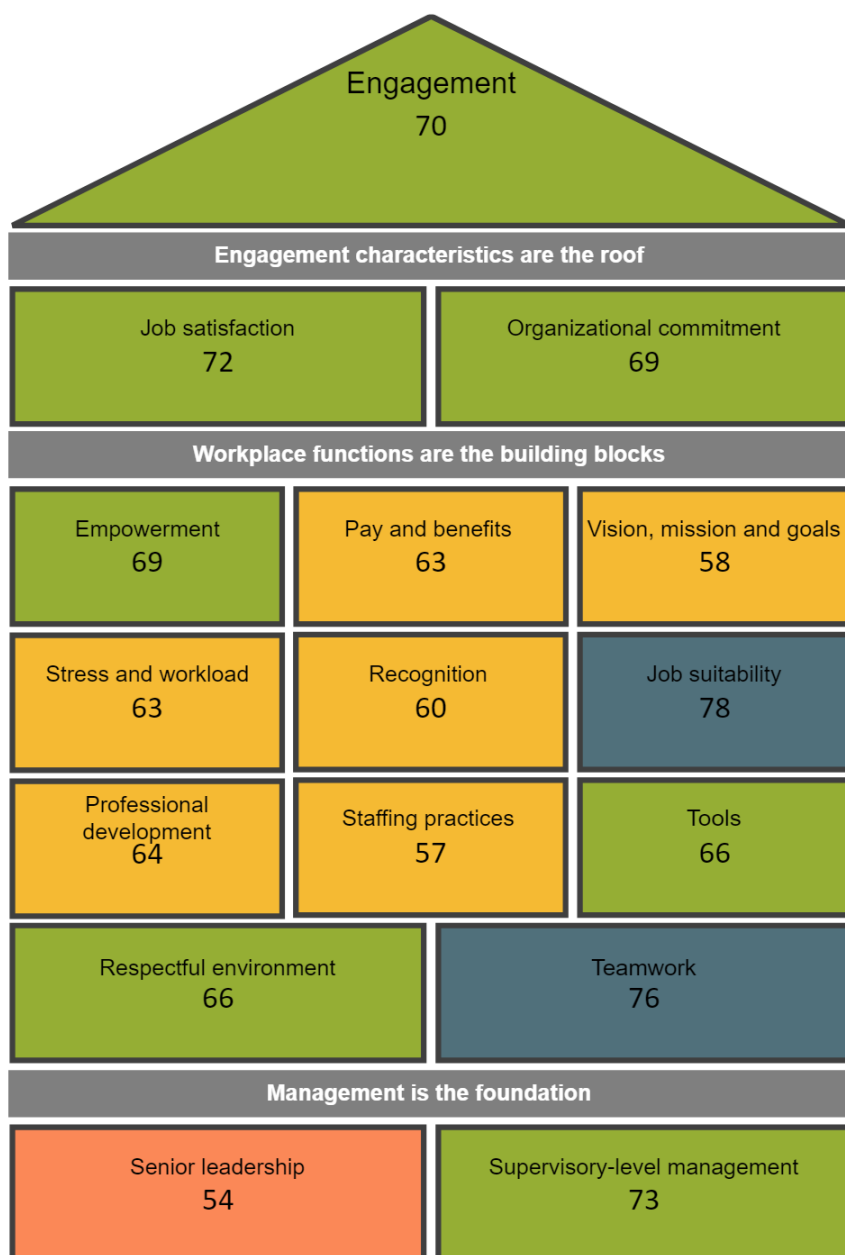


Employee Engagement Survey

2026 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: April 7 - June 12, 2026

Number surveyed: 816
(online, phone, paper)

Obtained sample: 465

Response rate: 57.0 %



Engagement model driver scores

Note: The 2024 results in this report *do not* include responses from school-based employees. The 2026 corporate data presented in this report *do* include responses from school-based employees.

Average score / 100 points

	Department 2026	Department 2024	Corporate 2026	Corporate 2024
Job suitability	↓ 78	80	↑ 83	82
Teamwork	↓ 76	77	↓ 78	79
Supervisory-level management	↓ 73	75	↓ 76	77
Job satisfaction	72	72	↑ 74	73
Engagement	↓ 70	71	71	71
Empowerment	↓ 69	70	70	70
Organizational commitment	↓ 69	70	69	69
Respectful environment	↓ 66	68	↓ 69	70
Tools	66	66	↓ 64	65
Professional development	↓ 64	69	↓ 67	70
Stress and workload	↑ 63	62	63	63
Pay and benefits	↓ 63	65	↓ 65	68
Recognition	↓ 60	61	↓ 60	62
Vision, mission and goals	↓ 58	62	↓ 61	62
Staffing practices	↓ 57	59	↑ 62	61
Senior leadership	↓ 54	59	↓ 57	58



Question by question survey results

	Linkage to Driver	Survey Question	Year	% Disagree	% Neutral	% Agree	Average Score	Difference	
1		Innovation is valued in my work	2024	13%	15%	71%	70		
			2026	13%	20%	67%	68	-2	↓
2	Empowerment	I have opportunities to provide input into decisions that affect my work	2024	14%	9%	77%	73		
			2026	13%	13%	74%	72	-1	↓
3	Empowerment	I have the freedom to make the decisions necessary to do my job well	2024	14%	12%	75%	71		
			2026	15%	16%	69%	69	-2	↓
4	Empowerment	I have the opportunities I need to implement new ideas	2024	16%	17%	67%	66		
			2026	16%	21%	62%	66	0	
5		I have support at work to provide a high level of service	2024	16%	16%	68%	69		
			2026	17%	17%	66%	68	-1	↓
6		I am inspired to give my best	2024	16%	19%	65%	68		
			2026	19%	18%	62%	65	-3	↓
7	Job suitability	My job is a good fit with my skills and interests	2024	6%	10%	84%	80		
			2026	4%	12%	84%	80	0	
8	Job suitability	My work is meaningful	2024	4%	13%	83%	79		
			2026	7%	15%	78%	76	-3	↓
9	Professional development	I have adequate opportunities to develop my skills	2024	13%	18%	69%	69		
			2026	17%	20%	62%	65	-4	↓
10	Professional development	My organization supports my work related learning and development	2024	11%	15%	74%	73		
			2026	15%	18%	67%	68	-5	↓
11	Professional development	The quality of training and development I have received is satisfactory	2024	16%	23%	62%	65		
			2026	21%	25%	54%	60	-5	↓
12	Recognition	I receive meaningful recognition for work well done	2024	18%	21%	61%	64		
			2026	21%	21%	58%	61	-3	↓
13	Recognition	In my work unit, recognition is based on performance	2024	20%	30%	50%	59		
			2026	21%	29%	49%	58	-1	↓
14	Tools	My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well	2024	21%	18%	61%	63		
			2026	24%	17%	59%	61	-2	↓
15	Tools	The computer based tools (e.g., hardware, software) I have access to help me to excel in my job	2024	13%	20%	67%	68		
			2026	10%	20%	71%	70	2	↑



Question by question survey results

	Linkage to Driver	Survey Question	Year	% Disagree	% Neutral	% Agree	Average Score	Difference	
16	Tools	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me to excel	2024	12%	24%	64%	66		
			2026	12%	25%	63%	66	0	
17		I am provided with the accommodation(s) I require to perform my job	2024	8%	18%	74%	72		*
			2026	9%	18%	73%	71	-1 ↓	*
18		My work unit processes and procedures enable me to work as effectively as possible	2024	24%	21%	56%	60		
			2026	25%	19%	56%	59	-1 ↓	
19		My work unit encourages efforts to make the services and programs we provide inclusive to Yukoners	2024	8%	22%	70%	70		
			2026	8%	27%	65%	68	-2 ↓	*
20		The necessary processes and procedures are in place to ensure my safety at work	2024	11%	11%	78%	73		
			2026	5%	13%	82%	76	3 ↑	
21		Work is distributed fairly in my work unit	2024	21%	21%	58%	62		
			2026	23%	21%	57%	61	-1 ↓	
22	Stress and workload	My workload is manageable	2024	17%	18%	65%	65		
			2026	15%	22%	63%	65	0	
23	Stress and workload	My work-related stress is manageable	2024	22%	20%	58%	60		
			2026	20%	24%	56%	61	1 ↑	
24		I have support at work to balance my work and personal life	2024	10%	14%	76%	72		
			2026	11%	18%	71%	71	-1 ↓	
25		I feel supported during times of change	2024	19%	21%	60%	63		
			2026	23%	23%	54%	60	-3 ↓	
26		I feel my job is secure	2024	15%	17%	68%	68		
			2026	18%	14%	67%	66	-2 ↓	
27		I have opportunities for career growth with the Government of Yukon	2024	18%	22%	60%	64		
			2026	20%	23%	57%	62	-2 ↓	
28	Pay and benefits	I am paid fairly for the work I do	2024	20%	18%	62%	64		
			2026	24%	21%	55%	60	-4 ↓	
29	Pay and benefits	My benefits meet my (and my family's) needs well	2024	14%	16%	69%	67		
			2026	15%	18%	67%	66	-1 ↓	



Question by question survey results

	Linkage to Driver	Survey Question	Year	% Disagree	% Neutral	% Agree	Average Score	Difference	
30		I am aware of the services available to me through the Employee and Family Assistance Program (EFAP)	2024	8%	11%	80%	74		
			2026	9%	13%	79%	73	-1	↓
31	Respectful environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit	2024	18%	13%	69%	68		
			2026	18%	15%	67%	66	-2	↓
32	Respectful environment	My work unit values diversity in people and backgrounds	2024	7%	16%	78%	74		
			2026	6%	16%	78%	74	0	
33	Respectful environment	My work unit values diversity in ideas	2024	11%	17%	73%	72		
			2026	14%	22%	63%	66	-6	↓
34	Respectful environment	In my work unit, conflict is dealt with effectively	2024	23%	20%	56%	60		
			2026	23%	26%	51%	58	-2	↓
35	Staffing practices	In my work unit, the process of selecting a person for a position is fair	2024	23%	22%	55%	60		
			2026	23%	22%	55%	59	-1	↓
36	Staffing practices	In my work unit, the best person with the right skills is hired for the job	2024	26%	23%	51%	57		
			2026	29%	26%	46%	55	-2	↓
37		My work unit takes steps to ensure that critical knowledge is retained when employees leave	2024	35%	25%	40%	51		
			2026	38%	26%	36%	48	-3	↓
38	Teamwork	I have positive working relationships with my co-workers	2024	5%	8%	87%	81		
			2026	4%	8%	89%	81	0	
39	Teamwork	Members of my team communicate effectively with each other	2024	14%	15%	71%	70		
			2026	13%	17%	70%	69	-1	↓
40	Teamwork	When needed, members of my team help me get the job done	2024	5%	9%	86%	79		
			2026	5%	12%	84%	79	0	
41		I am treated respectfully at work	2024	8%	9%	83%	78		
			2026	5%	10%	84%	79	1	↑
42		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 (e.g. how to respond to behaviours, providing emotional support, directing them to resources, etc.)	2024	11%	19%	70%	70		
			2026	12%	20%	68%	68	-2	↓



Question by question survey results

	Linkage to Driver	Survey Question	Year	% Disagree	% Neutral	% Agree	Average Score	Difference	
43		I have a positive working relationship with the person I report to	2024	6%	8%	86%	81		
			2026	9%	9%	83%	79	-2	↓
44		The person I report to keeps me informed of things I need to know	2024	12%	12%	76%	74		
			2026	14%	13%	73%	72	-2	↓
45	Supervisory-level management	The person I report to provides clear expectations regarding my work	2024	12%	12%	76%	72		
			2026	15%	16%	69%	70	-2	↓
46		The person I report to consults me on decisions that affect me	2024	13%	13%	74%	72		
			2026	16%	15%	69%	70	-2	↓
47		The feedback I receive from the person I report to is timely	2024	13%	16%	71%	71		
			2026	13%	20%	67%	70	-1	↓
48		The feedback I receive from the person I report to helps me improve my performance	2024	13%	15%	71%	71		
			2026	14%	20%	66%	70	-1	↓
49	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	2024	8%	7%	84%	79		
			2026	8%	9%	83%	78	-1	↓
50	Supervisory-level management	The person I report to considers other peoples' perspectives before making decisions	2024	12%	14%	75%	73		
			2026	14%	16%	70%	71	-2	↓
51		I am satisfied with the quality of supervision I receive	2024	13%	11%	76%	74		
			2026	14%	15%	72%	73	-1	↓
52	Senior leadership	The senior leadership in my department provides clear direction for the future	2024	29%	22%	48%	56		
			2026	33%	24%	43%	52	-4	↓
53		The senior leadership in my department communicates decisions in a timely manner	2024	29%	23%	48%	55		
			2026	33%	27%	40%	50	-5	↓
54		The senior leadership in my department clearly communicates changing priorities	2024	32%	21%	47%	55		
			2026	34%	24%	42%	51	-4	↓
55	Senior leadership	Essential information flows effectively from senior leadership to staff	2024	33%	23%	44%	53		
			2026	35%	24%	41%	51	-2	↓
56		Essential information flows effectively from staff to senior leadership	2024	24%	25%	51%	58		
			2026	25%	28%	47%	56	-2	↓
57	Senior leadership	The senior leadership in my department is genuinely interested in the well-being of employees	2024	16%	18%	66%	67		
			2026	24%	22%	54%	59	-8	↓



Question by question survey results

	Linkage to Driver	Survey Question	Year	% Disagree	% Neutral	% Agree	Average Score	Difference	
58		I have confidence in the senior leadership of my department	2024	23%	20%	56%	60		
			2026	25%	28%	47%	57	-3	↓
59	Vision, mission and goals	The vision, mission, and goals of my department are communicated well	2024	21%	18%	61%	62		
			2026	23%	24%	53%	58	-4	↓
60	Vision, mission and goals	My department is taking steps to ensure the long-term success of its vision, mission, and goals	2024	19%	25%	56%	62		
			2026	22%	30%	48%	57	-5	↓
61		I am optimistic that my department is moving in the right strategic direction	2024	20%	28%	52%	60		
			2026	22%	35%	43%	56	-4	↓
62		I know how my work contributes to the achievement of my department's goals	2024	11%	18%	71%	69		
			2026	10%	24%	66%	68	-1	↓
63		I strive to improve my department's results	2024	3%	11%	86%	79		
			2026	2%	16%	81%	77	-2	↓
64		My department takes meaningful action to improve my work environment	2024	23%	23%	54%	60		
			2026	22%	29%	49%	58	-2	↓
65	Job satisfaction	I am satisfied with my job	2024	9%	15%	76%	72		
			2026	10%	15%	75%	72	0	
66		I am satisfied with my department	2024	15%	21%	63%	66		
			2026	14%	23%	62%	66	0	
67		Overall, I am satisfied in my work as a Government of Yukon employee	2024	8%	12%	80%	75		
			2026	6%	14%	80%	74	-1	↓
68	Organizational commitment	I am proud to tell people I work for the Government of Yukon	2024	12%	24%	64%	68		
			2026	11%	26%	62%	68	0	
69	Organizational commitment	I would recommend the Government of Yukon as a great place to work	2024	10%	20%	70%	71		
			2026	10%	23%	67%	70	-1	↓
70	Organizational commitment	I would prefer to stay with the Government of Yukon, even if offered a similar job elsewhere	2024	13%	21%	66%	69		
			2026	11%	26%	63%	68	-1	↓
71		Overall, I feel valued as a Government of Yukon employee	2024	18%	19%	63%	65		
			2026	17%	22%	61%	64	-1	↓

* Asterisks indicate a high proportion of "NA" responses. In 2026, questions 17, 19 have a relatively high (10% or more) 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).

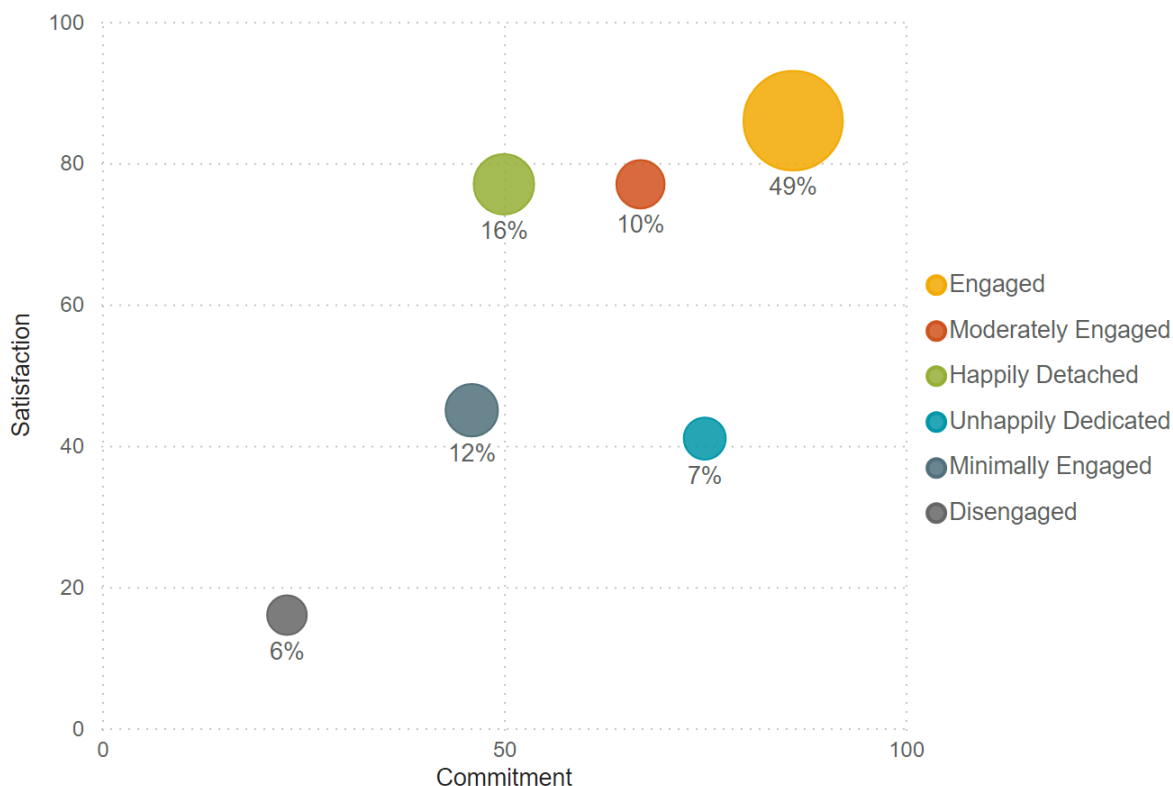
Generally, when employees are engaged, they are:

- 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 ≥ 75 points) are considered to be engaged. Alternatively, employees who are highly committed (scores ≥ 60 points), but are not satisfied (scores ≤ 60 points), are considered to be unhappily dedicated.

The figure displays the proportion of respondents in Corporate belonging to each of the six states graphically.





13 factors - a new approach to analyze engagement survey results

There are 13 factors that can impact the mental health of employees in the workplace. Using the engagement survey results, we can identify questions which relate to those factors and calculate an average score for each of the factors. If you want to learn more about the 13 factors, you can watch videos, explaining each factor in more depth: <https://www.youtube.com/playlist?list=PL2NuAPXp8ohZmoVaECI6sRiV9lQ25Xkld>

	2016	2018	2021	2024	2026
Psychological Competencies + Requirements	78	79	79	80	80
Psychological Support	75	79	79	79	78
Psychological Protection	78	79	75	75	73
Civility + Respect	71	71	73	73	73
Engagement	74	74	74	73	72
Protection of Physical Safety	75	77	75	73	76
Balance	70	72	74	72	71
Involvement + Influence	67	68	71	71	69
Organizational Culture	65	67	69	69	66
Growth + Development	64	65	68	68	65
Workload Management	66	65	63	64	63
Reward + Recognition	61	62	64	62	60
Clear Leadership + Expectations	60	58	63	61	59

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)



For more information visit <https://yukongovernment.sharepoint.com/sites/employee-info/SitePages/employeeengagement.aspx>

This material is prepared by the Public Service Commission with the help of 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.