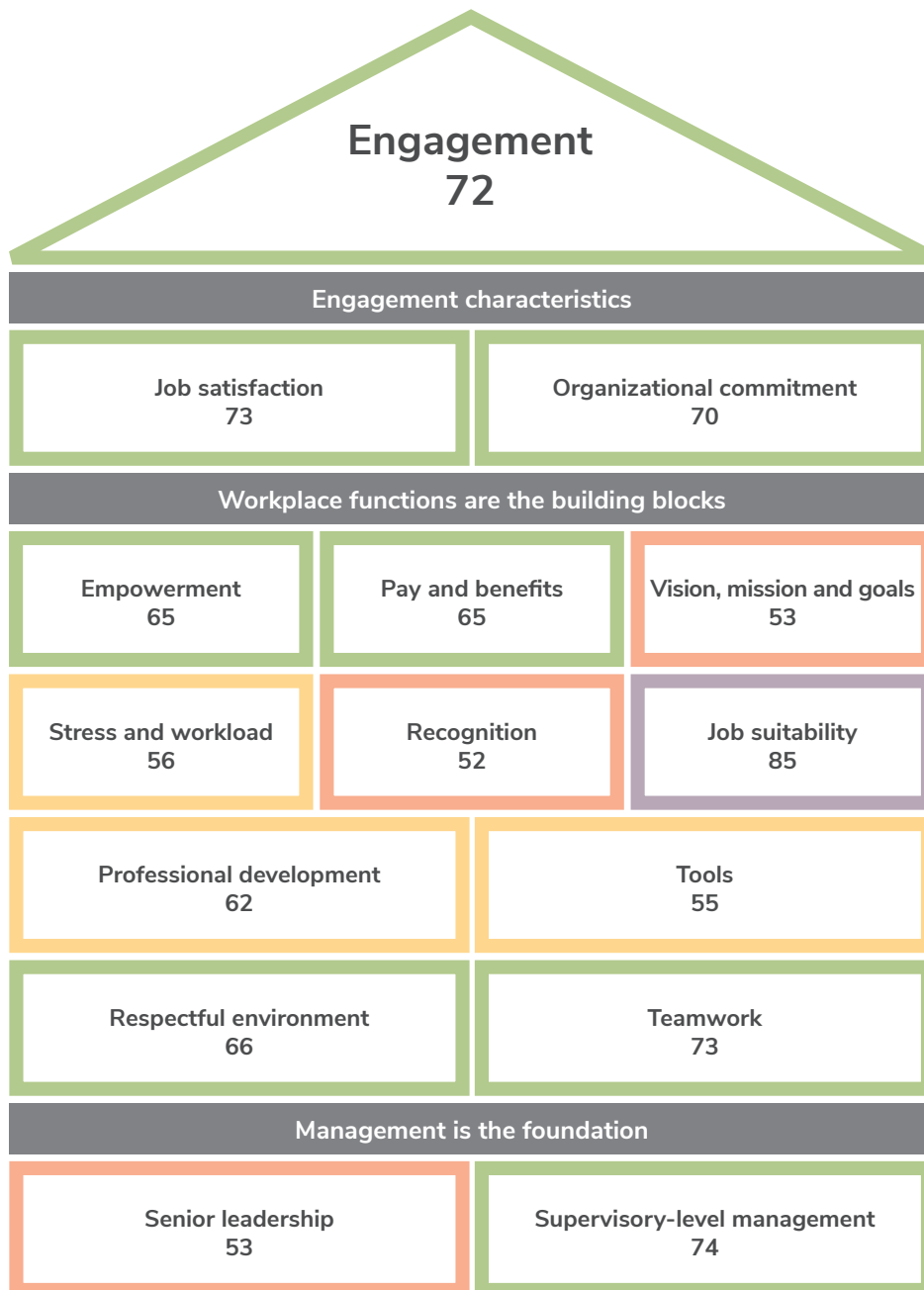


Employee Engagement Survey

2018 All School-based Employees 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: Oct 16 - Nov 5, 2018

Number surveyed: 939
(online, phone, paper)

Obtained sample: 515

Response rate: 55%

Engagement model driver scores

Average score /100 points

	School-based Employees 2018	Corporate 2018	Corporate 2016
Engagement	72	73	73
Organization commitment	70	73	73
Job satisfaction	73	73	73
Vision, mission and goals	53	60	63
Pay and benefits	65	75	73
Empowerment	65	67	68
Job suitability	85	81	81
Recognition	52	61	60
Stress and workload	56	64	65
Tools	55	67	65
Professional development	62	68	67
Teamwork	73	77	76
Respectful environment	66	67	66
Supervisory-level management	74	74	74
Senior leadership	53	55	58

Question by question survey results

Linkage to model	Q	Survey question	Group	% Disagree	% Neutral	% Agree	Average Score / 100 Points	Difference
My day-to-day work								
	1	Innovation is valued in my work.	Corp	14%	23%	63%	68	
			S-BE	9%	24%	67%	71	3
Empowerment	2	I have opportunities to provide input into decisions that affect my work.	Corp	15%	18%	66%	69	
			S-BE	20%	26%	54%	63	-6
Empowerment	3	I have the freedom to make the decisions necessary to do my job well.	Corp	15%	21%	64%	68	
			S-BE	13%	26%	61%	67	-1
Empowerment	4	I have the opportunities I need to implement new ideas.	Corp	19%	24%	57%	63	
			S-BE	14%	30%	57%	65	2
	5	I have support at work to provide a high level of service.	Corp	14%	17%	69%	71	
			S-BE	16%	26%	58%	66	-5
	6	I am inspired to give my best.	Corp	15%	18%	67%	71	
			S-BE	11%	19%	69%	72	1
Job suitability	7	My job is a good fit with my skills and interests.	Corp	6%	11%	82%	82	
			S-BE	6%	9%	85%	83	1
Job suitability	8	My work is meaningful.	Corp	7%	12%	81%	80	
			S-BE	5%	8%	88%	86	6
Professional development	9	I have adequate opportunities to develop my skills.	Corp	17%	21%	63%	67	
			S-BE	18%	29%	53%	63	-4
Professional development	10	My organization supports my work related learning and development.	Corp	14%	17%	69%	71	
			S-BE	16%	23%	61%	67	-4
Professional development	11	The quality of training and development I have received is satisfactory.	Corp	17%	23%	60%	65	
			S-BE	25%	30%	45%	57	-8
Recognition	12	I receive meaningful recognition for work well done.	Corp	22%	22%	56%	62	
			S-BE	27%	31%	42%	56	-6
Recognition	13*	In my work unit, recognition is based on performance.	Corp	24%	26%	50%	58	
			S-BE	35%	32%	33%	49	-9

Linkage to model	Q	Survey question	Group	% Disagree	% Neutral	% Agree	Average Score / 100 Points	Difference
	14	My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well.	Corp	23%	23%	54%	62	
			S-BE	28%	32%	40%	54	-8
Tools	15	The computer based tools (e.g., hardware, software) I have access to help me to excel in my job.	Corp	16%	24%	61%	66	
			S-BE	32%	26%	42%	52	-14
Tools	16	The non-computer based tools (e.g., office or outdoor equipment) I have access to help me to excel in my job.	Corp	11%	26%	63%	68	
			S-BE	18%	38%	44%	59	-9
	17*	I am provided with the accommodation(s) I require to perform my job.	Corp	9%	19%	72%	74	
			S-BE	17%	25%	58%	65	-9
	18	My workplace processes and procedures enable me to work as effectively as possible.	Corp	24%	27%	49%	59	
			S-BE	23%	32%	45%	58	-1
	19	The necessary processes and procedures are in place to ensure my safety at work.	Corp	8%	16%	76%	76	
			S-BE	13%	21%	66%	69	-7
	20	Work is distributed fairly in my work unit.	Corp	21%	21%	58%	63	
			S-BE	26%	24%	49%	58	-5
Stress and workload	21	My workload is manageable.	Corp	17%	21%	61%	65	
			S-BE	27%	23%	50%	58	-7
Stress and workload	22	My work-related stress is manageable.	Corp	18%	26%	56%	63	
			S-BE	28%	31%	41%	54	-9
	23	I have support at work to balance my work and personal life.	Corp	13%	18%	70%	72	
			S-BE	29%	26%	45%	56	-16
	24	I feel supported during times of change.	Corp	23%	22%	55%	62	
			S-BE	33%	27%	40%	52	-10
	25	I feel my job is secure.	Corp	15%	15%	69%	71	
			S-BE	15%	13%	72%	72	1
	26*	I have opportunities for career growth with the Government of Yukon.	Corp	22%	23%	55%	62	
			S-BE	32%	29%	39%	52	-10
Pay and benefits	27	I am paid fairly for the work I do.	Corp	12%	15%	73%	74	
			S-BE	25%	14%	60%	62	-12
Pay and benefits	28	My benefits meet my (and my family's) needs well.	Corp	8%	14%	78%	77	
			S-BE	14%	19%	67%	69	-8

Linkage to model	Q	Survey question	Group	% Disagree	% Neutral	% Agree	Average Score / 100 Points	Difference
	29*	I am aware of the services available to me through the Employee and Family Assistance Program (EFAP).	Corp	8%	11%	81%	79	
			S-BE	32%	20%	48%	56	-23
The people I work with								
Respectful environment	30	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit.	Corp	19%	19%	62%	66	
			S-BE	17%	24%	59%	64	-2
Respectful environment	31	My work unit values diversity in people and backgrounds.	Corp	9%	15%	76%	75	
			S-BE	9%	18%	73%	74	-1
Respectful environment	32	My work unit values diversity in ideas.	Corp	14%	20%	66%	69	
			S-BE	14%	25%	61%	67	-2
Respectful environment	33	In my work unit, conflict is dealt with effectively.	Corp	27%	23%	50%	58	
			S-BE	28%	28%	45%	56	-2
	34*	In my work unit, the process of selecting a person for a position is fair.	Corp	25%	19%	56%	61	
			S-BE	32%	25%	44%	53	-8
	35*	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).	Corp	24%	19%	57%	61	
			S-BE	30%	27%	43%	54	-7
Teamwork	36	I have positive working relationships with my co-workers.	Corp	4%	10%	86%	83	
			S-BE	4%	11%	86%	81	-2
Teamwork	37	Members of my team communicate effectively with each other.	Corp	14%	20%	66%	69	
			S-BE	15%	28%	58%	65	-4
Teamwork	38	When needed, members of my team help me get the job done.	Corp	7%	12%	81%	79	
			S-BE	9%	20%	72%	73	-6
	39	I am treated respectfully at work.	Corp	8%	12%	80%	79	
			S-BE	6%	13%	81%	78	-1
The person I report to								
Supervisory-level management	40	I have a positive working relationship with the person I report to.	Corp	7%	10%	83%	81	
			S-BE	7%	11%	82%	81	0
	41	The person I report to keeps me informed of things I need to know.	Corp	15%	16%	70%	72	
			S-BE	13%	19%	67%	71	-1
Supervisory-level management	42	The person I report to provides clear expectations regarding my work.	Corp	14%	18%	68%	71	
			S-BE	15%	21%	64%	70	-1

Linkage to model	Q	Survey question	Group	% Disagree	% Neutral	% Agree	Average Score / 100 Points	Difference
	43	The person I report to consults me on decisions that affect me.	Corp	16%	16%	68%	71	
			S-BE	19%	19%	63%	68	-3
	44	The feedback I receive from the person I report to is timely.	Corp	15%	16%	69%	71	
			S-BE	14%	22%	64%	69	-2
Supervisory-level management	45	The feedback I receive from the person I report to helps me improve my performance.	Corp	15%	16%	68%	71	
			S-BE	15%	22%	64%	69	-2
	46	I feel I am able to have a conversation with the person I report to when I need their perspective or advice.	Corp	10%	9%	81%	80	
			S-BE	10%	11%	78%	78	-2
	47	The person I report to considers other peoples' perspectives before making decisions.	Corp	14%	13%	73%	74	
			S-BE	12%	15%	73%	73	-1
	48	I am satisfied with the quality of supervision I receive.	Corp	14%	14%	72%	74	
			S-BE	11%	18%	71%	74	0
My senior leadership								
Senior leadership	49*	The senior leadership in my department provides clear direction for the future.	Corp	33%	24%	42%	52	
			S-BE	36%	27%	38%	50	-2
	50*	The senior leadership in my department communicates decisions in a timely manner.	Corp	33%	26%	41%	52	
			S-BE	36%	24%	39%	50	-2
	51*	The senior leadership in my department clearly communicates changing priorities.	Corp	35%	25%	41%	51	
			S-BE	37%	27%	36%	49	-2
Senior leadership	52*	Essential information flows effectively from senior leadership to staff.	Corp	37%	26%	37%	49	
			S-BE	37%	25%	38%	49	0
	53*	Essential information flows effectively from staff to senior leadership.	Corp	28%	28%	44%	55	
			S-BE	31%	29%	40%	52	-3
Senior leadership	54*	The senior leadership in my department is genuinely interested in the well-being of employees.	Corp	24%	19%	57%	62	
			S-BE	30%	19%	51%	58	-4
	55*	I have confidence in the senior leadership of my department.	Corp	28%	21%	51%	58	
			S-BE	34%	23%	42%	53	-5
My department								
Vision, mission and goals	56	The vision, mission, and goals of my department are communicated well.	Corp	25%	28%	47%	58	
			S-BE	31%	30%	39%	53	-5

Linkage to model	Q	Survey question	Group	% Disagree	% Neutral	% Agree	Average Score / 100 Points	Difference
Vision, mission and goals	57*	My department is taking steps to ensure the long-term success of its vision, mission, and goals.	Corp	21%	26%	53%	61	
			S-BE	29%	31%	40%	52	-9
	58	I am optimistic that my department is moving in the right strategic direction.	Corp	22%	26%	52%	60	
			S-BE	34%	31%	35%	50	-10
	59*	I know how my work contributes to the achievement of my department's goals.	Corp	15%	20%	65%	68	
			S-BE	21%	30%	49%	60	-8
	60*	I strive to improve my department's results.	Corp	4%	13%	83%	80	
			S-BE	7%	23%	70%	73	-7
	61	My department takes meaningful action to improve my work environment.	Corp	23%	27%	50%	59	
			S-BE	39%	30%	31%	47	-12
My employment experience overall								
Job satisfaction	62	I am satisfied with my job.	Corp	11%	16%	73%	73	
			S-BE	8%	19%	73%	73	0
	63	I am satisfied with my department.	Corp	17%	22%	60%	66	
			S-BE	29%	30%	41%	54	-12
	64	Overall, I am satisfied in my work as a Government of Yukon employee.	Corp	7%	17%	76%	75	
			S-BE	10%	22%	68%	70	-5
Organization commitment	65	I am proud to tell people I work for the Government of Yukon.	Corp	10%	21%	69%	73	
			S-BE	10%	24%	66%	71	-2
Organization commitment	66	I would recommend the Government of Yukon as a great place to work.	Corp	9%	21%	71%	74	
			S-BE	13%	28%	60%	68	-6
Organization commitment	67*	I would prefer to stay with the Yukon government, even if offered a similar job elsewhere.	Corp	13%	18%	70%	73	
			S-BE	15%	21%	64%	70	-3
	68	Overall, I feel valued as a Government of Yukon employee.	Corp	18%	21%	61%	66	
			S-BE	25%	30%	45%	58	-8

* Questions 13, 17, 26, 29, 34, 35, 49, 50, 51, 52, 53, 54, 55, 57, 59, 60 and 67 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).

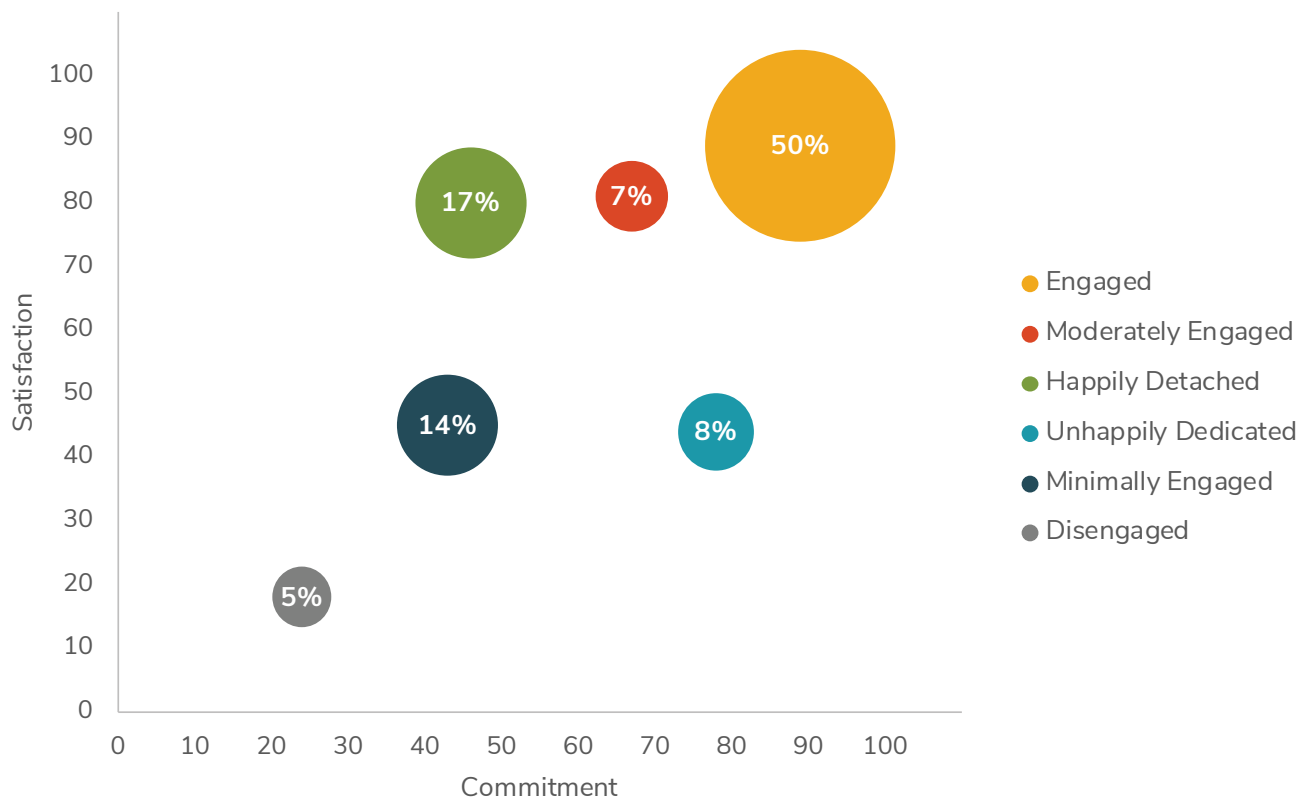
Generally, when employees are engaged, they are:

- 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 ≥ 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 All School-based Employees 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.