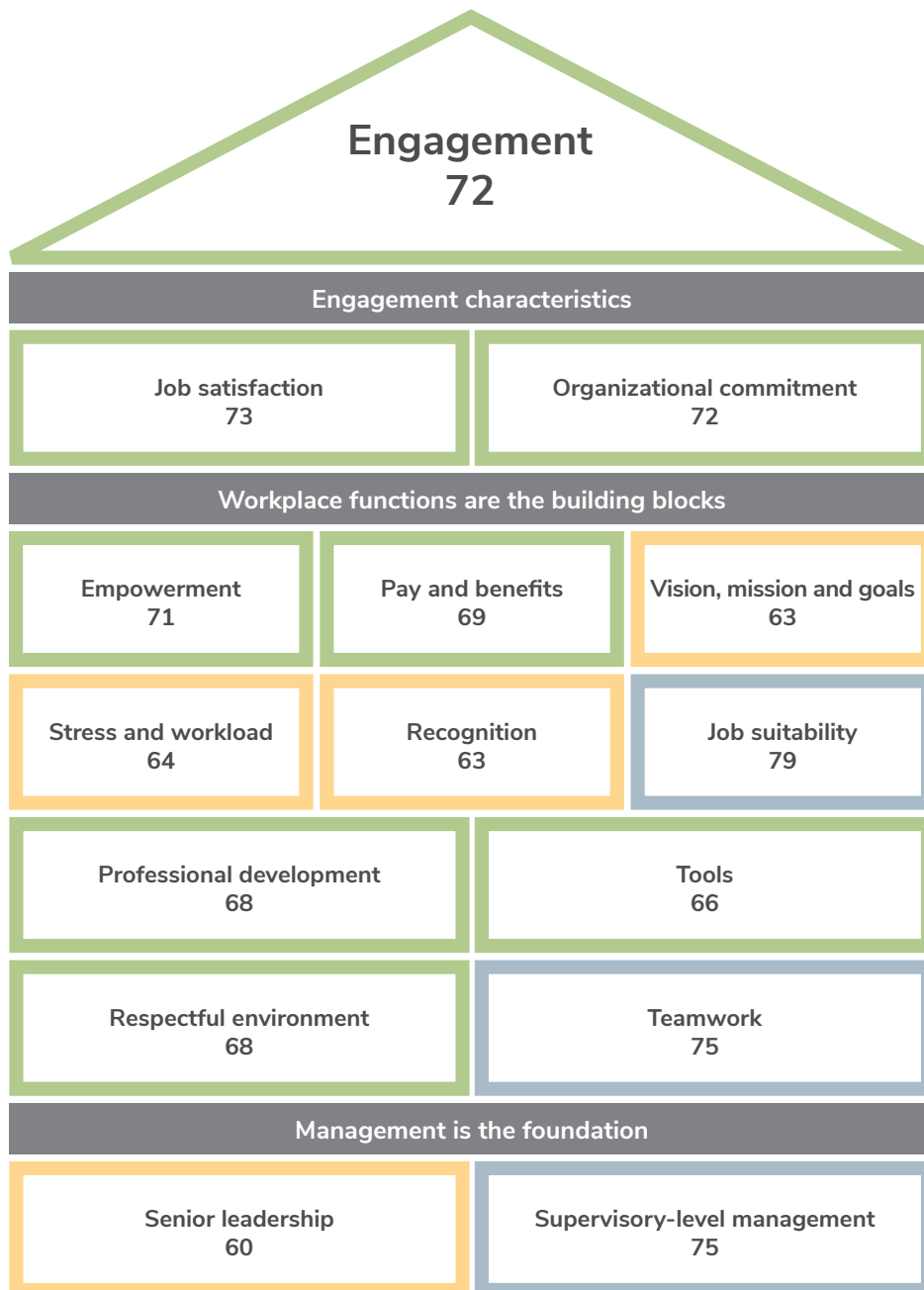


# Employee Engagement Survey

## 2021 Highways and Public Works Results



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

### Specifics:

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

**When:** September 7 - November 8, 2021

**Number surveyed:** 847 (online, phone, paper)

**Obtained sample:** 560

**Response rate:** 66.1%

# Engagement model driver scores

	Average score /100 points			
	Department 2021	Department 2018	Corporate 2021	Corporate 2018
Engagement	72	73	72	73
Organization commitment	72	74	71	73
Job satisfaction	73	73	73	73
Vision, mission and goals	63	57	62	60
Pay and benefits	69	72	71	75
Empowerment	71	67	70	67
Job suitability	79	77	82	81
Recognition	63	59	62	61
Stress and workload	64	64	62	64
Tools	66	66	66	67
Professional development	68	66	68	68
Teamwork	75	76	78	77
Respectful environment	68	66	68	67
Supervisory-level management	75	74	74	74
Senior leadership	60	55	58	55

# Question by question survey results

Linkage to model	Q	Survey question	Year	% Disagree	% Neutral	% Agree	Average Score / 100 Points	Difference
<b>My day-to-day work</b>								
	1	Innovation is valued in my work.	2018	13%	23%	63%	68	
			2021	11%	15%	74%	73	5
Empowerment	2	I have opportunities to provide input into decisions that affect my work.	2018	15%	20%	65%	69	
			2021	11%	11%	78%	74	5
Empowerment	3	I have the freedom to make the decisions necessary to do my job well.	2018	13%	22%	65%	68	
			2021	12%	14%	74%	71	3
Empowerment	4	I have the opportunities I need to implement new ideas.	2018	17%	28%	55%	64	
			2021	17%	19%	64%	66	2
	5	I have support at work to provide a high level of service.	2018	13%	23%	64%	69	
			2021	13%	15%	73%	72	3
	6	I am inspired to give my best.	2018	15%	21%	64%	69	
			2021	13%	19%	67%	70	1
Job suitability	7	My job is a good fit with my skills and interests.	2018	7%	14%	79%	79	
			2021	5%	11%	84%	79	0
Job suitability	8	My work is meaningful.	2018	8%	17%	75%	76	
			2021	5%	13%	83%	79	3
Professional development	9	I have adequate opportunities to develop my skills.	2018	18%	22%	60%	66	
			2021	16%	17%	67%	68	2
Professional development	10	My organization supports my work related learning and development.	2018	17%	18%	66%	69	
			2021	11%	17%	72%	72	3
Professional development	11	The quality of training and development I have received is satisfactory.	2018	20%	25%	55%	62	
			2021	16%	22%	61%	65	3
Recognition	12	I receive meaningful recognition for work well done.	2018	24%	24%	52%	60	
			2021	15%	22%	63%	66	6
Recognition	13	In my work unit, recognition is based on performance.	2018	26%	26%	48%	57	
			2021	19%	28%	53%	61	4
	14	My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well.	2018	20%	23%	57%	64	
			2021	20%	20%	60%	64	0

Linkage to model	Q	Survey question	Year	% Disagree	% Neutral	% Agree	Average Score / 100 Points	Difference
Tools	15	The computer based tools (e.g., hardware, software) I have access to help me to excel in my job.	2018	18%	27%	56%	64	
			2021	15%	17%	68%	66	2
Tools	16	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me to excel in my job.	2018	11%	28%	61%	68	
			2021	11%	25%	64%	66	-2
	17*	I am provided with the accommodation(s) I require to perform my job.	2018	8%	20%	72%	74	
			2021	7%	14%	78%	73	-1
	18	My workplace processes and procedures enable me to work as effectively as possible.	2018	20%	29%	51%	61	
			2021	21%	19%	59%	61	0
	19*	My work unit encourages efforts to make the services and programs we provide inclusive to Yukoners	2018				n/a	
			2021	7%	22%	71%	71	
	20	The necessary processes and procedures are in place to ensure my safety at work.	2018	6%	18%	76%	77	
			2021	8%	11%	81%	75	-2
	21	Work is distributed fairly in my work unit.	2018	20%	23%	57%	63	
			2021	22%	20%	59%	61	-2
Stress and workload	22	My workload is manageable.	2018	15%	22%	63%	67	
			2021	17%	16%	67%	65	-2
Stress and workload	23	My work-related stress is manageable.	2018	22%	24%	54%	61	
			2021	20%	20%	60%	62	1
	24	I have support at work to balance my work and personal life.	2018	12%	19%	69%	72	
			2021	9%	12%	78%	74	2
	25	I feel supported during times of change.	2018	23%	24%	54%	62	
			2021	18%	19%	64%	66	4
	26	I feel my job is secure.	2018	13%	18%	69%	71	
			2021	12%	16%	72%	70	-1
	27	I have opportunities for career growth with the Government of Yukon.	2018	26%	22%	52%	59	
			2021	19%	21%	60%	63	4
Pay and benefits	28	I am paid fairly for the work I do.	2018	15%	20%	65%	69	
			2021	19%	15%	66%	66	-3
Pay and benefits	29	My benefits meet my (and my family's) needs well.	2018	8%	16%	76%	76	
			2021	8%	14%	78%	72	-4

Linkage to model	Q	Survey question	Year	% Disagree	% Neutral	% Agree	Average Score / 100 Points	Difference
	30	I am aware of the services available to me through the Employee and Family Assistance Program (EFAP).	2018	9%	17%	74%	76	
			2021	7%	13%	80%	74	-2
<b>The people I work with</b>								
Respectful environment	31	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	2018	20%	21%	60%	64	
			2021	16%	14%	70%	68	4
Respectful environment	32	My work unit values diversity in people and backgrounds.	2018	8%	20%	72%	73	
			2021	8%	15%	77%	74	1
Respectful environment	33	My work unit values diversity in ideas.	2018	12%	24%	64%	69	
			2021	12%	18%	71%	70	1
Respectful environment	34	In my work unit, conflict is dealt with effectively.	2018	27%	24%	49%	57	
			2021	20%	25%	54%	61	4
	35	In my work unit, the process of selecting a person for a position is fair.	2018	29%	19%	52%	58	
			2021	20%	20%	60%	62	4
	36	In my work unit, the selection of a person for a position is based on merit (i.e. the knowledge, skills, and abilities required for the position).	2018	30%	18%	52%	57	
			2021	23%	21%	56%	60	3
Teamwork	37	I have positive working relationships with my co-workers.	2018	5%	12%	83%	81	
			2021	4%	8%	88%	80	-1
Teamwork	38	Members of my team communicate effectively with each other.	2018	14%	23%	63%	68	
			2021	16%	17%	68%	68	0
Teamwork	39	When needed, members of my team help me get the job done.	2018	6%	15%	79%	78	
			2021	5%	12%	83%	78	0
	40	I am treated respectfully at work.	2018	10%	12%	78%	77	
			2021	7%	10%	83%	78	1
	41	When it comes to discrimination, bullying, and/or disrespectful conduct in the Government of Yukon, I feel equipped to support colleagues and/or employees who experience these behaviours.	2018				n/a	
			2021	12%	17%	71%	69	
<b>The person I report to</b>								
Supervisory-level management	42	I have a positive working relationship with the person I report to.	2018	8%	11%	80%	80	
			2021	4%	8%	88%	82	2

Linkage to model	Q	Survey question	Year	% Disagree	% Neutral	% Agree	Average Score / 100 Points	Difference
	43	The person I report to keeps me informed of things I need to know.	2018	16%	15%	69%	72	
			2021	12%	12%	76%	73	1
Supervisory-level management	44	The person I report to provides clear expectations regarding my work.	2018	15%	17%	68%	71	
			2021	13%	14%	73%	72	1
	45	The person I report to consults me on decisions that affect me.	2018	17%	16%	67%	71	
			2021	12%	14%	74%	73	2
	46	The feedback I receive from the person I report to is timely.	2018	16%	16%	68%	70	
			2021	12%	16%	72%	71	1
Supervisory-level management	47	The feedback I receive from the person I report to helps me improve my performance.	2018	14%	18%	68%	71	
			2021	12%	17%	71%	71	0
	48	I feel I am able to have a conversation with the person I report to when I need their perspective or advice.	2018	10%	10%	79%	79	
			2021	6%	8%	86%	81	2
	49	The person I report to considers other peoples' perspectives before making decisions.	2018	15%	14%	71%	72	
			2021	10%	15%	75%	74	2
	50	I am satisfied with the quality of supervision I receive.	2018	15%	14%	72%	73	
			2021	11%	12%	76%	75	2
<b>My senior leadership</b>								
Senior leadership	51	The senior leadership in my department provides clear direction for the future.	2018	34%	24%	42%	51	
			2021	27%	24%	49%	57	6
	52	The senior leadership in my department communicates decisions in a timely manner.	2018	32%	29%	39%	51	
			2021	25%	25%	50%	57	6
	53	The senior leadership in my department clearly communicates changing priorities.	2018	34%	26%	40%	51	
			2021	28%	24%	48%	57	6
Senior leadership	54	Essential information flows effectively from senior leadership to staff.	2018	38%	26%	36%	49	
			2021	30%	23%	47%	56	7
	55*	Essential information flows effectively from staff to senior leadership.	2018	26%	29%	45%	56	
			2021	21%	27%	53%	60	4
Senior leadership	56	The senior leadership in my department is genuinely interested in the well-being of employees.	2018	25%	21%	54%	61	
			2021	15%	20%	65%	68	7

Linkage to model	Q	Survey question	Year	% Disagree	% Neutral	% Agree	Average Score / 100 Points	Difference
	57	I have confidence in the senior leadership of my department.	2018	28%	23%	49%	58	
			2021	20%	24%	57%	63	5
<b>My department</b>								
Vision, mission and goals	58	The vision, mission, and goals of my department are communicated well.	2018	28%	31%	41%	54	
			2021	19%	24%	57%	62	8
Vision, mission and goals	59	My department is taking steps to ensure the long-term success of its vision, mission, and goals.	2018	23%	25%	51%	59	
			2021	16%	25%	59%	63	4
	60	I am optimistic that my department is moving in the right strategic direction.	2018	22%	30%	48%	59	
			2021	17%	25%	58%	63	4
	61	I know how my work contributes to the achievement of my department's goals.	2018	15%	22%	63%	67	
			2021	11%	18%	71%	69	3
	62	I strive to improve my department's results.	2018	5%	17%	78%	78	
			2021	2%	14%	84%	78	0
	63	My department takes meaningful action to improve my work environment.	2018	23%	26%	51%	60	
			2021	17%	24%	59%	63	3
<b>My employment experience overall</b>								
Job satisfaction	64	I am satisfied with my job.	2018	11%	18%	71%	73	
			2021	9%	13%	78%	73	0
	65	I am satisfied with my department.	2018	14%	25%	61%	67	
			2021	12%	17%	71%	69	2
	66	Overall, I am satisfied in my work as a Government of Yukon employee.	2018	7%	15%	78%	76	
			2021	6%	10%	84%	76	0
Organization commitment	67	I am proud to tell people I work for the Government of Yukon.	2018	10%	19%	71%	74	
			2021	8%	22%	70%	71	-3
Organization commitment	68	I would recommend the Government of Yukon as a great place to work.	2018	8%	19%	73%	75	
			2021	8%	20%	73%	73	-2
Organization commitment	69	I would prefer to stay with the Yukon government, even if offered a similar job elsewhere.	2018	13%	17%	70%	73	
			2021	9%	20%	71%	72	-1
	70	Overall, I feel valued as a Government of Yukon employee.	2018	19%	17%	64%	67	
			2021	15%	17%	68%	68	1

\* Questions 17, 19 and 55 have a relatively high (≥ 10%) proportion of “don't know/not applicable” responses.

# States of engagement

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

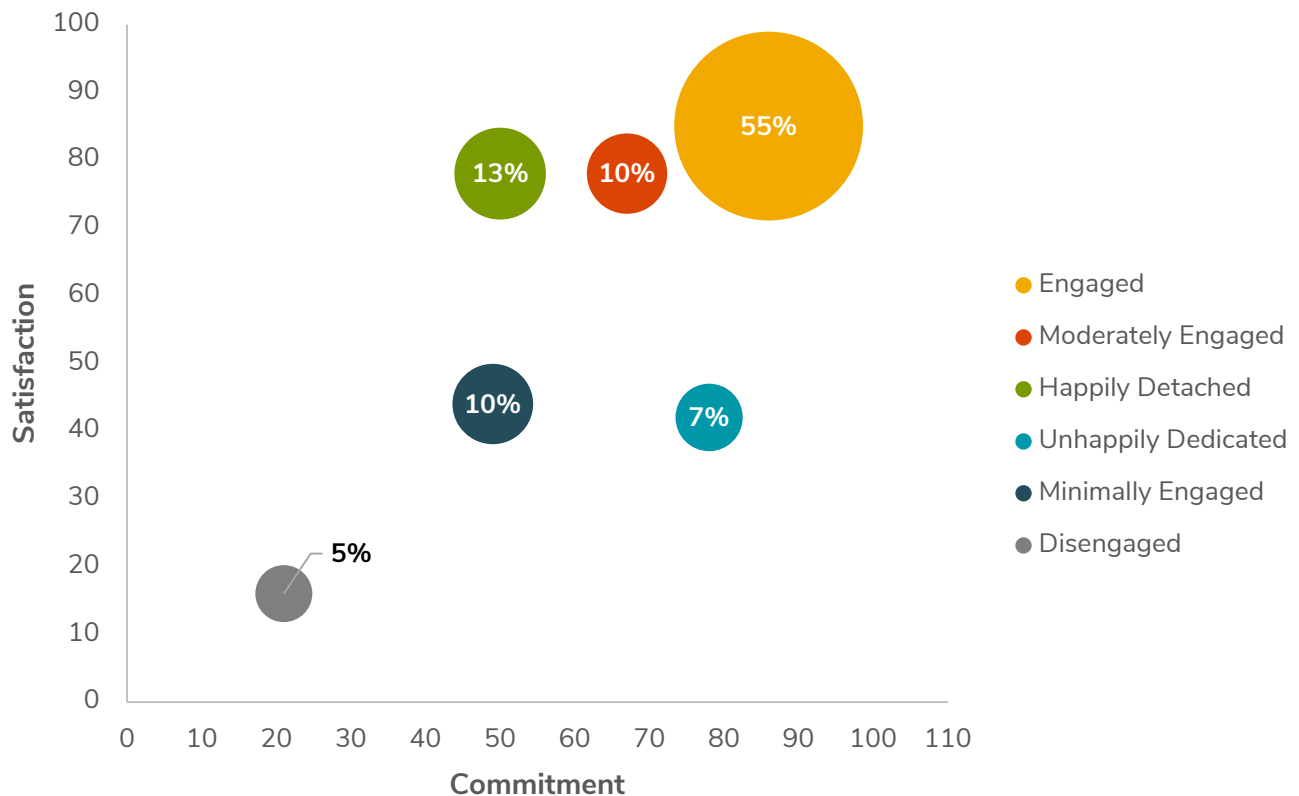
Generally, when employees are engaged, they are:

- satisfied with their job; and
- committed to their organization.

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

For example, employees who are highly committed and highly satisfied (scores  $\geq 75$  points) are considered to be engaged. Alternatively, employees who are highly committed (scores  $\geq 60$  points), but are not satisfied (scores  $\leq 60$  points), are considered to be unhappily dedicated.

The figure displays the proportion of respondents in Highways and Public Works belonging to each of the six states graphically.



**For more information visit:** <https://yukonconnect.gov.yk.ca/employee-info/Pages/employeeengagement.aspx>

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

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