

2018

WORK ENVIRONMENT SURVEY RESULTS

**Forests, Lands, Natural Resource Operations and
Rural Development**



The 2018 Work Environment Survey (WES) and reports have been commissioned by the BC Public Service Agency on behalf of the BC Public Service.

BC STATS WES TEAM

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Results at a Glance

From January 30 to February 23, 2018, 3,193 employees in your organization (85% of the total) participated in the Work Environment Survey (WES), providing feedback about their workplace experiences. A summary of the overall results (through the lens of the Employee Engagement Model) follows in Table 1, comparing this cycle's results to those in 2015 and to the 2018 BC Public Service results.

TABLE 1: ENGAGEMENT MODEL DRIVER RESULTS (AVERAGE SCORE OUT OF 100 POINTS)

	YOUR ORGANIZATION			YOUR ORGANIZATION COMPARED TO THE BCPS	
	2018	2015	DIFF	2018	DIFF
ENGAGEMENT	70	67	3	68	2
ENGAGEMENT CHARACTERISTICS					
BC Public Service Commitment	72	70	2	70	2
Job Satisfaction	71	68	3	69	2
Organization Satisfaction	66	63	3	65	1
DRIVERS					
Empowerment	72	70	2	69	3
Stress & Workload	59	57	2	61	-2
Job Suitability	78	77	1	78	0
Vision, Mission & Goals	65	60	5	65	0
Teamwork	79	76	3	79	0
Tools & Workspace	62	65	-3	59	3
Recognition	66	64	2	63	3
Professional Development	69	65	4	65	4
Pay & Benefits	49	47	2	46	3
Staffing Practices	69	66	3	65	4
Respectful Environment	78	75	3	76	2
MANAGEMENT PRACTICES					
Executive-Level Management	60	56	4	59	1
Supervisory-Level Management	75	73	2	74	1

About the WES Program

The BC Public Service has been committed to understanding and improving employee engagement for over a decade through the BC Public Service Work Environment Survey (WES) program. A key element of the WES program is the **Employee Engagement Model**, which identifies the specific workplace functions and management practices that most impact employee engagement. These functions and practices are called engagement drivers.

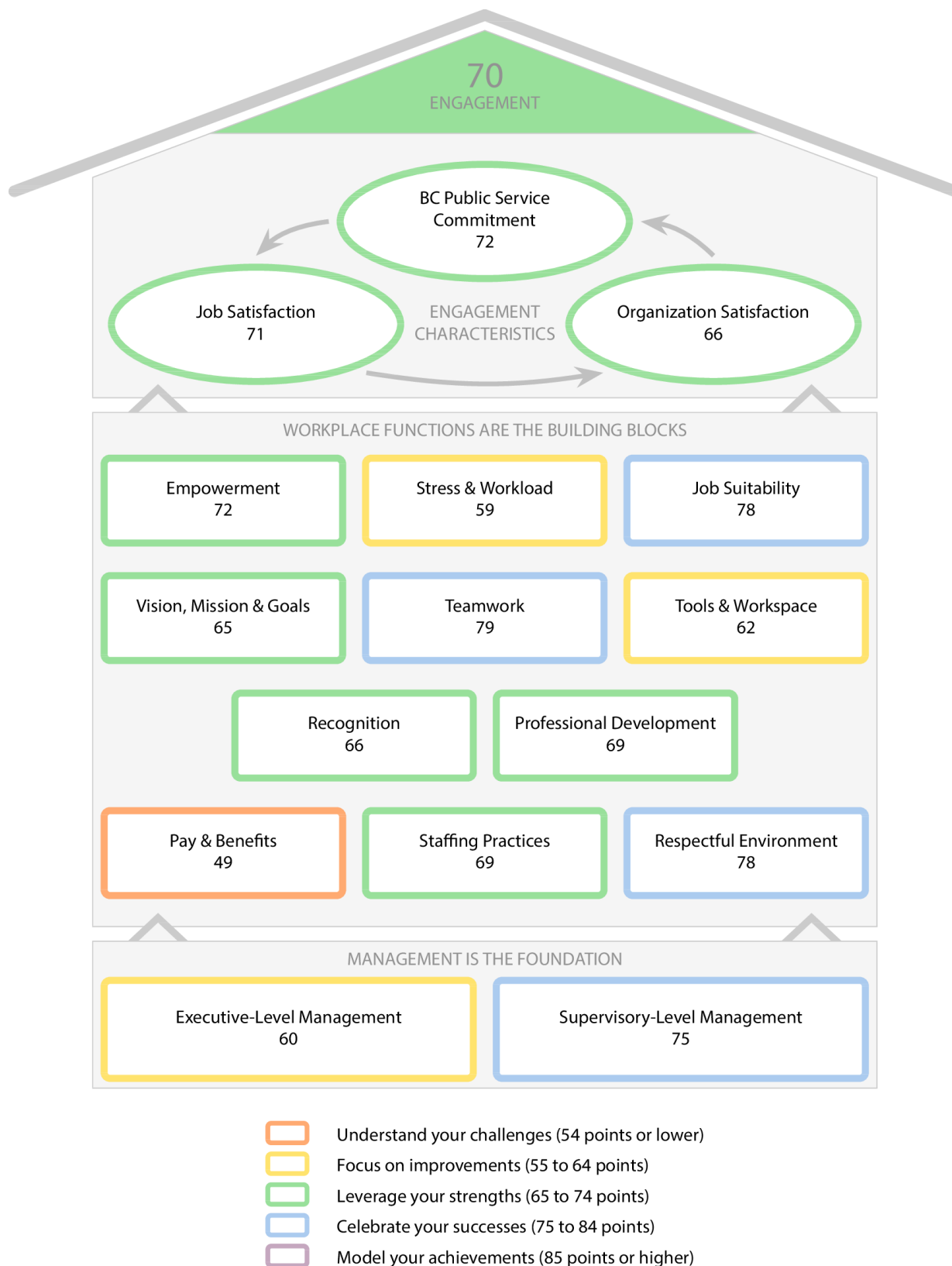
Each driver has associated survey topics that measure particular aspects of the employee experience. These drivers can affect each other to increase or decrease overall engagement. The pattern of connections between the thirteen drivers and the three engagement characteristics shape the overall structure of the model. In this report, the model is graphically represented as a house, which serves as a visual metaphor to illustrate the relationships of drivers within and between the different parts of the model:

- **The Foundation:** The model rests on drivers that represent the management practices that matter most to engagement.
- **The Building Blocks:** These identify the core workplace functions driving engagement.
- **The Roof:** The key engagement characteristics of employee satisfaction and commitment are located in the roof of the house.

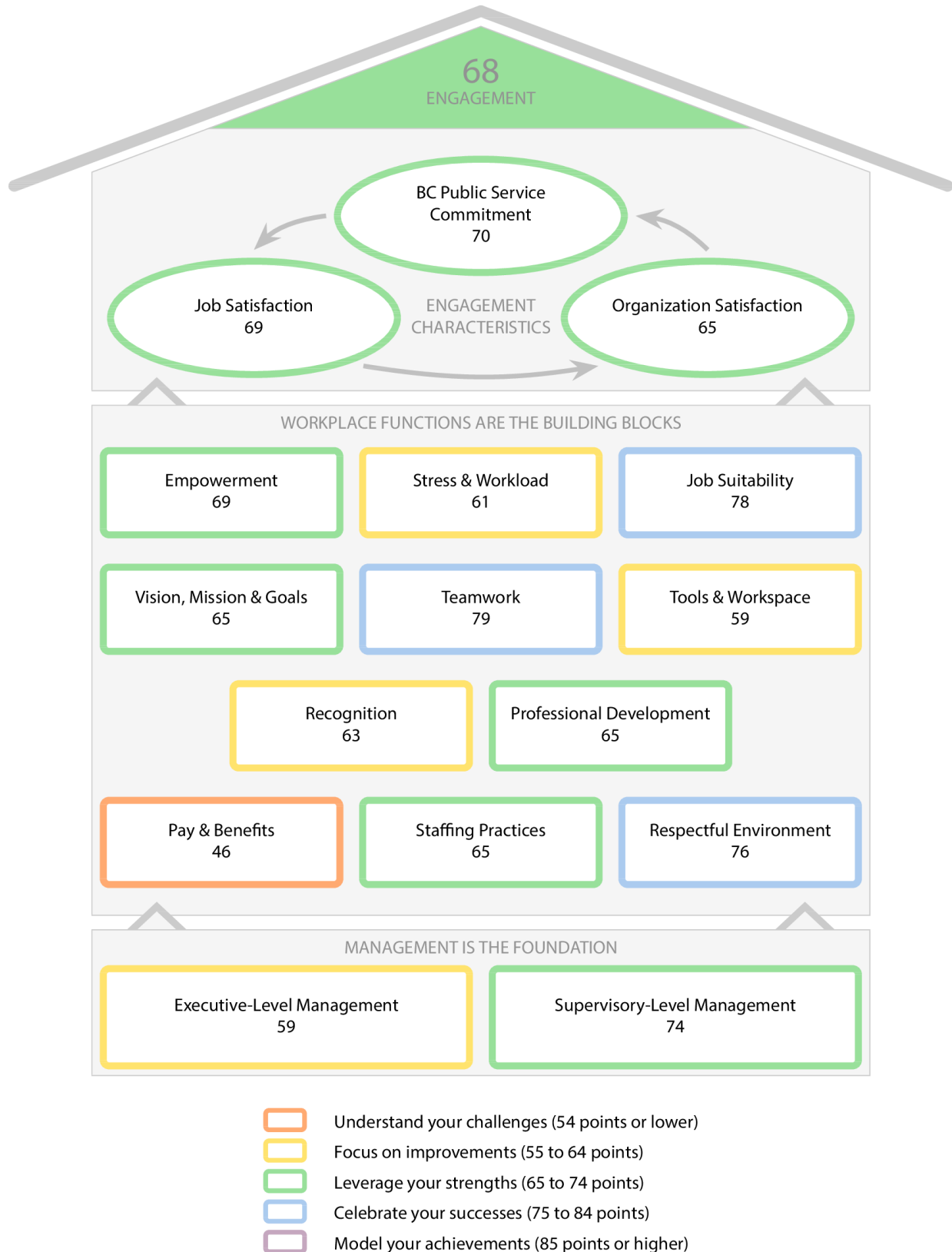
For further details about the 2018 model and methodology, please refer to Appendix D: Model Information.

The WES program provides valuable insights to support initiatives within the *Where Ideas Work* Corporate Human Resources Plan and helps us all to understand our experiences, celebrate our successes, and identify where we should focus to move forward.

Your Organization's 2018 Results



BC Public Service 2018 Results



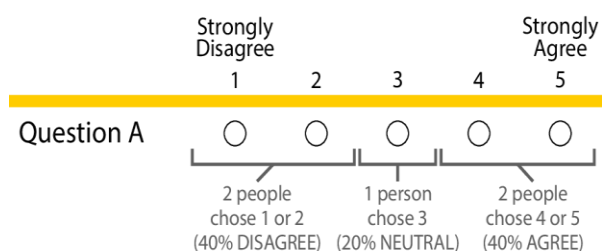
Appendix A: Full Survey Results

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

- Percentages and scores are included in the same table for convenience.
- Some percentages may not sum to 100% due to rounding.
- The DIFFERENCE column contains the difference between the average score in 2018 and 2015, where available.

Percentages

Percentages show the proportion of employees who disagreed, agreed or gave a neutral response to the survey question. To calculate percentages, the number of times an answer was selected by respondents is totaled and collapsed into three categories (ranging from disagree to agree).



Average Scores

Average scores range from 0 to 100 points and represent the full range of responses to each question. To calculate average scores, the five-point survey scale is converted into a 100-point scale and averaged based on the number of respondents. Average scores for individual question topics may not equal the overall score for that driver when the topics are averaged together. This is due to the method with which the overall scores are calculated for the drivers.

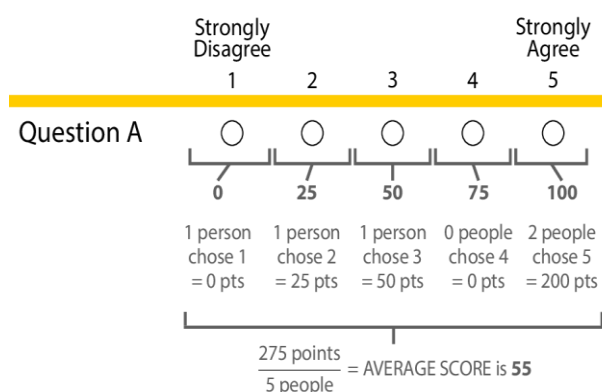


TABLE 2: DISTRIBUTIONS OF RESPONSES AND AVERAGE SCORES FOR ALL QUESTIONS

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY DAY-TO-DAY WORK							
Respectful Environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	2015	13%	14%	73%	73	
		2018	11%	13%	76%	75	2
Respectful Environment	My work unit values diversity in people and backgrounds.	2015	8%	16%	75%	75	
		2018	6%	14%	81%	79	4
Respectful Environment	My work unit values diversity in ideas.	2015	11%	17%	71%	72	
		2018	9%	16%	75%	75	3
Respectful Environment	My work unit is free from discrimination and harassment.	2015	10%	12%	78%	78	
		2018	8%	11%	81%	80	2
	Employees in my work unit are clear on the ethical values expected in performing their work.	2015	7%	13%	80%	77	
		2018	6%	11%	83%	80	3
	If I am faced with an ethical question or concern, I know where I can go for help in resolving the situation.	2015	9%	13%	78%	78	
		2018	7%	10%	82%	80	2
Empowerment	I have opportunities to provide input into decisions that affect my work.	2015	13%	15%	71%	72	
		2018	10%	14%	75%	75	3
Empowerment	I have the freedom to make the decisions necessary to do my job well.	2015	14%	17%	69%	71	
		2018	10%	15%	75%	74	3
	Innovation is valued in my work.	2015	13%	19%	68%	71	
		2018	12%	18%	71%	73	2
Empowerment	I have the opportunities I need to implement new ideas.	2015	16%	24%	60%	66	
		2018	15%	22%	64%	68	2
	I am inspired to give my very best.	2015	16%	22%	61%	67	
		2018	14%	19%	67%	70	3
	I feel energized by my work. (New)	2015	--%	--%	--%	--	
		2018	19%	25%	56%	64	--
	My work unit is well supported during times of change.	2015	27%	27%	46%	56	
		2018	24%	26%	49%	58	2

FORESTS, LANDS, NATURAL RESOURCE OPERATIONS AND RURAL DEVELOPMENT

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY DAY-TO-DAY WORK (CONTINUED)							
	Employees are held accountable in my work unit.	2015	21%	24%	55%	62	
		2018	18%	23%	59%	64	2
	I feel my job is secure.	2015	15%	20%	65%	67	
		2018	9%	16%	75%	75	8
Staffing Practices	In my work unit, the selection of a person for a position is based on merit.	2015	20%	19%	62%	65	
		2018	18%	18%	64%	68	3
Staffing Practices	In my work unit, the process of selecting a person for a position is fair.	2015	19%	19%	63%	66	
		2018	16%	18%	65%	69	3
Recognition	I receive meaningful recognition for work well done.	2015	19%	23%	57%	64	
		2018	17%	22%	61%	66	2
Recognition	In my work unit, recognition is based on performance.	2015	19%	24%	57%	63	
		2018	18%	22%	60%	65	2
Pay & Benefits	I am fairly paid for the work I do.	2015	38%	26%	36%	47	
		2018	36%	25%	39%	49	2
Pay & Benefits	My benefits meet my (and my family's) needs well.	2015	27%	26%	47%	56	
		2018	27%	25%	49%	57	1
Pay & Benefits	My pay is competitive with similar jobs in the region.	2015	49%	24%	27%	41	
		2018	47%	23%	29%	42	1
Job Suitability	My work is meaningful.	2015	8%	14%	78%	76	
		2018	7%	15%	79%	77	1
Job Suitability	My job is a good fit with my skills and interests.	2015	8%	14%	78%	77	
		2018	7%	13%	80%	79	2
	I enjoy the type of work I do. <i>(New)</i>	2015	--%	--%	--%	--	
		2018	6%	15%	79%	78	--
	My workplace processes and procedures enable me to work as effectively as possible.	2015	25%	27%	48%	57	
		2018	24%	28%	48%	58	1

FORESTS, LANDS, NATURAL RESOURCE OPERATIONS AND RURAL DEVELOPMENT

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY DAY-TO-DAY WORK (CONTINUED)							
	I regularly go above and beyond the requirements of my role to help my work unit or organization succeed.	2015	3%	12%	86%	82	
		2018	3%	12%	86%	82	0
	Work is distributed fairly in my work unit.	2015	22%	23%	55%	61	
		2018	19%	22%	58%	63	2
Stress & Workload	My workload is manageable.	2015	26%	27%	47%	56	
		2018	24%	26%	50%	58	2
Stress & Workload	My work-related stress is manageable.	2015	22%	29%	49%	59	
		2018	20%	27%	54%	61	2
	My work tends to leave me feeling mentally drained or exhausted. <i>(New)</i>	2015	--%	--%	--%	--	
		2018	33%	28%	39%	53	--
	My job provides me with the right amount of challenge.	2015	14%	22%	64%	66	
		2018	11%	24%	65%	67	1
	I have support at work to provide a high level of service.	2015	17%	22%	60%	65	
		2018	15%	22%	63%	66	1
	I have support at work to balance my work and personal life.	2015	11%	17%	72%	73	
		2018	10%	16%	74%	74	1
	I am proud to tell others about the type of work I do. <i>(New)</i>	2015	--%	--%	--%	--	
		2018	8%	16%	76%	76	--
	I find my work inspiring. <i>(New)</i>	2015	--%	--%	--%	--	
		2018	14%	26%	60%	67	--
	It is important to me that the BC Public Service has giving and volunteer programs. <i>(New)</i>	2015	--%	--%	--%	--	
		2018	20%	31%	49%	61	--
	In general, I am well-informed about the BC Public Service's giving and volunteer programs. <i>(New)</i>	2015	--%	--%	--%	--	
		2018	28%	28%	44%	55	--

FORESTS, LANDS, NATURAL RESOURCE OPERATIONS AND RURAL DEVELOPMENT

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY PHYSICAL ENVIRONMENT AND TOOLS							
Tools & Workspace	My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well.	2015	20%	22%	58%	63	
		2018	23%	23%	53%	60	-3
	The necessary processes and procedures are in place to ensure my safety at work.	2015	6%	12%	83%	79	
		2018	5%	11%	84%	79	0
Tools & Workspace	The computer based tools (e.g., hardware, software) I have access to help me excel in my job.	2015	17%	23%	60%	65	
		2018	20%	23%	57%	62	-3
Tools & Workspace	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me excel in my job.	2015	13%	24%	63%	67	
		2018	15%	25%	60%	65	-2
MY DEVELOPMENT AND PERFORMANCE							
Professional Development	My organization supports my work related learning and development.	2015	13%	20%	67%	69	
		2018	11%	17%	72%	73	4
Professional Development	The quality of training and development I have received is satisfactory.	2015	17%	25%	58%	63	
		2018	13%	23%	64%	67	4
Professional Development	I have adequate opportunities to develop my skills.	2015	21%	24%	55%	62	
		2018	16%	22%	61%	66	4
	I have opportunities for career growth within the BC Public Service.	2015	26%	23%	51%	58	
		2018	20%	22%	58%	63	5
	The person I report to provides the feedback I need to do my job well.	2015	15%	18%	67%	69	
		2018	15%	17%	68%	71	2
	The person I report to provides the support I need to help me achieve my long-term career goals.	2015	17%	19%	64%	68	
		2018	15%	18%	67%	70	2

FORESTS, LANDS, NATURAL RESOURCE OPERATIONS AND RURAL DEVELOPMENT

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY CO-WORKERS							
Teamwork	When needed, members of my team help me get the job done.	2015	7%	13%	80%	78	
		2018	5%	11%	84%	81	3
	I am treated respectfully at work.	2015	7%	11%	82%	80	
		2018	5%	10%	85%	83	3
Teamwork	Members of my team communicate effectively with each other.	2015	13%	20%	67%	69	
		2018	11%	18%	71%	72	3
Teamwork	I have positive working relationships with my co-workers.	2015	4%	11%	84%	81	
		2018	3%	9%	88%	83	2
THE PERSON I REPORT TO							
Supervisory-Level Management	The person I report to provides clear expectations regarding my work.	2015	13%	18%	69%	70	
		2018	13%	16%	71%	71	1
Supervisory-Level Management	The person I report to consults me on decisions that affect me.	2015	15%	15%	70%	71	
		2018	13%	14%	73%	74	3
Supervisory-Level Management	The person I report to keeps me informed of things I need to know.	2015	14%	17%	69%	71	
		2018	12%	14%	74%	74	3
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.	2015	9%	10%	81%	80	
		2018	8%	9%	83%	81	1
Supervisory-Level Management	The person I report to leads with an understanding of others' perspectives.	2015	12%	17%	71%	72	
		2018	12%	15%	74%	74	2
	The person I report to maintains high standards of honesty and integrity.	2015	7%	12%	81%	80	
		2018	7%	9%	84%	82	2
	The person I report to supports me and my co-workers in conducting our work in an ethical manner.	2015	6%	12%	82%	80	
		2018	5%	9%	86%	83	3
	I am satisfied with the quality of supervision I receive.	2015	12%	14%	74%	74	
		2018	11%	13%	76%	76	2

FORESTS, LANDS, NATURAL RESOURCE OPERATIONS AND RURAL DEVELOPMENT

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY EXECUTIVE							
Executive-Level Management	Executives in my organization communicate decisions in a timely manner.	2015	20%	29%	51%	59	
		2018	17%	27%	56%	62	3
	Executives in my organization clearly communicate strategic changes and/or changes in priorities.	2015	22%	29%	49%	58	
		2018	16%	27%	57%	63	5
Executive-Level Management	Executives in my organization provide clear direction for the future.	2015	29%	31%	40%	53	
		2018	22%	29%	49%	58	5
	Essential information flows effectively from senior leadership to staff.	2015	27%	30%	43%	54	
		2018	24%	28%	47%	57	3
	I have confidence in the senior leadership of my organization.	2015	24%	26%	50%	58	
		2018	18%	24%	57%	63	5
MY ORGANIZATION							
Vision, Mission & Goals	My organization is taking steps to ensure the long-term success of its vision, mission and goals.	2015	21%	28%	51%	59	
		2018	15%	25%	60%	65	6
Vision, Mission & Goals	The vision, mission and goals of my organization are communicated well.	2015	20%	31%	49%	59	
		2018	15%	27%	59%	65	6
	I know how my work contributes to the achievement of my organization’s goals.	2015	14%	22%	64%	67	
		2018	13%	18%	69%	70	3
	I am motivated by my organization to help achieve its objectives. (New)	2015	--%	--%	--%	--	
		2018	17%	26%	57%	64	--
	I find my organization inspiring to work for. (New)	2015	--%	--%	--%	--	
		2018	19%	29%	51%	61	--

FORESTS, LANDS, NATURAL RESOURCE OPERATIONS AND RURAL DEVELOPMENT

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
MY EMPLOYMENT AS A BC PUBLIC SERVANT							
WORK UNIT							
Job Satisfaction	I am satisfied with my job.	2015	14%	21%	66%	68	
		2018	11%	20%	70%	71	3
	I am satisfied with my work unit.	2015	12%	17%	70%	71	
		2018	10%	15%	75%	74	3
	I would prefer to remain with my work unit, even if a comparable job was available elsewhere in the BC Public Service.	2015	19%	18%	62%	67	
		2018	17%	18%	65%	69	2
ORGANIZATION							
Organization Satisfaction	I am satisfied with my organization.	2015	17%	27%	56%	63	
		2018	13%	25%	62%	66	3
	I would prefer to remain with my organization, even if a comparable job was available elsewhere in the BC Public Service.	2015	17%	25%	58%	65	
		2018	16%	23%	62%	67	2
BC PUBLIC SERVICE							
BC Public Service Commitment	Overall, I am satisfied in my work as a BC Public Service employee.	2015	9%	20%	71%	71	
		2018	8%	17%	75%	73	2
	Overall, I feel valued as a BC Public Service employee.	2015	20%	25%	54%	61	
		2018	16%	22%	62%	66	5
	I am proud to tell people I work for the BC Public Service.	2015	15%	26%	59%	65	
		2018	11%	22%	67%	70	5
BC Public Service Commitment	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	2015	13%	24%	63%	68	
		2018	12%	21%	68%	70	2
	I would recommend the BC Public Service as a great place to work.	2015	16%	26%	58%	65	
		2018	10%	22%	68%	71	6

FORESTS, LANDS, NATURAL RESOURCE OPERATIONS AND RURAL DEVELOPMENT

LINKAGE TO MODEL	SURVEY QUESTIONS	YEAR	% DISAGREE	% NEUTRAL	% AGREE	SCORE /100 POINTS	DIFFERENCE
WORKPLACE IMPROVEMENTS							
	I have seen improvements in my current workplace since the last Work Environment Survey. <i>(New)</i>	2015	--%	--%	--%	--	
		2018	31%	29%	40%	52	--

Appendix B: Survey Definitions

The questionnaire used specific terms to describe aspects of the work environment. The terms as presented to the respondents are shown below.

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

- race	- religion	- sexual orientation
- colour	- marital status	- gender identity or expression
- ancestry	- family status	- physical or mental disability
- place of origin	- age	- unrelated criminal conviction
- political belief	- sex	

- **Harassment** includes any unwelcome conduct or comment which has a negative impact on you or your work environment.
- **Ethical** means acting in ways consistent with maintaining the public trust and operating in accordance with the BC Public Service Standards of Conduct. Ethical behaviour tends to involve demonstrating respect for key principles that include honesty, integrity, fairness, equality, confidentiality, dignity, diversity, accountability and transparency.
- Your **organization** refers to your ministry, agency, office or commission of the Province.
- **The person I report to** refers to your immediate supervisor or manager. If you report to more than one supervisor or manager, please answer the question thinking about the person who oversees most of your work.
- Your **executive** refers to senior leadership including the Deputy Minister, Associate Deputy Ministers, Assistant Deputy Ministers, Executive Directors, and other members of the Executive Committee.
- **Giving and volunteer programs** refer to BC Public Service programs that provide opportunities for employees to give back to the community through donations or volunteering. Examples include Provincial Employees Community Services Fund, Emergency Management BC volunteers, CUSO International, and so on.

Appendix C: Driver Glossary

The engagement model drivers are defined as follows:

- **Empowerment:** Employees believe they have opportunities and freedom to provide input, make decisions to do their job well, and implement new ideas.
- **Stress & Workload:** Employees perceive that their work-related stress and workloads are manageable.
- **Job Suitability:** Employees believe that their work is both meaningful and a good fit with their skills and interests.
- **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.
- **Professional Development:** Employees believe their organization supports their learning and development, provides quality training, and offers adequate opportunities to develop their skills.
- **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 staffing processes in their work unit are fair and based on merit.
- **Respectful Environment:** Employees experience a healthy and diverse atmosphere free from discrimination and harassment.
- **Executive-Level Management:** Employees believe that senior leaders communicate decisions in a timely manner and 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, keeps them informed, consults them on decisions that affect them, and provides clear work expectations.

Appendix D: Model Information

BC Stats developed the BC Public Service **Employee Engagement Model** in 2006 using a statistical technique called structural equation modelling. The structure and integrity of the model have remained very stable since its creation, due to the large employee population, high response rates, and the completeness of the questionnaire in measuring aspects of the work environment that contribute to engagement. Despite its stability, employee priorities change, as do societal, political and economic circumstances. Given the dynamic nature of the work environment, the engagement model has been continuously tested to ensure it is the best representation of the average employee experience.

The model contains 40 questions, and its drivers link together to form hundreds of unique pathways to engagement. Each pathway starts from the foundation and passes through varying combinations of building blocks to reach one of the three engagement characteristics in the roof.

The following resources on using the model for interpreting results and understanding the drivers, model pathways and/or the statistical methodology are available online. The following reports can be found on the [BC Stats website](#):

- Modelling the 2015 Work Environment Survey Results: Technical Guide (2016)
- Connecting the Engagement Drivers in the BC Public Service: Driver Guide (2016)
- Tracing the Top Engagement Pathways for the BC Public Service: Pathways Guide (2016)

Appendix E: Background

High Level

Study	Work Environment Survey (WES) 2018
Project Sponsor	BC Public Service Agency

Operations

Data Collection Method	Online survey
Fielding Window / Dates	January 30 - February 23, 2018
Project History	Annual survey 2006-2011, Biennial survey 2013, 2015, 2018

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 16, 2018 (and remained active through to survey launch date of January 30, 2018) and had valid contact information.
Sampling Strategy	Census

Key Measure(s)

Key Measure	Engagement score: 68 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 your organization this cycle, 85% of employees completed the survey, a change of 1 percentage points since last cycle (see Table 3).

TABLE 3: RESPONSE RATE

		COMPLETED SURVEYS	TOTAL EMPLOYEES	RESPONSE RATE	CHANGE (PPT)
Your Organization	2015	2,920	3,483	84%	
	2018	3,193	3,750	85%	1
BC Public Service	2015	19,756	25,009	79%	
	2018	22,950	27,220	84%	5

Important Note about 2015 Results

The restructuring of organizations within the BC Public Service since the 2015 survey cycle required a recalculation of the 2015 results to reflect the organization structure at the time of the 2018 cycle. In order to do this, the positions that employees were in at the time of the 2015 cycle were mapped to the current organizational structure of the BC Public Service. While this approach allows for improved comparability between 2018 and 2015, it does mean that the numbers presented in this report may differ from those in previously published reports.

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 Elizabeth Vickery.



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