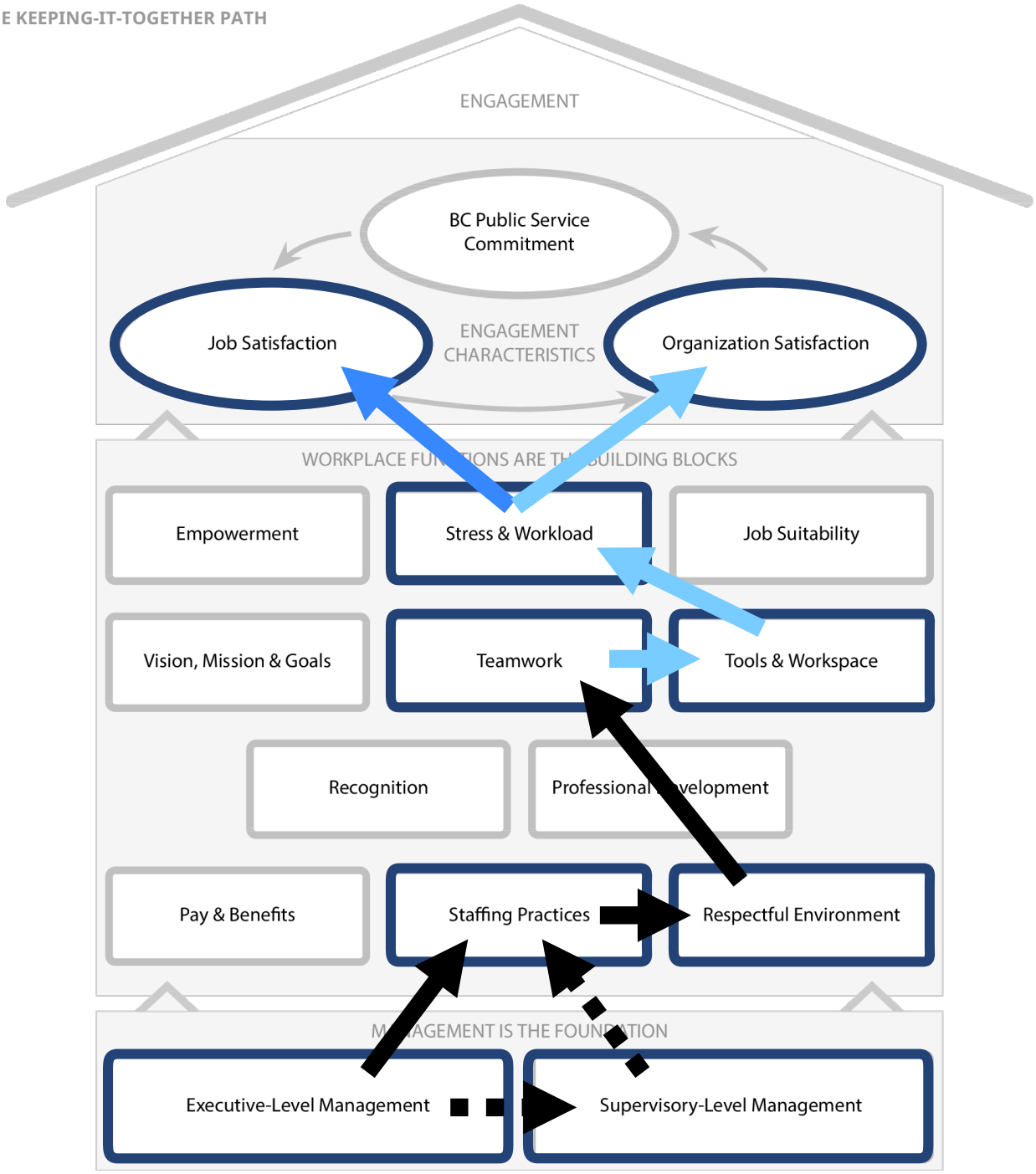
Teamwork to Tools & Workspace. As in the Workspace Path, Teamwork influences employees' views about Tools & Workspace. In a collaborative and team-oriented environment, co-workers will feel more confident about their ability to get the job done with the available tools because of the support and shared expertise of their team.

Tools & Workspace to Stress & Workload. Increased comfort with the available tools and physical workspace can help employees feel more supported to provide high levels of service and manage their workloads.

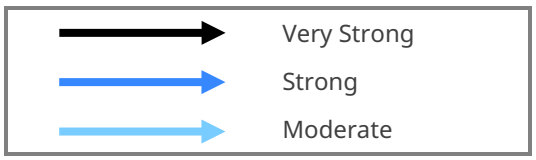
Stress & Workload to Engagement Characteristics. Employees who feel ill-equipped to effectively manage their workload due to inferior tools or a frenetic work environment, who feel unsafe to call on team members for support in times of need, and who do not work in an environment based around transparency, trust and respect, are more likely to experience reduced satisfaction with their job and organization.

The Keeping-it-Together path connects several drivers that each contribute to employee perceptions about their workload, job, and organization. If employees are facing high levels of unhealthy stress or unmanageable workloads, look towards contributing factors stemming from obsolete tools, a lack of team cohesion, a noxious or heavily siloed work environment, or misconceptions about recent staffing actions. This pathway can help management prioritize busting silos, clarifying misinformation, and creating a more resilient climate where all employees help one another, despite the challenges that come their way.

THE KEEPING-IT-TOGETHER PATH



Strength of Connection



* Solid lines represent a direct pathway;
dashed lines represent an extended pathway

The Fair Play Path

The Fair Play Path is another long pathway that begins similarly to the Keeping-It-Together Path, but channels through **Pay & Benefits** (as well as **Staffing Practices**, **Respectful Environment**, **Teamwork**, and **Tools & Workspace**) to reach the rooftop via **BC Public Service Commitment** and **Organization Satisfaction**.

This pathway seeks to provide ways to improve employee perceptions of "fair play" within their organization.

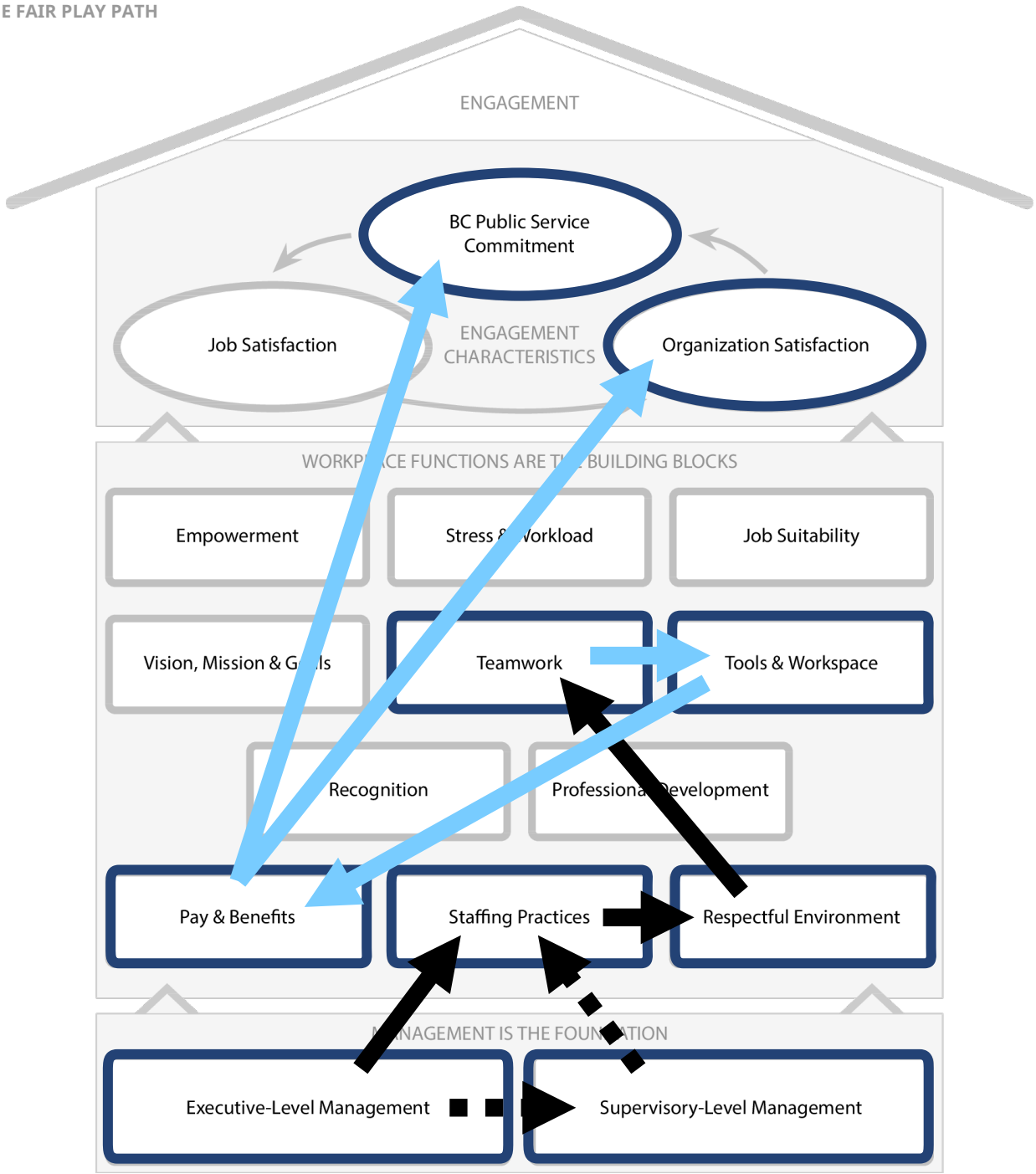
Management to Staffing Practices to Respectful Environment to Teamwork. Beginning at the foundation, communications from one or both levels of management can impact impressions of Staffing Practices. In turn, perceptions of the staff selection process can affect employees' interactions with each other. When employees sense preferential treatment or believe diversity is lacking in their work unit, the atmosphere may become stale and may lack in trust. Since a Respectful Environment is crucial to strong Teamwork, the entire team can be impacted by issues relating to any of the previous drivers.

Teamwork to Tools & Workspace. Employees with a strong sense of teamwork are more likely to feel competent in accessing the tools they need in a productive workspace. In contrast, employees without a solid sense of team may feel that they cannot depend on their colleagues for help and have a greater dependency on other resources instead.

Tools & Workspace to Pay & Benefits. Next, Tools & Workspace strongly affects the Pay & Benefit driver. Employees in work units that lack supportive colleagues and have insufficient tools or resources are at higher risk of feeling under-compensated for the work on their plate.

Pay & Benefits to Engagement Characteristics. How an employee feels about their compensation package directly affects their satisfaction with their organization, their work as a public servant, and their preference to stay with the BC Public Service.

Though a more broadly focused pathway, work units suffering from high turnover may wish to consider the Fair Play Path. Since management can have limited direct impact on the Pay & Benefits driver, improvements should focus in other areas. Specifically, ensure that communications are informative and timely, staffing practices are deemed to be fair, the workplace culture is perceived as open and respectful, staff have positive working relationships, distractions in the workplace are reduced, and suitable tools are accessible. These improvements can help raise employee perceptions of "fair play", including a better understanding of how their compensation package fits the work and responsibilities, and ultimately improve employee satisfaction with the organization and commitment to the work.



Strength of Connection

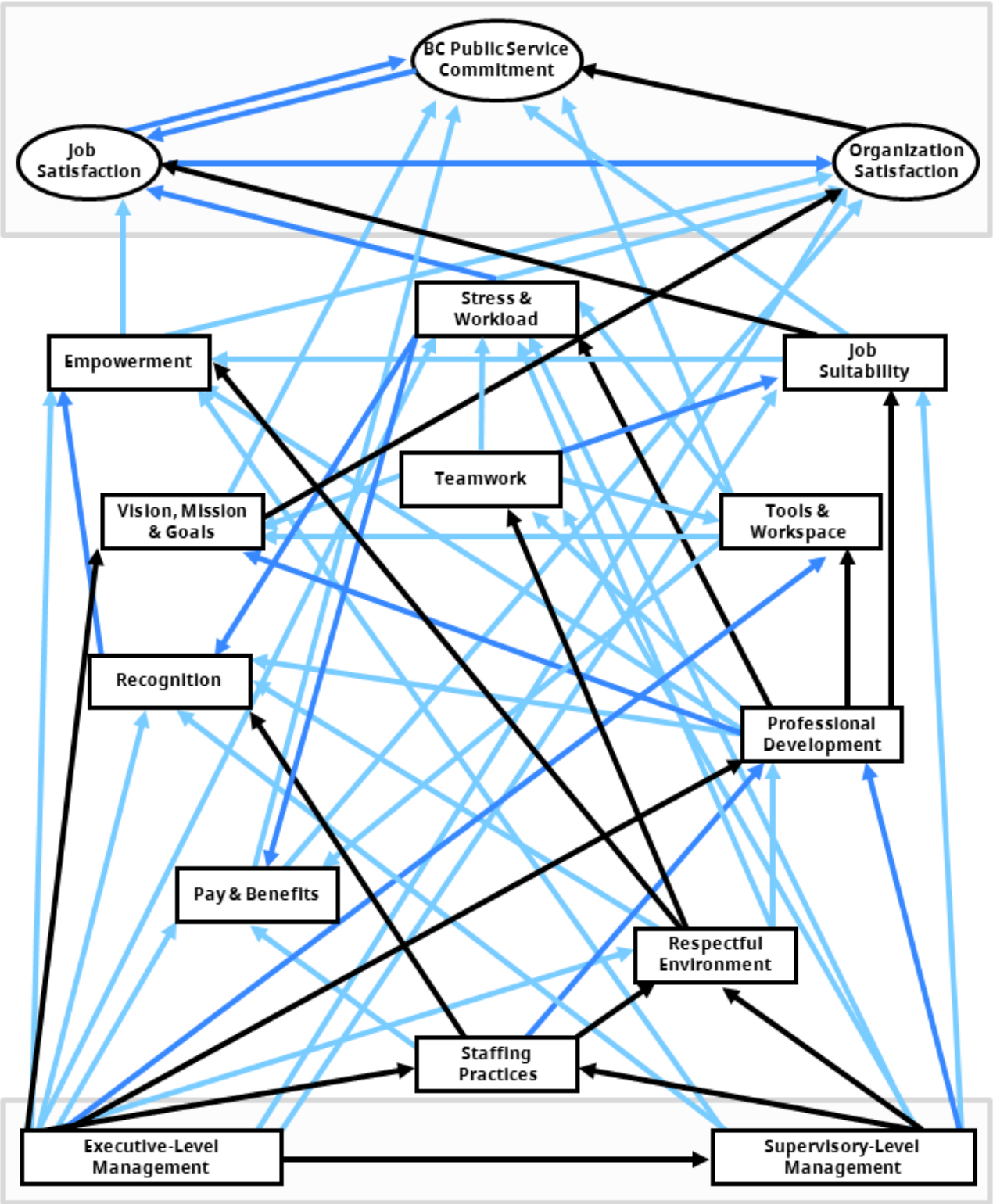
→	Very Strong
→	Strong
→	Moderate

* Solid lines represent a direct pathway; dashed lines represent an extended pathway

Appendix A: Driver Glossary

- **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 have manageable workloads that are distributed fairly, have support to provide high levels of service and to balance their work and personal life, and feel well supported during times of change.
- **Job Suitability**: Employees believe that their work is meaningful, a good fit with their skills and interests, and gives them a sense of accomplishment.
- **Vision, Mission & Goals**: Employees believe that their organization's vision, mission and goals are well communicated and that their organization is taking steps to ensure its long-term success.
- **Teamwork**: Employees experience positive working relationships, have support from their team, and feel their team communicates effectively.
- **Tools & Workspace**: Employees believe that both the computer based tools and non-computer based tools they have access to help them excel in their jobs and that their physical environment enables them to work well.
- **Recognition**: Employees experience meaningful and performance-based recognition and are held accountable.
- **Professional Development**: Employees believe their organization supports their learning and development, provides quality training, offers adequate opportunities to develop their skills, and that opportunities for career growth exist in the BC Public Service.
- **Pay & Benefits**: Employees believe that their pay is fair and competitive with similar jobs, and that their benefits meet their needs well.
- **Staffing Practices**: Employees believe that the hiring process is fair, that the best person with the right skills is hired, and that critical knowledge is retained when employees leave their work unit.
- **Respectful Environment**: Employees experience a healthy and diverse atmosphere free from discrimination, bullying and harassment.
- **Executive-Level Management**: Employees believe that executives communicate decisions in a timely manner, follow through on their commitments, and provide clear direction for the future.
- **Supervisory-Level Management**: Employees believe they can have a conversation with the person they report to when they need their advice and that the person they report to leads with an understanding of others' perspectives, consults them on decisions that affect them, and provides clear work expectations.

Appendix B: All Pathways



Appendix C: Resources

The Employee Engagement Model and Engagement Drivers

A key element of the WES program is the Employee Engagement Model, which was developed by BC Stats using a statistical technique called structural equation modelling (SEM). In the model, specific workplace functions and management practices, called engagement drivers, impact employee engagement. Each driver contains a set of survey topics (or questions) that measure particular aspects of the employee experience. Spotlighting each driver's unique role in the model can facilitate the interpretation of the WES results and their relevance to the workplace.

Learn more about the Employee Engagement Model:

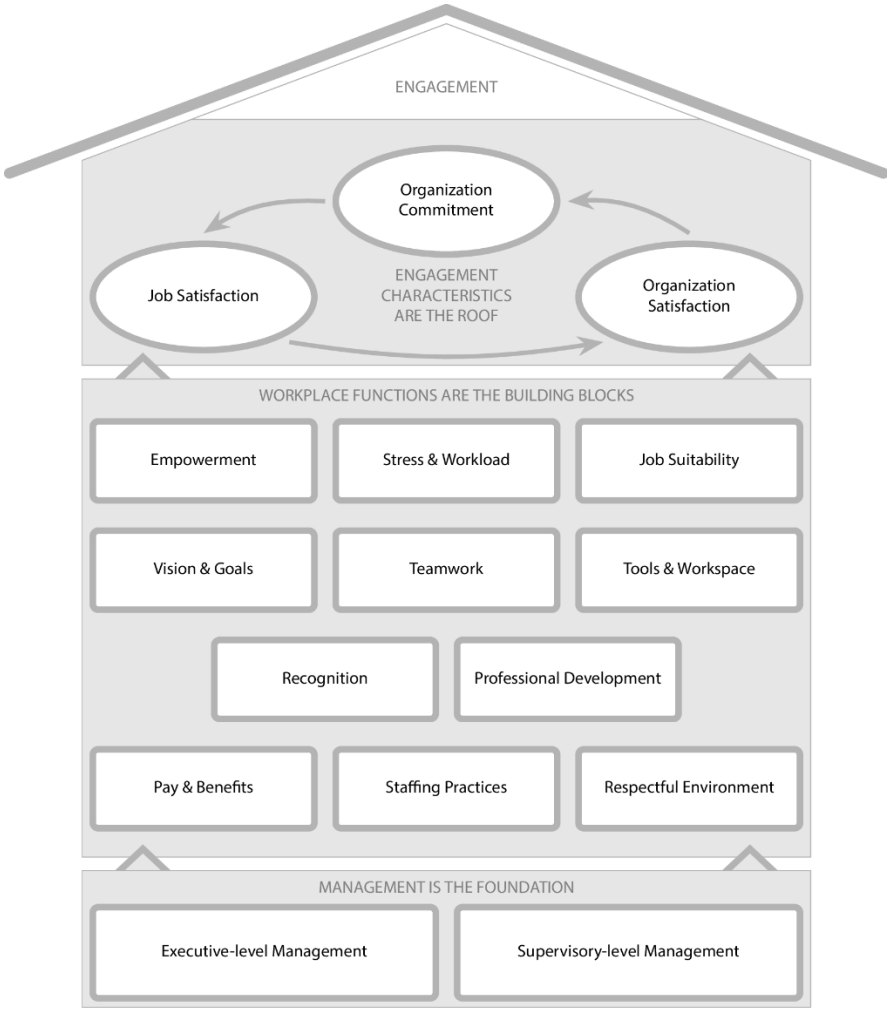
- https://www2.gov.bc.ca/gov/content/data/statistics/government/employee-research/wes/methodology/about-employee-engagement-model

Learn more about Engagement Drivers:

- Driver Guide: Connecting the Drivers of Engagement (WES 2022)
- Driver Topics

The House Diagram

The engagement model structure is graphically represented as a house, with a foundation, building blocks, and a roof. The diagram serves as a visual metaphor that simplifies the relationships between the different parts of the model.



The **engagement characteristics** (Job Satisfaction, Organization Satisfaction and BC Public Service Commitment) are located in the roof of the 'house'. The **building blocks** identify the core workplace functions influencing these characteristics. The model rests on the two management drivers (Executive- and Supervisory-Level Management) making up the **foundation** which are connected either directly or indirectly to every other driver in the model.

Appendix D: Background

High Level

Study	2022 Work Environment Survey (WES)
Project Sponsor	BC Public Service Agency

Operations

Data Collection Method	Online survey
Fielding Window / Dates	January 27 - February 18, 2022
Project History	Annual survey 2006-2011, Biennial survey 2013, 2015, 2018, 2020, 2022

Population / Sample

Scope	Individuals who were deemed as active BC Public Service employees in the Corporate Human Resource Information and Payroll System (CHIPS) as of January 11, 2022 (and remained active through to survey launch date of January 27, 2022) and had valid contact information.
Sampling Strategy	Census

Key Measure(s)

Key Measure	Engagement score: 67 points (out of 100)
Type of Measure	Five-point frequency scale
Methods of Analysis	Descriptive statistics and structural equation modeling

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 employees at BC Stats. BC Stats employees are sworn under the *Statistics Act*, and all information collected in the survey is protected by the *Statistics Act*. Only aggregate results are provided in the reports. Individual responses or information that could identify an individual cannot be disclosed.

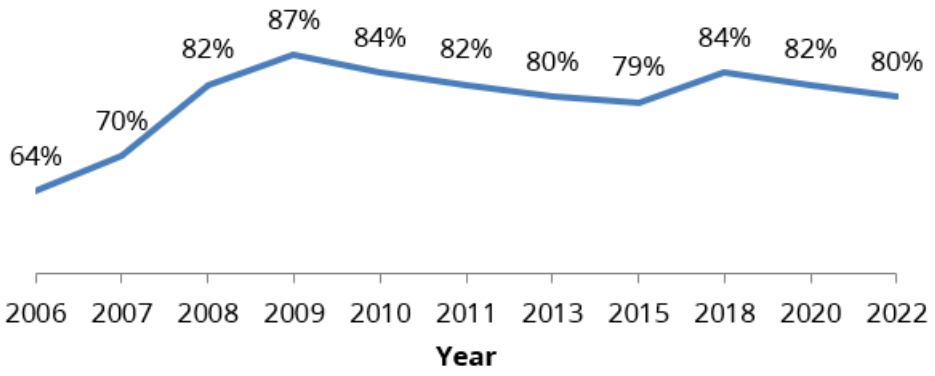
Response Rates

In the BC Public Service this cycle, 80% of employees completed the survey, a change of -2 percentage points since last cycle (see Table 1). Figure 2 shows the response rates since the inception of the WES program.

TABLE 1: RESPONSE RATE

YEAR	COMPLETED SURVEYS	TOTAL EMPLOYEES	RESPONSE RATE	DIFFERENCE (PPT)
2022	**24,485**	**30,696**	**80%**	
2020	24,675	29,931	82%	-2

FIGURE 2: RESPONSE RATES OVER TIME



BC Stats wishes to thank all employees who participated and contributed to achieving such a high response rate. High survey response rates ensure high quality, reliable data.

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. For more information, please contact Kathleen Assaf.

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