2024 WORK ENVIRONMENT SURVEY DRIVER GUIDE

Connecting the Drivers of Employee Engagement

BRITISH COLUMBIA
BC Public Service

Where ideas work

The 2024 Work Environment Survey (WES) and report have been commissioned by the BC Public Service Agency on behalf of the BC Public Service.

BC STATS WES TEAM

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Introduction

The BC Public Service has been committed to understanding and improving employee engagement through the BC Public Service Work Environment Survey (WES) program since 2006. 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 measures aspects of the employee experience with a set of survey questions. The model is graphically represented as a house, which serves as a visual metaphor to simplify and illustrate the complex relationships of drivers within and between the different parts of the model. Spotlighting each driver's unique role in the model helps us interpret the WES results and their relevance to our workplace.

ENGAGEMENT

BC Public Service
Commitment

Job Satisfaction

ENGAGEMENT
CHARACTERISTICS

Organization Satisfaction

WORKPLACE FUNCTIONS ARE THE BUILDING BLOCKS

Empowerment

Stress & Workload

Job Suitability

Vision, Mission & Goals

Teamwork

Tools & Workspace

Recognition

Professional Development

Pay & Benefits

Staffing Practices

Respectful Environment

MANAGEMENT IS THE FOUNDATION

Executive-Level Management

Supervisory-Level Management

The Employee Engagement Model contains 13 drivers which make up the foundation and building block layers of the "House" diagram.

Beginning on the next page, each driver within the Engagement Model is presented, starting with the two management drivers.

The pattern of connections between the thirteen "House" drivers noted in this report and the engagement characteristics in the "Roof" (i.e., BC Public Service Commitment, Job Satisfaction and Organization Satisfaction) shape the overall structure of the Employee Engagement Model.

The order in which the drivers are presented in this report is based on the relationships among the building block drivers. For example, Staffing Practices, Respectful Environment and Professional Development lie near the base of the building blocks in the House diagram because they collectively impact all of the drivers above them.

Each "House" driver is described by the questions that measure them followed by a diagram illustrating any statistically significant connections (either incoming or outgoing) to other drivers and the engagement characteristics. Comments from WES 2024 are included to round out the interpretation of each driver with employees' relevant experiences.[1] The strength of the connections between drivers are categorized into three groups and represented by arrows of differing colours, illustrated in the legend below:

Strength of Connection

⟶ (black)	Very Strong
⟶ (blue)	Strong
⟶ (light blue)	Moderate
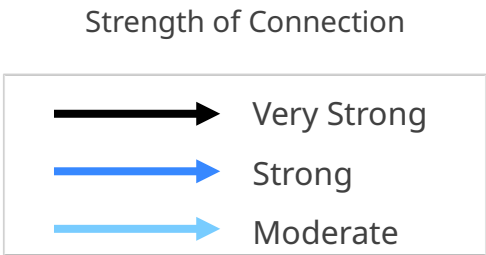
Together, these sources of information about each driver (i.e., definitions, employee comments and incoming/outgoing connections) serve to deepen the understanding on how to use the Employee Engagement Model as a diagnostic tool, namely by putting into context employees' perceived experiences on a variety of core workplace functions and management practices that impact employee engagement. This information should be used to guide and focus conversations on ways to continuously improve employee engagement and support any work-related efforts or initiatives to this effect.

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[1] The comments are drawn from responses by those who indicated they had seen improvements in the workplace since the last WES survey and were asked to describe them.

Executive-Level Management

The Executive-Level Management driver represents employees' collective beliefs about their senior leadership team, including their Deputy Minister, Assistant Deputy Ministers, Executive Directors and other members of the Executive Committee. This driver identifies the three executive actions that matter most to Engagement: communicating decisions in a timely manner, following through on commitments and providing clear direction for the future.

"Executive is making a strong effort to connect with staff and relay information in a timely manner. They make themselves available to answer questions and are more transparent in their answers."

"The executive have been more accessible and relatable. Information regarding their priorities and directions are clear, motivating and relatable."

Executive-Level Management is the only driver in the model with no incoming relationships from other drivers which is why it comes first. This driver connects to Supervisory-Level Management and all other drivers except Teamwork. This driver also directly impacts Organization Satisfaction, one of the characteristics of Engagement.

The connection to Vision, Mission & Goals is the most robust in the model, emphasizing the critical role that executives have in setting and communicating the direction for the organization. The connections with Staffing Practices, Tools & Workspace, Professional Development and Stress & Workload, highlight executives' responsibility to ensure consistency and fairness across the organization.

> **Executive-Level Management has a direct impact on Organization Satisfaction and on every other building block driver except Teamwork.**

Incoming and Outgoing Connections of **Executive-Level Management**
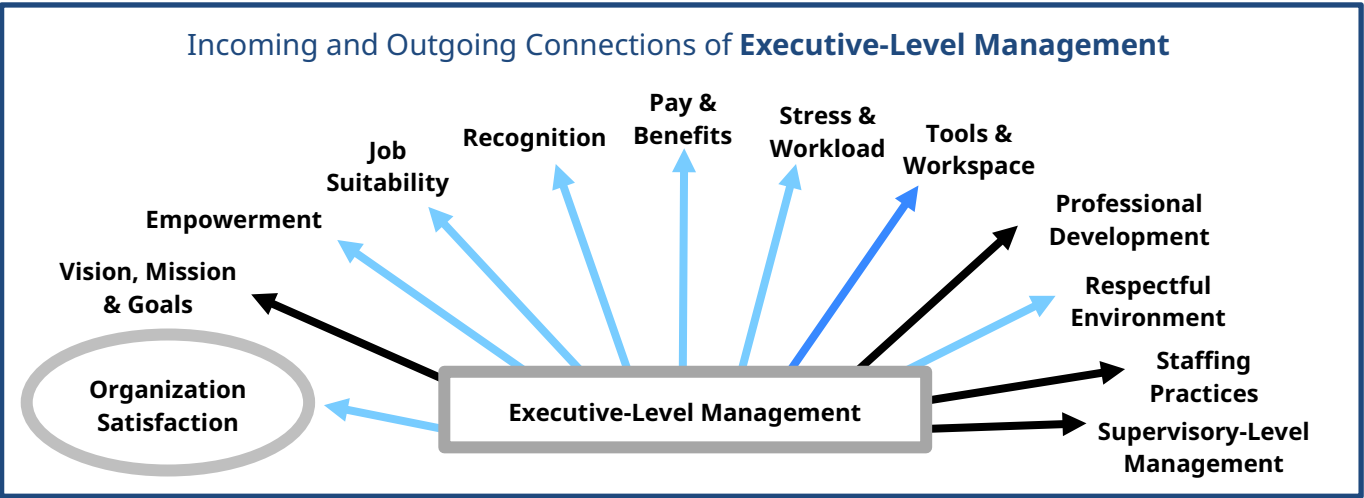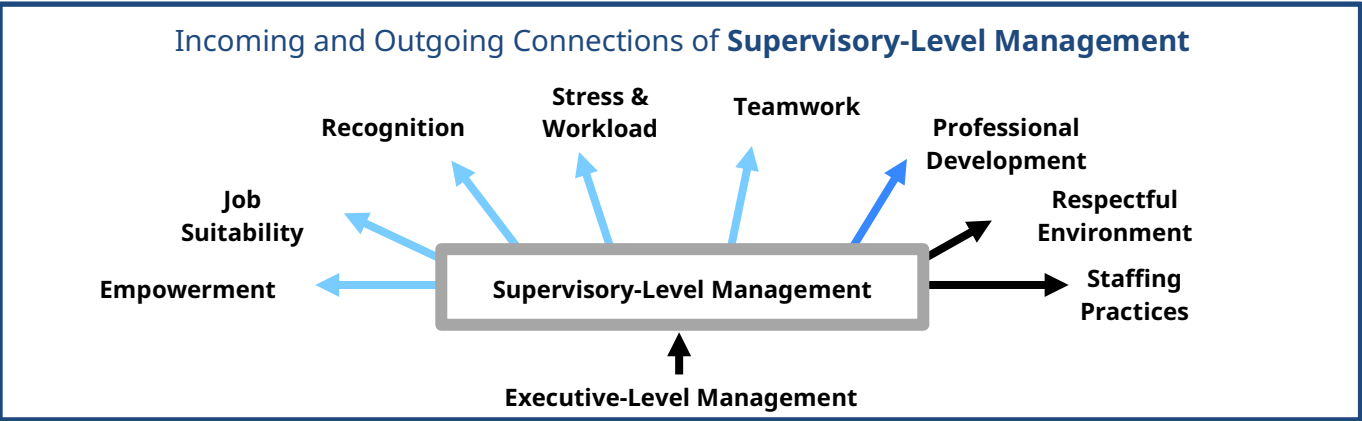
Supervisory-Level Management

Supervisory-Level Management enhances Engagement when employees believe that the person they report to leads with an understanding of others' perspectives, consults them on decisions that affect their work, and provides clear expectations, as well as when employees feel they can have a conversation with the person they report to when they need their perspective or advice.

"A new supervisor who is bright, ambitious and respectful has supported my growth and rebuilt my commitment to the work. In the environment they have created, I feel my work and opinions are valued. My confidence is much higher, and I feel I am contributing to the work effectively and growing my skillset."

"My current supervisor has excellent leadership skills. They are always available when needed and appreciate employees' perspective sharing."

Supervisors exist up and down the workplace hierarchy. This means that unlike the Executive-Level Management driver, this driver does not relate to a specific group of people. Consequently, the driver is focused on people management skills required at all levels. There are many ways for supervisors to consult with their staff, including team meetings, email, informal discussions and 1-on-1s. The key to improving this driver is to ask employees what kinds of supports they want from a supervisor and how, when and where they wish to

> **Supervisory-Level Management focuses on people management skills for all supervisors in the workplace.**

be consulted, and to ensure that expectations are communicated in a clear and coherent way. This driver affects eight workplace functions. However, the strongest connections are to Staffing Practices and Respectful Environment. This driver is influenced only by Executive-Level Management. A supervisor's ability to support their staff and share information depends on how well their executives communicate decisions and future direction downwards.

Incoming and Outgoing Connections of **Supervisory-Level Management**

Staffing Practices

Staffing Practices heighten Engagement when employees believe that hiring processes are fair, that the best person with the right skills is hired and that critical knowledge is retained when employees leave their work unit.

"Recruitment and retention of the right staff to the right jobs. We are filling in gaps with curious, committed and hard-working people..."

"...Providing laddering opportunities so that well-qualified staff choose to remain in their branch/division thus improving overall knowledge and expertise."

The Staffing Practices driver holds a unique position in the model, as it is the only building block not affected by any other building blocks. Executive and Supervisory-Level Management both play critical roles in staffing practices. Supervisors are responsible for staffing processes in their work unit. They ensure that the process is fair, that the best person with the right skills is hired and that knowledge sharing occurs. Executives ensure that fair staffing practices are consistently applied across their organization and appropriate workforce retention plans are in place.

The Staffing Practices driver acts as a cornerstone since it is impacted only by the foundation drivers.

The Staffing Practices driver directly impacts Respectful Environment, Professional Development, Pay & Benefits and Recognition. These connections highlight the fact that some staffing actions, such as promotions and special assignments, are career growth opportunities that are often viewed as a tangible form of recognition, which also link to compensation. Employee's perceptions of the fairness and efficacy of staffing practices relates to that of a healthy work atmosphere that values diversity of backgrounds and ideas.

Incoming and Outgoing Connections of **Staffing Practices**
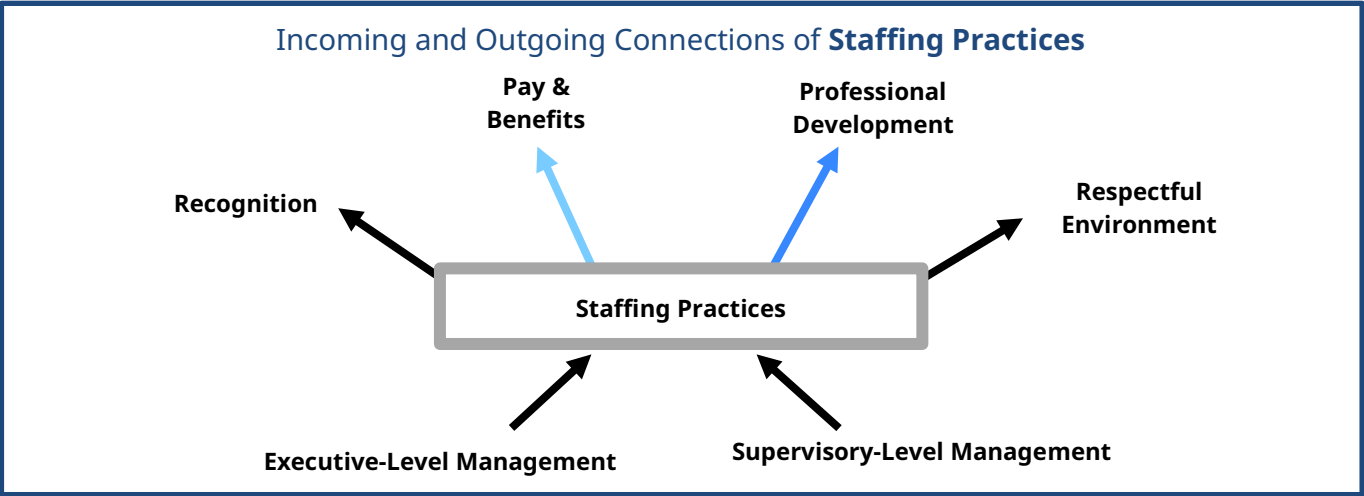
Respectful Environment

The Respectful Environment driver measures whether a healthy atmosphere exists in the workplace – one where trust and mutual respect are evident, where diversity in ideas, people and backgrounds is valued, and where discrimination, bullying and harassment is absent.

"Cultural safety and humility have become a primary focus... [It is] perceived, by most, that our organization is a safe space. Inclusivity and freedom to be yourself are very present feelings in my workplace..."

"Our workplace is an open environment and one that fosters achievement and collegiality."

The Respectful Environment driver rests near the model's foundation because it impacts several elements of the work environment, including Teamwork, Empowerment, Recognition, Professional Development, and Stress & Workload. For example, empowerment and teamwork will flourish in an environment that is free from discrimination, bullying and harassment, and where diversity is acknowledged and embraced. Similarly, the give-and-take of meaningful and performance-based recognition may hinge on having mutual trust and respect between employee and manager. Finally, a respectful work environment is conducive to the fair distribution of professional development opportunities and workloads.

> **The Respectful Environment driver impacts five building blocks. Its impact on Teamwork is the second strongest link in the model.**

This driver is influenced by Supervisory-Level Management and Staffing Practices, as these drivers help set the tone for the culture of the workplace. Executive-Level Management also has a direct impact on Respectful Environment.

Incoming and Outgoing Connections of **Respectful Environment**
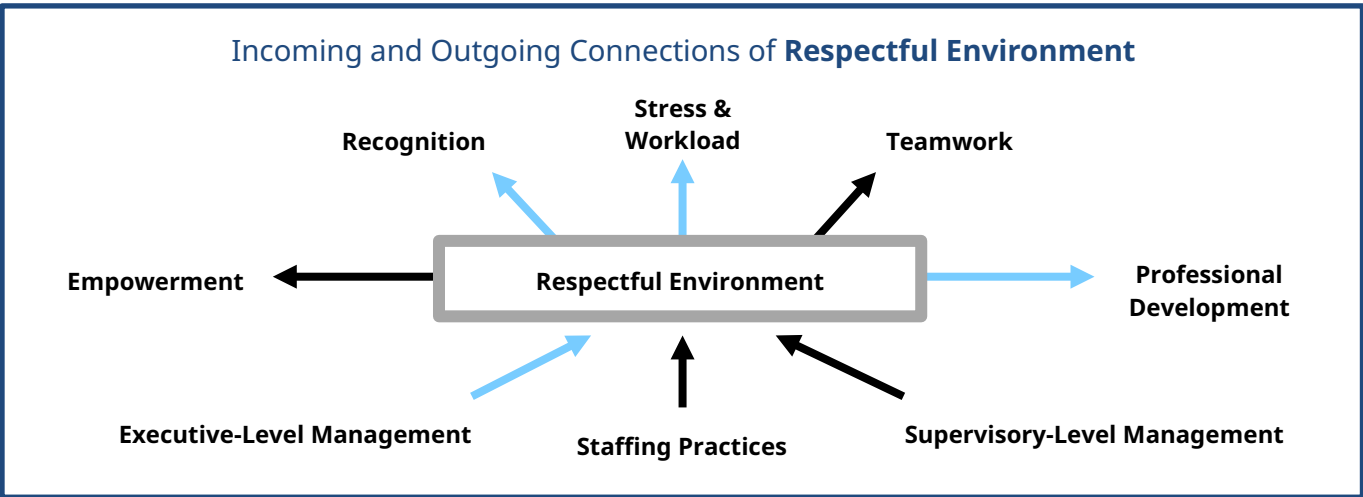
Professional Development

Professional Development enhances Engagement when employees see their organization support learning and development, provide good quality training, offer adequate opportunities for skill building and make opportunities for career growth available.
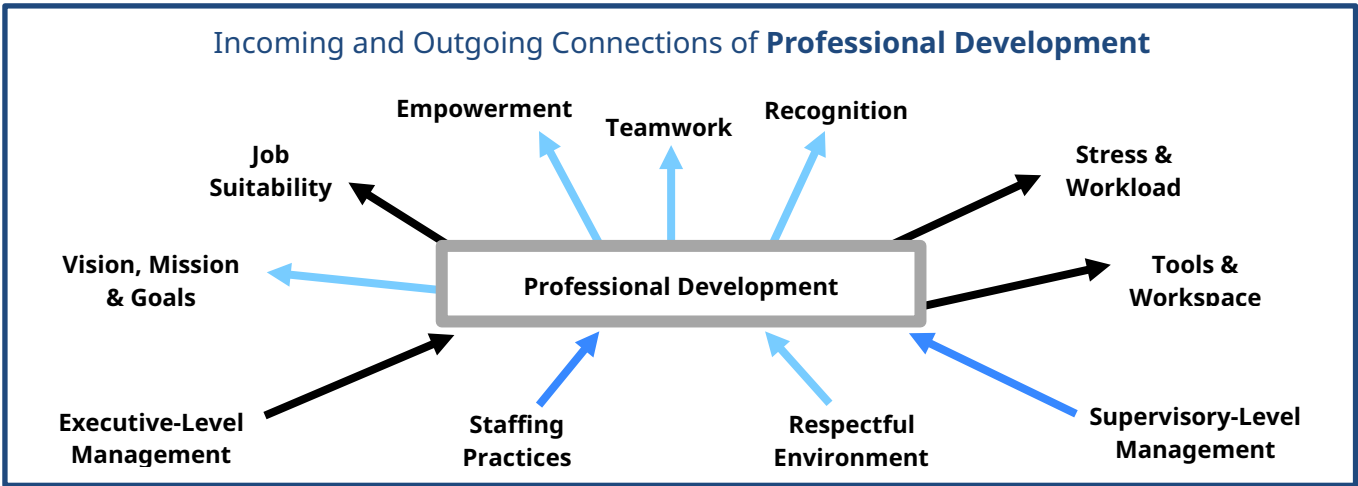
"Increase in opportunities for learning and developing skills which supports the ability to apply for different positions within my workplace."

"Personal/professional development day is a regular event which takes place multiple times in a year. That enables me to focus on learning without interruptions."

Professional Development is an integral driver, with 11 connections to and from other drivers. There is a very strong incoming connection from Executive-Level Management, which highlights the critical role that senior leadership has in supporting long-term career growth and development opportunities for their employees.

The Professional Development driver is the busiest building block, with 11 incoming and outgoing connections.

This driver has outgoing connections to seven drivers as shown in the figure below. Professional development contributes to employees' connection to their organization's vision, mission and goals, and helps align skills and abilities with job requirements. Learning opportunities set employees up for success when they have a clear understanding of available tools and equipment to them and know how to use them to improve workflows and reduce stressful workloads. Further, learning new ideas and information can lead to more responsibility and empowerment. Lastly, this driver can influence team cohesion through shared learning and the setting of common learning goals.

Incoming and Outgoing Connections of **Professional Development**

Teamwork

Teamwork boosts Engagement when employees experience positive working relationships, receive help when needed to get the job done and feel that their team communicates effectively.

"There has been more of an effort with team building, helping us connect with each other and get to know one another..."
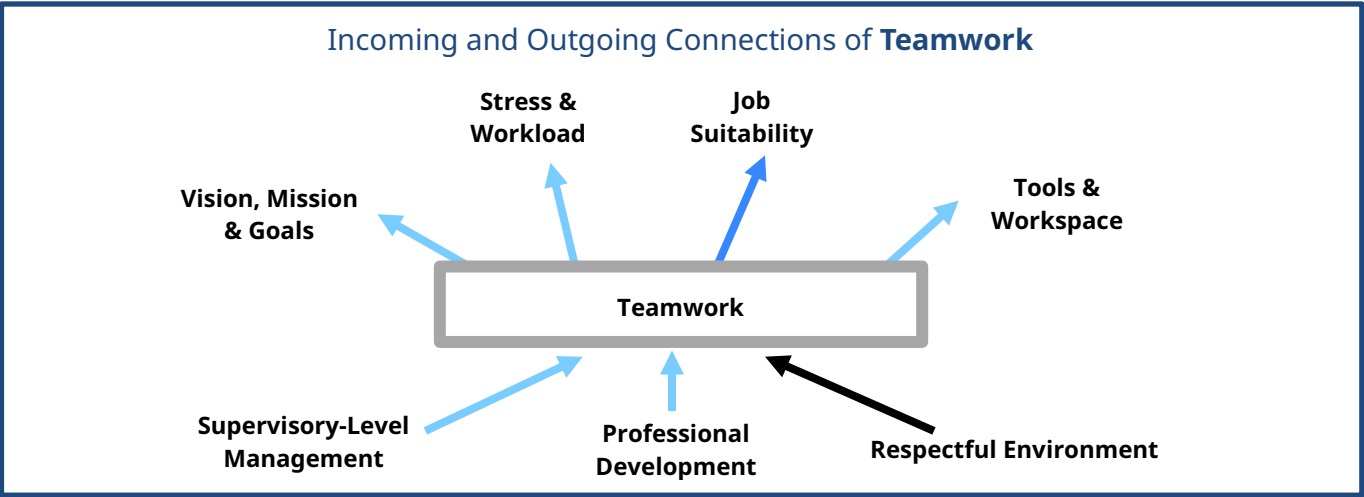
"Our team is connected, working well together and interested in the work. There is a high degree of trust and compassion, and we are working together in a fantastic way."

Teamwork is most affected by Respectful Environment and more moderately by Supervisory-Level Management and Professional Development. These incoming drivers set the tone for the work environment and influence team communication, cohesion, trust and the coordination of support from colleagues.

The Teamwork driver impacts four drivers, with the strongest connection to Job Suitability. Other outgoing connections include Vision, Mission & Goals, Tools & Workspace and Stress & Workload.

Teamwork is consistently one of the highest scoring drivers across all ministries in the BC Public Service.

With a high degree of teamwork, employees feel a strong sense of accomplishment, benefit from shared knowledge of tools and workspace, and feel well connected to their organization's vision, mission and goals. Teamwork may act as the bond that keeps a work unit unified that holds a work unit together, helping teams share the burden of stressful workloads, facilitate the sharing best practices when using tools, make our workspaces feel like they are a helpful network in accomplishing our work, and that we are a good fit with the key work objectives and how they will be achieved.

Incoming and Outgoing Connections of **Teamwork**

Stress & Workload

Job Suitability

Vision, Mission & Goals

Tools & Workspace

Teamwork

Supervisory-Level Management

Professional Development

Respectful Environment

Tools & Workspace

The Tools & Workspace driver measures whether employees believe that their physical environment enables them to work well, and that their computer and non-computer based tools help them excel in their jobs.

"Workstation refresh, new plexiglass, new boardroom set up for virtual meetings to include all the work-from-home staff, updated staff quiet room..."

"Good support processes and technology for working from home. MS Teams, VPN...and other online tools make remote work seamless."

"...Double monitors and docking systems have significantly improved the working experience in the office."

This driver impacts three other drivers as well as an employee's sense of BC Public Service Commitment meaning it is a key driver related to staff retention. When employees struggle daily with their tools and their environment is not conducive to completing their work, they are also more likely to feel under-compensated for that work. When employees work in an enabling physical environment, with adequate investments into workplace tools, they are more likely to feel supported in efficiently accomplishing their work and want to stay working in the BC Public Service.

The Tools & Workspace driver directly influences Engagement with its connection to BC Public Service Commitment.

Be sure to leverage Executive-Level support, Teamwork and Professional Development to help employees feel more comfortable with their Tools & Workspace as these are the three incoming drivers.

Incoming and Outgoing Connections of **Tools & Workspace**
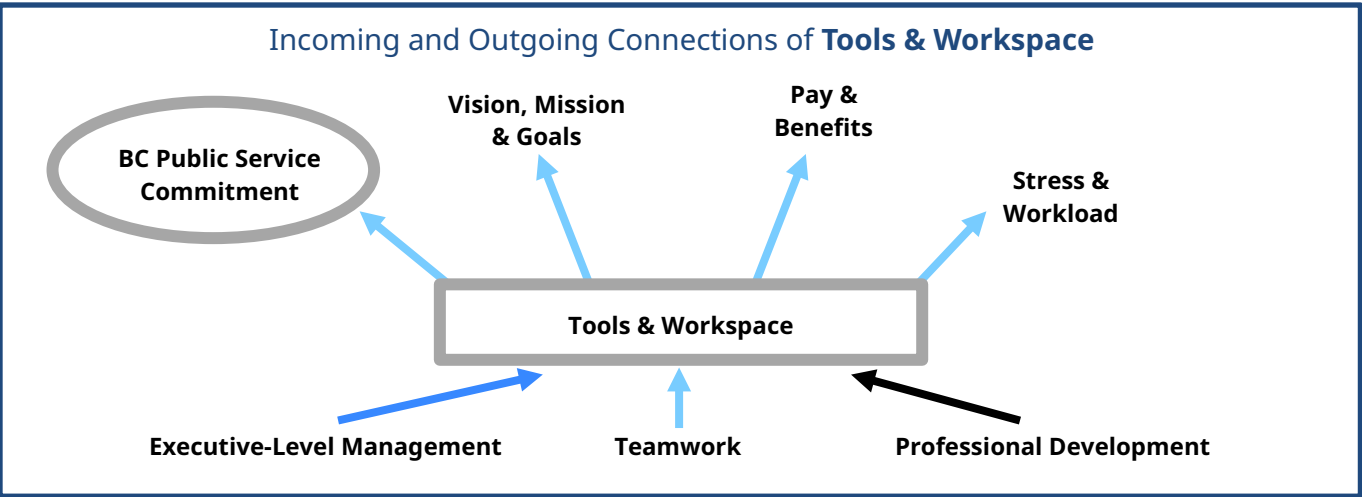
Stress & Workload

The Stress & Workload driver represents employees' perceptions of manageable workloads and the equitable distribution of work, as well as how well they feel supported to provide high levels of service while balancing their work and personal lives and during times of rapid change.

"Efforts have been made to support stress and workload through adding new staff and looking at how some of the work is done."

"The telework agreements within my workplace have supported me to continue in this work and progressively take on more responsibilities."

The Stress & Workload driver is a busy one and it connects directly to both Organization Satisfaction and Job Satisfaction. This driver also affects Recognition and Pay & Benefits. Efficient workplaces with a fair workload distribution create more opportunities for meaningful recognition. Perceptions of stress and workload level also influence whether pay is deemed to be appropriate.

The Stress & Workload driver directly impacts the two satisfaction-related engagement characteristics.

Six incoming connections influence the Stress & Workload driver, although Professional Development has the greatest impact. A lack of appropriate learning opportunities can lead employees to feel they lack the skills to do the job well and that their workload will never be manageable.

Incoming and Outgoing Connections of **Stress & Workload**
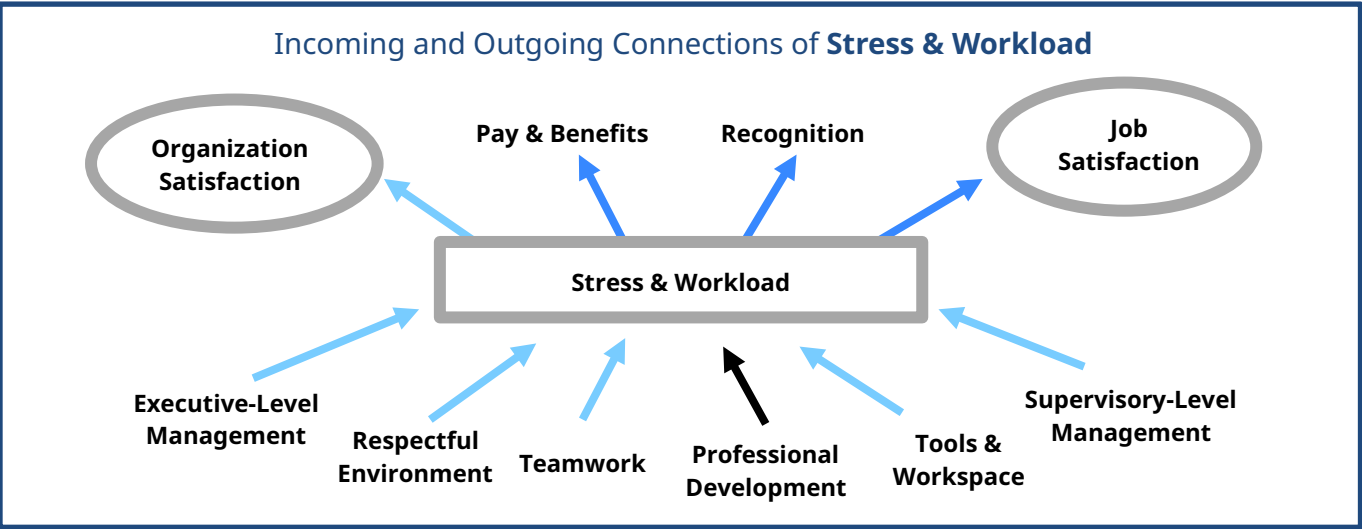
Pay & Benefits

Pay & Benefits improves Engagement when employees believe they are paid fairly and at a competitive rate for their work, and that their benefits package meets their needs.

"Increase to our pay has made this role more competitive... This has definitely increased morale..."
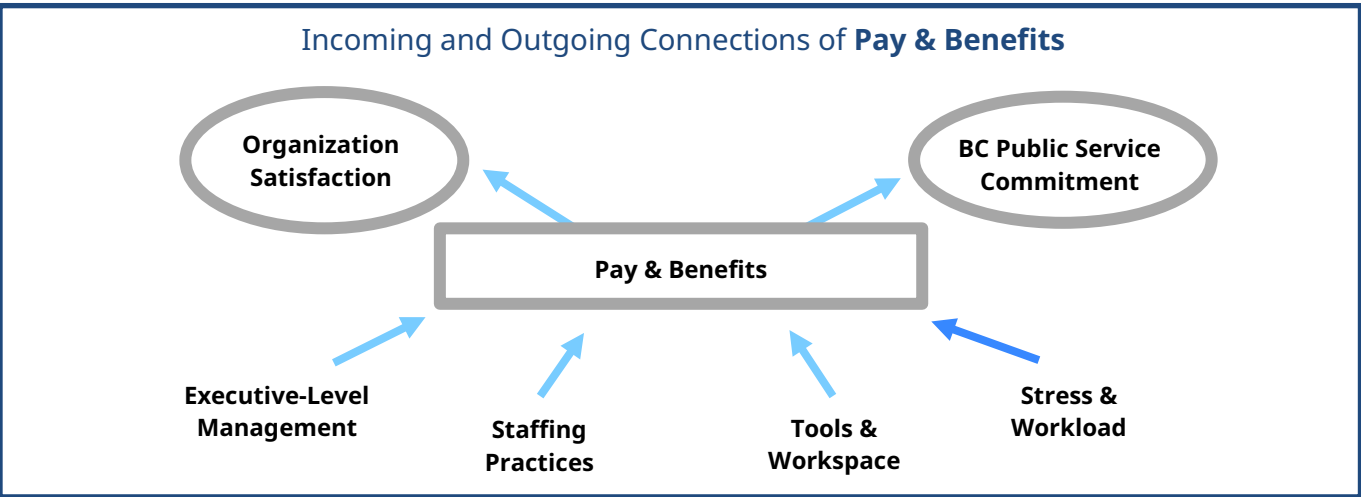
"Reclassification and pay grid adjustment to reflect workload change..."

"...Salary/pay has increased, which is very helpful with the current economy and the rate of inflation..."

An employees' satisfaction and preference to stay with the BC Public Service, even if offered a job elsewhere, can depend on how they regard their compensation. When Pay & Benefits do not meet employees' needs, they are more likely to seek employment elsewhere.

The strongest outgoing connection from Pay & Benefits is to BC Public Service Commitment.

Stress & Workload has the most significant impact on Pay & Benefits. When workloads are not manageable, and/or inadequate support to balance work and personal life, employees may feel insufficiently compensated for the levels of stress they experience. Executive-Level Management, Staffing Practices and Tools & Workspace also play a direct role in influencing perceptions of whether Pay & Benefits are fair, so it is important to unpack what factors are currently at play in each different work environment.

Incoming and Outgoing Connections of **Pay & Benefits**

Organization Satisfaction

BC Public Service Commitment

Pay & Benefits

Executive-Level Management

Staffing Practices

Tools & Workspace

Stress & Workload

Recognition

Recognition raises Engagement when employees experience meaningful and performance-based recognition, and when employees are held accountable for work performance and actions.

"The workplace continues to make efforts in recognizing employees for their hard work by having their managers notice their contributions."
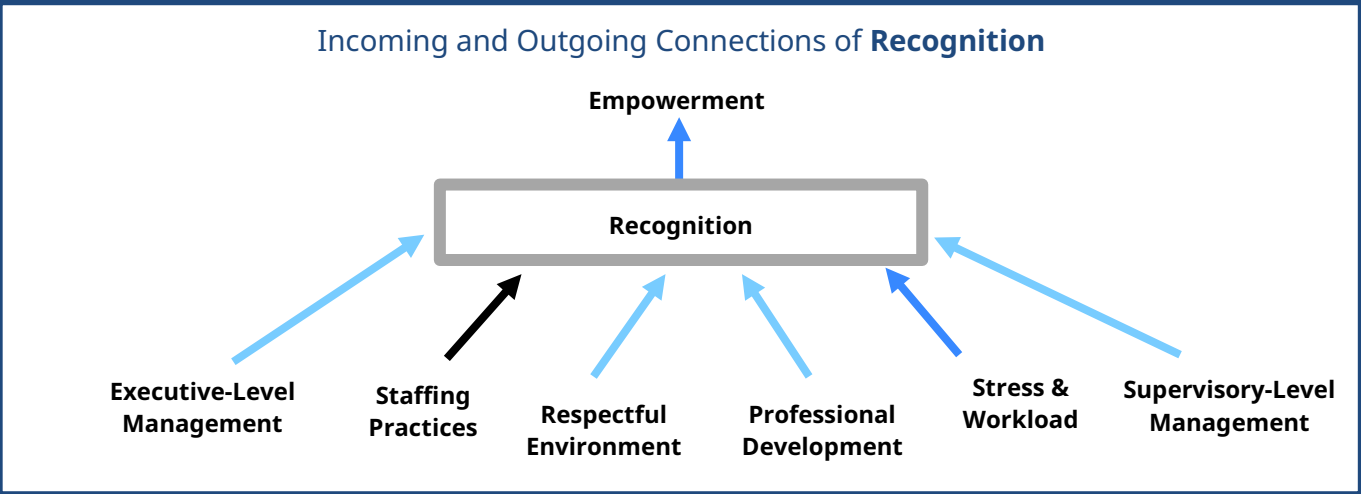
"...There's more accountability, which is rewarding for everyone who is working hard and doing what they need to..."

Recognition is a precursor to Empowerment. When employees receive meaningful feedback on their performance (including constructive feedback) and are recognized for quality work, they are more likely to feel empowered in their position.

> **Recognition is a unique driver in that it has only a single outgoing connection (with Empowerment).**

Fair staffing practices can have significant impacts on employees' perceptions of this driver since opportunities for promotion are often seen as tangible forms of recognition. Stress & Workload also play a key role in employees' perceptions of this driver because balanced workloads provide space for employees to perform at higher levels, highlight the equal contributions from each team member leading to meaningful and performance-based recognition.

A respectful environment that supports professional development opportunities also helps employees feel valued and that their employer cares about them. Executives and supervisors should not underestimate the importance of the role they play in ensuring the workplace builds in a culture that supports ongoing recognition tailored to individual employee preferences.

Incoming and Outgoing Connections of **Recognition**

Empowerment

Recognition

Executive-Level Management · Staffing Practices · Respectful Environment · Professional Development · Stress & Workload · Supervisory-Level Management

Job Suitability

Job Suitability elevates Engagement when employees find their work to be meaningful and a good fit with their skills and interests, or when work gives them a sense of accomplishment.

"...Clear guidelines and expectations are provided for task allocation, ensuring that work is distributed based on individual strength and expertise."

"Movement of qualified staff into roles better suited for them. Movement of programs to other program areas, freeing up staff/leadership."

The Job Suitability driver influences Empowerment and two of the engagement characteristics: BC Public Service Commitment and, most strongly, Job Satisfaction. Jobs that provide a sense of accomplishment and align with employees' interests and abilities tend to be more satisfying and lead to greater commitment to staying in the BC Public Service. Employees who feel their job is meaningful and a good fit are also more likely to develop a sense of empowerment and autonomy in their work.

> **The Job Suitability driver is the strongest influencer on Job Satisfaction.**

Four drivers impact the Job Suitability driver, with Professional Development having the strongest influence. The incoming connections illustrate that a supportive work environment in which there are ample opportunities for skill-building, employees work effectively together, and good management ensures employees' talents are optimally used, together help to align the work an employee does with their unique interests, skills and values.

Incoming and Outgoing Connections of **Job Suitability**
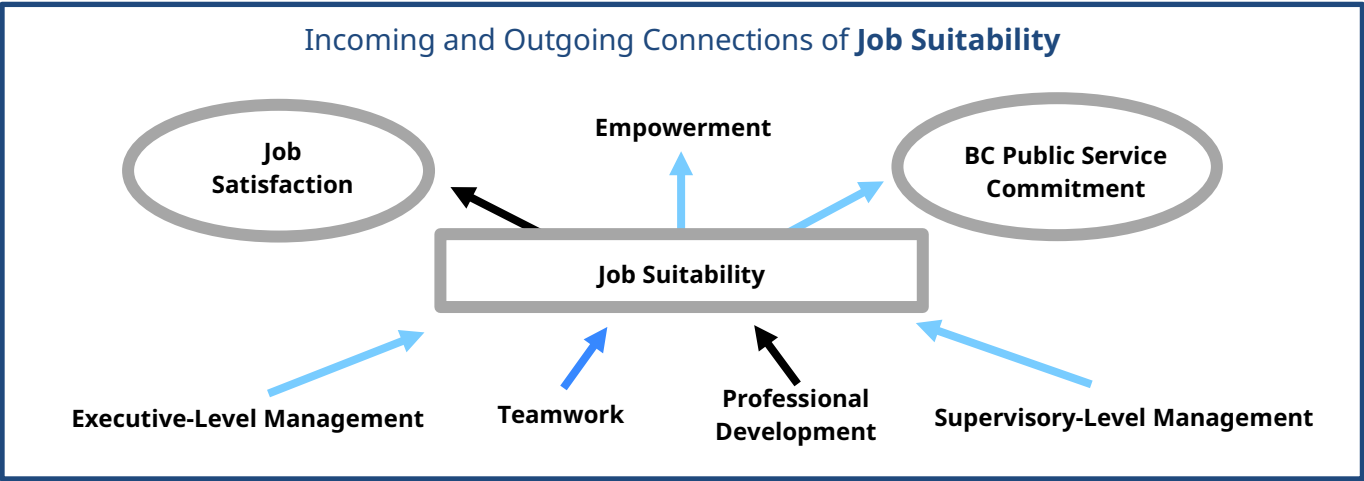
Empowerment

Empowerment promotes Engagement when employees believe they have opportunities and freedom to provide input, make the necessary decisions to do their jobs well and implement new ideas.

"...Supervisors have been more trusting of staff as they warm into their roles, allowing space for freedom of decision making and independence."

"...We have been given more opportunities for input into decisions that affect our work..."

The Empowerment driver directly impacts Organization Satisfaction and Job Satisfaction. When employees feel empowered to implement new ideas and provide input into decisions, they are more satisfied with their organization and job.

Since Empowerment is influenced by six separate drivers, it is possible to develop an employee's sense of empowerment through a wide variety of strategies. The most effective approaches will include the development of a Respectful Environment where a diversity of ideas is encouraged, leadership emphasizes collective development and growth team members feel aligned with their work, and receive honest and meaningful recognition.

> **Empowerment takes the cumulative effect of six building blocks to directly influence Engagement.**

Incoming and Outgoing Connections of **Empowerment**
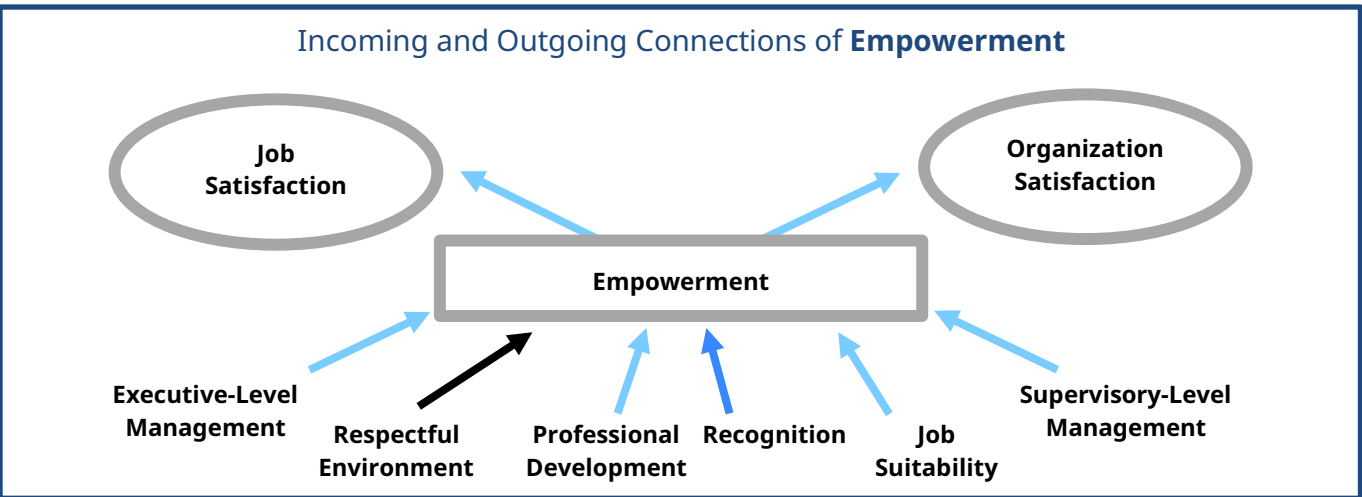
Vision, Mission & Goals

The Vision, Mission & Goals driver reflects employees' perceptions of how well their organization communicates its vision, mission, and goals, and whether it is actively working towards long-term success.
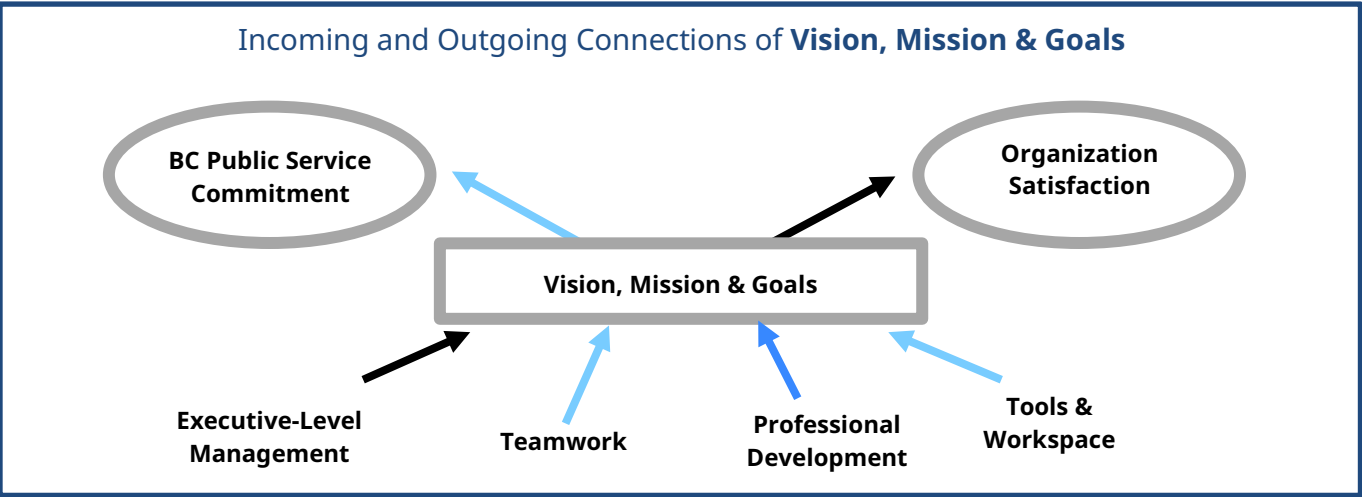
"Our executive is trying to map the course for a new strategic vision and mission. There is a clear attempt to create goals and targets to help guide our work, which I fully appreciate..."

"Development of a vision and mission for the branch...realistic goals that relate to [our mandate] instead of focussing on arbitrary production goals."

The strongest connection in the WES 2024 model is the influence of Executive-Level Management on Vision, Mission & Goals, which in turn has a very strong connection to Engagement through Organization Satisfaction and BC Public Service Commitment.

When employees understand the direction and priorities conveyed by leadership and believe their actions will contribute to the achievement of the vision, they feel more satisfied with their workplace and want to stay with the BC Public Service.

While Executive leadership naturally has the strongest influence on employees' perceptions of this driver, there are also significant influences from Professional Development, Tools & Workspace and Teamwork. Team cohesion through shared learning and the setting of common learning goals leads to satisfaction with their organization and a commitment to stay.

Incoming and Outgoing Connections of **Vision, Mission & Goals**

BC Public Service Commitment

Organization Satisfaction

Vision, Mission & Goals

Executive-Level Management

Teamwork

Professional Development

Tools & Workspace

The Engagement Characteristics

The three engagement characteristics – Organization Satisfaction, BC Public Service Commitment and Job Satisfaction – are outcome measures of Engagement.

These characteristics of engagement also influence each other as if they were drivers. For example, the more satisfied you are with your job, the more likely you are to be satisfied with your organization. Job Satisfaction and Organization Satisfaction both influence Commitment. In fact, Organization Satisfaction is the strongest direct relationship to Commitment in the model. There is also a two-way relationship between Job Satisfaction and Commitment.

The three outcome measures of Engagement influence each other as if they were drivers.

These mutually reinforcing relationships between the engagement characteristics create dynamic forces in the roof of the model and help us better understand the diverse and complex nature of employee engagement.

Connections within the **Engagement Characteristics**
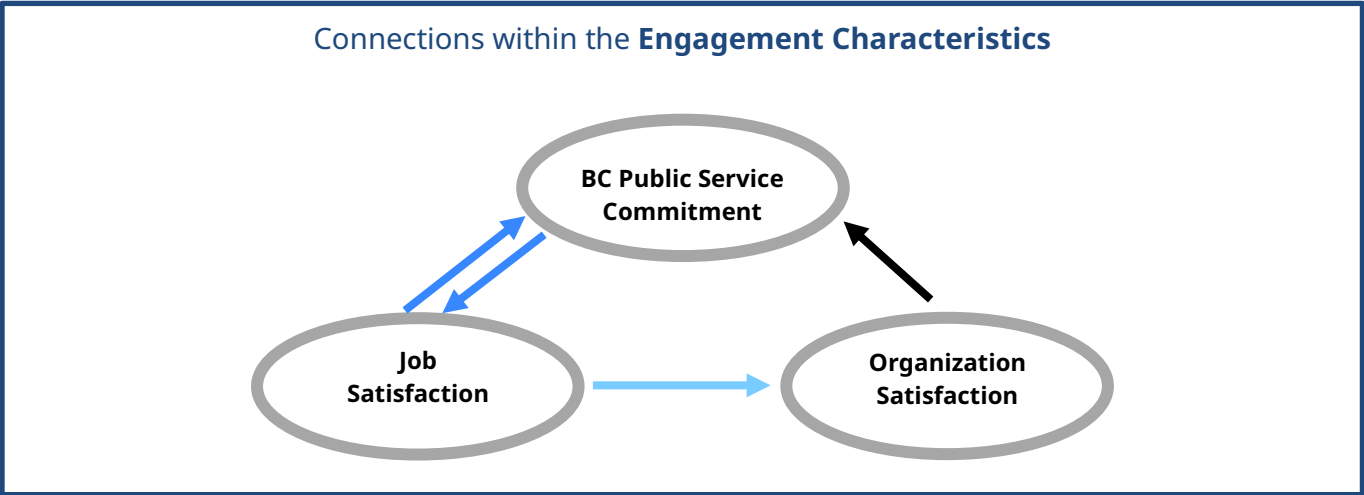
Interpreting the Drivers

While the definitions of each driver in the Employee Engagement Model are specific, everybody has different interpretations of the words in the survey question topics. Sometimes the differences are minor, but other times they can be significant, which can lead to misunderstandings between people, and intention and action.

The key to making concrete improvements in your work unit is to uncover or unpack these differences in perceptions and understand what they mean in your day-to-day work environment. We have included the questions that represent each driver in Appendix B.

For more information on how the driver connections form pathways in the model, please see the Pathway Guide (BC Stats).

Appendix A: Background

High Level

Study   2024 Work Environment Survey (WES)
Project Sponsor   BC Public Service Agency

Operations

Data Collection Method   Online survey
Fielding Window / Dates   January 25 - February 16, 2024
Project History   Annual survey 2006-2011,
                                  Biennial survey 2013, 2015, 2018, 2020, 2022,2024

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 9, 2024 (and
                                  remained active through to survey launch date of January
                                  25, 2024) and had valid contact information.
Sampling Strategy   Census

Key Measure(s)

Key Measure   Engagement score: 70 points (out of 100)
Type of Measure   Five-point frequency scale
Methods of Analysis   Descriptive statistics and structural equation modelling

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.
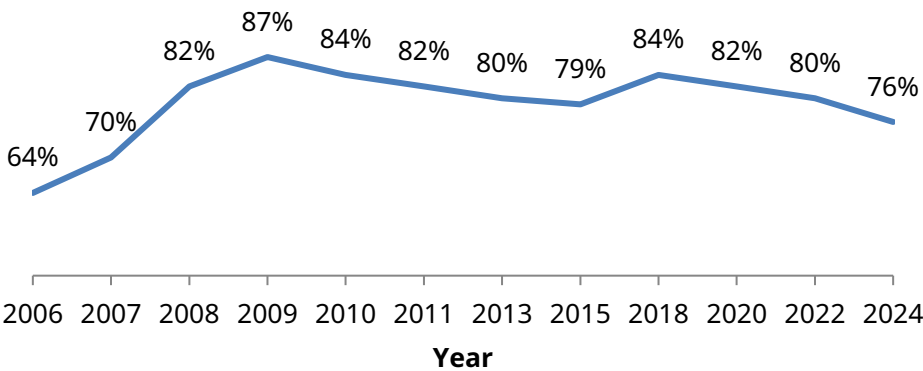
Response Rates

In the BC Public Service this cycle, 76% of employees completed the survey, a change of -4 percentage points since last cycle (see Table 1). Figure1 shows the response rates since the inception of the WES program.

TABLE 1: RESPONSE RATE

YEAR	COMPLETED SURVEYS	TOTAL EMPLOYEES	RESPONSE RATE	DIFFERENCE (PPT)
2024	**26,588**	**34,908**	**76%**	
2022	24,485	30,696	80%	-4

FIGURE 1: RESPONSE RATES OVER TIME

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

Appendix B: Driver Questions

LINKAGE TO MODEL	SURVEY QUESTIONS
MY DAY-TO-DAY WORK	
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.
Respectful Environment	My work unit values diversity in people and backgrounds.
Respectful Environment	My work unit values diversity in ideas.
Respectful Environment	My work unit is free from discrimination, bullying and harassment.
Empowerment	I have opportunities to provide input into decisions that affect my work.
Empowerment	I have the freedom to make the decisions necessary to do my job well.
Empowerment	I have the opportunities I need to implement new ideas.
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.
Staffing Practices	In my work unit, the best person with the right skills is hired for the job.
Staffing Practices	My work unit takes steps to ensure that critical knowledge is retained when employees leave.
Recognition	I receive meaningful recognition for work well done.
Recognition	In my work unit, recognition is based on performance.
Recognition	Employees are held accountable in my work unit.
Pay & Benefits	I am fairly paid for the work I do.

LINKAGE TO MODEL	SURVEY QUESTIONS
Pay & Benefits	My benefits meet my (and my family's) needs well.
Pay & Benefits	My pay is competitive with similar jobs in the region.
Job Suitability	My work is meaningful.
Job Suitability	My job is a good fit with my skills and interests.
Job Suitability	The work I do gives me a sense of accomplishment.
Stress & Workload	Work is distributed fairly in my work unit.
Stress & Workload	My work unit is well supported during times of change.
Stress & Workload	My workload is manageable.
Stress & Workload	I have support at work to provide a high level of service.
Stress & Workload	I have support at work to balance my work and personal life.

MY PHYSICAL ENVIRONMENT AND TOOLS

Tools & Workspace	My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well.
Tools & Workspace	The computer based tools (e.g., hardware, software) I have access to help me excel in my job.
Tools & Workspace	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me excel in my job.

MY DEVELOPMENT AND PERFORMANCE

Professional Development	My organization supports my work related learning and development.
Professional Development	The quality of training and development I have received is satisfactory.

LINKAGE TO MODEL	SURVEY QUESTIONS
Professional Development	I have adequate opportunities to develop my skills.
Professional Development	I have opportunities for career growth within the BC Public Service.
MY CO-WORKERS	
Teamwork	I have positive working relationships with my co-workers.
Teamwork	When needed, members of my team help me get the job done.
Teamwork	Members of my team communicate effectively with each other.
THE PERSON I REPORT TO	
Supervisory-Level Management	The person I report to provides clear expectations regarding my work.
Supervisory-Level Management	The person I report to consults me on decisions that affect me.
Supervisory-Level Management	I feel I am able to have a conversation with the person I report to when I need their perspective or advice.
Supervisory-Level Management	The person I report to leads with an understanding of others' perspectives.
MY EXECUTIVE	
Executive-Level Management	Executives in my organization communicate decisions in a timely manner.
Executive-Level Management	Executives in my organization provide clear direction for the future.
Executive-Level Management	Executives in my organization follow through with their commitments.

LINKAGE TO MODEL	SURVEY QUESTIONS
MY ORGANIZATION	
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.
MY EMPLOYMENT AS A BC PUBLIC SERVANT	
Job Satisfaction	I am satisfied with my job.
Organization Satisfaction	I am satisfied with my organization.
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.

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.

Requests: www.gov.bc.ca/BCStatsRequests

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