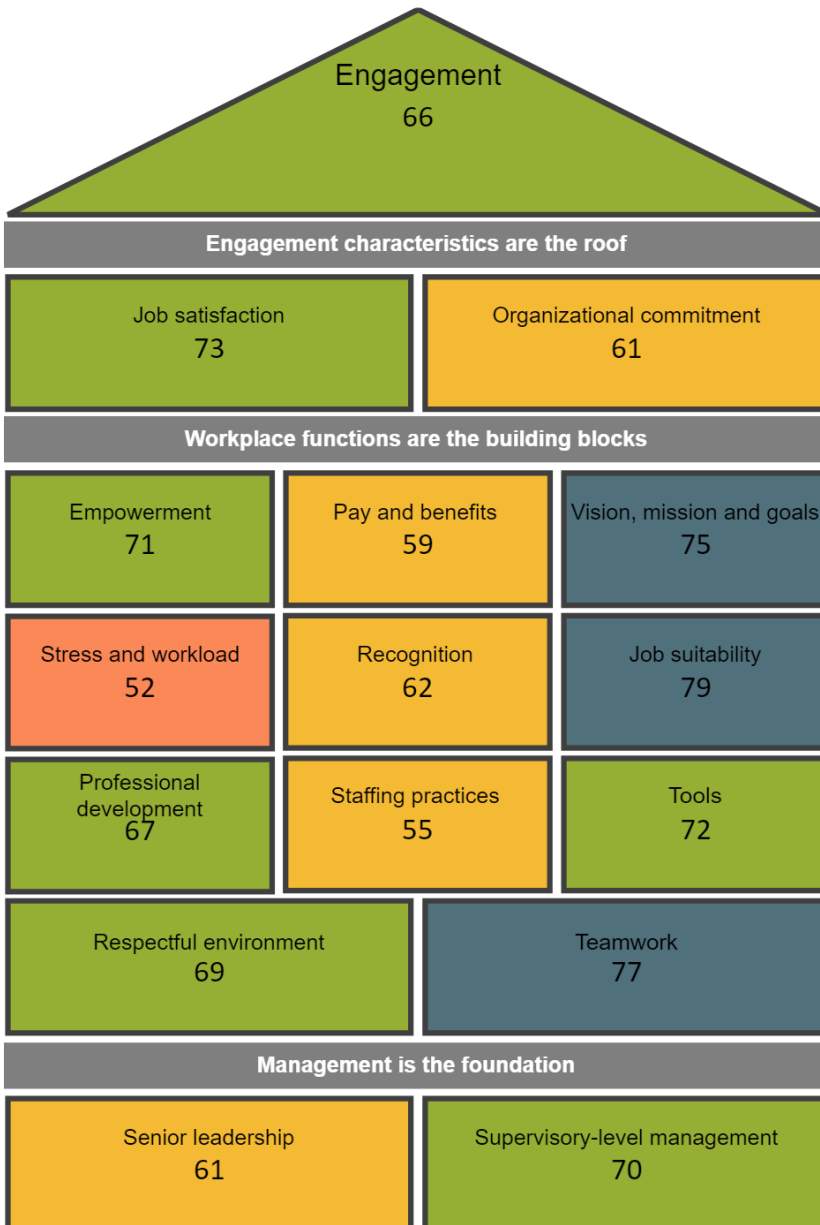


# Employee Engagement Survey

## 2024 WD, YDC, Other 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: May 8 - July 16, 2024

Number surveyed: 27  
(online, phone, paper)

Obtained sample: 22

Response rate: 81.5 %



## Engagement model driver scores

**Note:** The 2024 results in this report do not include responses from school-based employees which will be collected later. The 2021 corporate data presented in this report includes responses from school-based employees as all employees were surveyed at the same time in 2021.

Average score / 100 points

	Department 2024	Department 2021	Corporate 2024	Corporate 2021
Job suitability	79	79	82	82
Teamwork	↑ 77	73	↑ 79	78
Vision, mission and goals	↑ 75	65	62	62
Job satisfaction	↑ 73	68	73	73
Tools	↓ 72	73	↓ 65	66
Empowerment	↑ 71	69	70	70
Supervisory-level management	↑ 70	63	↑ 77	74
Respectful environment	↑ 69	66	↑ 70	68
Professional development	↓ 67	69	↑ 70	68
Engagement	↓ 66	67	↓ 71	72
Recognition	↑ 62	54	62	62
Senior leadership	↑ 61	60	58	58
Organizational commitment	↓ 61	66	↓ 69	71
Pay and benefits	↓ 59	71	↓ 68	71
Staffing practices	55		61	
Stress and workload	↓ 52	57	↑ 63	62



## Question by question survey results

	Linkage to Driver	Survey Question	Year	% Disagree	% Neutral	% Agree	Average Score	Difference	
1		Innovation is valued in my work	2021	15%	20%	65%	64		
			2024	5%	9%	86%	77	13	↑
2	Empowerment	I have opportunities to provide input into decisions that affect my work	2021	10%	24%	67%	68		
			2024	18%	5%	77%	74	6	↑
3	Empowerment	I have the freedom to make the decisions necessary to do my job well	2021	0%	38%	62%	70		
			2024	18%	18%	64%	68	-2	↓
4	Empowerment	I have the opportunities I need to implement new ideas	2021	10%	29%	62%	68		
			2024	14%	14%	73%	72	4	↑
5		I have support at work to provide a high level of service	2021	10%	14%	76%	70		
			2024	14%	14%	73%	73	3	↑
6		I am inspired to give my best	2021	19%	24%	57%	63		
			2024	9%	27%	64%	74	11	↑
7	Job suitability	My job is a good fit with my skills and interests	2021	10%	0%	90%	82		
			2024	5%	14%	82%	80	-2	↓
8	Job suitability	My work is meaningful	2021	19%	5%	76%	75		
			2024	5%	27%	68%	78	3	↑
9	Professional development	I have adequate opportunities to develop my skills	2021	10%	29%	62%	64		
			2024	23%	5%	73%	67	3	↑
10	Professional development	My organization supports my work related learning and development	2021	0%	29%	71%	74		
			2024	23%	0%	77%	72	-2	↓
11	Professional development	The quality of training and development I have received is satisfactory	2021	10%	29%	62%	68		
			2024	23%	9%	68%	64	-4	↓
12	Recognition	I receive meaningful recognition for work well done	2021	33%	14%	52%	56		
			2024	14%	27%	59%	65	9	↑
13	Recognition	In my work unit, recognition is based on performance	2021	33%	28%	39%	51		
			2024	18%	41%	41%	59	8	↑
14	Tools	My physical work environment (e.g., sound level, lighting, heat, ergonomics, etc.) enables me to work well	2021	14%	14%	71%	71		
			2024	14%	9%	77%	72	1	↑
15	Tools	The computer based tools (e.g., hardware, software) I have access to help me to excel in my job	2021	10%	10%	81%	73		
			2024	5%	18%	77%	70	-3	↓



## 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	2021	5%	14%	81%	74		
			2024	0%	25%	75%	74	0	
17		I am provided with the accommodation(s) I require to perform my job	2021	5%	20%	75%	71		
			2024	11%	11%	79%	74	3	↑ *
18		My work unit processes and procedures enable me to work as effectively as possible	2021	19%	14%	67%	63		
			2024	32%	18%	50%	55	-8	↓
19		My work unit encourages efforts to make the services and programs we provide inclusive to Yukoners	2021	10%	19%	71%	71		
			2024	14%	10%	76%	77	6	↑
20		The necessary processes and procedures are in place to ensure my safety at work	2021	5%	19%	76%	73		
			2024	14%	19%	67%	69	-4	↓
21		Work is distributed fairly in my work unit	2021	35%	20%	45%	51		
			2024	55%	14%	32%	44	-7	↓
22	Stress and workload	My workload is manageable	2021	24%	24%	52%	55		
			2024	41%	9%	50%	52	-3	↓
23	Stress and workload	My work-related stress is manageable	2021	19%	19%	62%	60		
			2024	32%	23%	45%	52	-8	↓
24		I have support at work to balance my work and personal life	2021	10%	14%	76%	69		
			2024	23%	5%	73%	67	-2	↓
25		I feel supported during times of change	2021	19%	29%	52%	60		
			2024	32%	32%	36%	51	-9	↓
26		I feel my job is secure	2021	5%	19%	76%	71		
			2024	32%	14%	55%	63	-8	↓
27		I have opportunities for career growth with the Government of Yukon	2021	10%	38%	52%	62		
			2024	25%	15%	60%	61	-1	↓
28	Pay and benefits	I am paid fairly for the work I do	2021	14%	14%	71%	70		
			2024	36%	5%	59%	57	-13	↓
29	Pay and benefits	My benefits meet my (and my family's) needs well	2021	10%	5%	86%	71		
			2024	23%	18%	59%	61	-10	↓



## 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)	2021	10%	0%	90%	74		
			2024	14%	5%	82%	74	0	
31	Respectful environment	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit	2021	19%	14%	67%	64		
			2024	23%	0%	77%	68	4	↑
32	Respectful environment	My work unit values diversity in people and backgrounds	2021	0%	25%	75%	76		
			2024	15%	5%	80%	78	2	↑
33	Respectful environment	My work unit values diversity in ideas	2021	5%	33%	62%	69		
			2024	18%	5%	77%	73	4	↑
34	Respectful environment	In my work unit, conflict is dealt with effectively	2021	35%	20%	45%	51		
			2024	33%	14%	52%	61	10	↑
35	Staffing practices	In my work unit, the process of selecting a person for a position is fair	2021	26%	16%	58%	58		
			2024	39%	17%	44%	54	-4	↓ *
36	Staffing practices	In my work unit, the best person with the right skills is hired for the job	2021	21%	21%	58%	59		
			2024	37%	11%	53%	57	-2	↓ *
37		My work unit takes steps to ensure that critical knowledge is retained when employees leave	2021						
			2024	55%	14%	32%	43		
38	Teamwork	I have positive working relationships with my co-workers	2021	5%	14%	81%	76		
			2024	9%	14%	77%	81	5	↑
39	Teamwork	Members of my team communicate effectively with each other	2021	14%	19%	67%	65		
			2024	9%	23%	68%	72	7	↑
40	Teamwork	When needed, members of my team help me get the job done	2021	0%	14%	86%	76		
			2024	9%	9%	82%	78	2	↑
41		I am treated respectfully at work	2021	5%	19%	76%	75		
			2024	9%	18%	73%	74	-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.)	2021	14%	14%	71%	67		
			2024	14%	10%	76%	70	3	↑



## 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	2021	14%	14%	71%	69		
			2024	11%	17%	72%	71	2	↑ *
44		The person I report to keeps me informed of things I need to know	2021	19%	24%	57%	61		
			2024	20%	20%	60%	65	4	↑
45	Supervisory-level management	The person I report to provides clear expectations regarding my work	2021	29%	14%	57%	60		
			2024	20%	15%	65%	66	6	↑
46		The person I report to consults me on decisions that affect me	2021	19%	33%	48%	61		
			2024	25%	0%	75%	69	8	↑
47		The feedback I receive from the person I report to is timely	2021	19%	14%	67%	65		
			2024	20%	0%	80%	71	6	↑
48		The feedback I receive from the person I report to helps me improve my performance	2021	24%	14%	62%	62		
			2024	25%	15%	60%	66	4	↑
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	2021	24%	10%	67%	64		
			2024	20%	5%	75%	74	10	↑
50	Supervisory-level management	The person I report to considers other peoples' perspectives before making decisions	2021	15%	30%	55%	60		
			2024	25%	10%	65%	69	9	↑
51		I am satisfied with the quality of supervision I receive	2021	19%	24%	57%	61		
			2024	21%	16%	63%	68	7	↑ *
52	Senior leadership	The senior leadership in my department provides clear direction for the future	2021	25%	15%	60%	58		
			2024	30%	5%	65%	63	5	↑
53		The senior leadership in my department communicates decisions in a timely manner	2021	19%	19%	62%	61		
			2024	37%	5%	58%	59	-2	↓ *
54		The senior leadership in my department clearly communicates changing priorities	2021	24%	19%	57%	58		
			2024	25%	5%	70%	65	7	↑
55	Senior leadership	Essential information flows effectively from senior leadership to staff	2021	29%	14%	57%	55		
			2024	35%	15%	50%	56	1	↑
56		Essential information flows effectively from staff to senior leadership	2021	14%	19%	67%	62		
			2024	16%	16%	68%	71	9	↑ *
57	Senior leadership	The senior leadership in my department is genuinely interested in the well-being of employees	2021	20%	10%	70%	64		
			2024	29%	10%	62%	61	-3	↓



## 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	2021	25%	15%	60%	60		
			2024	24%	19%	57%	61	1	↑
59	Vision, mission and goals	The vision, mission, and goals of my department are communicated well	2021	14%	14%	71%	67		
			2024	5%	23%	73%	77	10	↑
60	Vision, mission and goals	My department is taking steps to ensure the long-term success of its vision, mission, and goals	2021	19%	5%	76%	64		
			2024	9%	23%	68%	73	9	↑
61		I am optimistic that my department is moving in the right strategic direction	2021	19%	10%	71%	63		
			2024	9%	9%	82%	76	13	↑
62		I know how my work contributes to the achievement of my department's goals	2021	5%	24%	71%	73		
			2024	9%	9%	82%	80	7	↑
63		I strive to improve my department's results	2021	0%	10%	90%	82		
			2024	0%	0%	100%	90	8	↑
64		My department takes meaningful action to improve my work environment	2021	24%	14%	62%	58		
			2024	25%	35%	40%	59	1	↑
65	Job satisfaction	I am satisfied with my job	2021	10%	24%	67%	68		
			2024	0%	23%	77%	73	5	↑
66		I am satisfied with my department	2021	19%	19%	62%	65		
			2024	14%	14%	73%	73	8	↑
67		Overall, I am satisfied in my work as a Government of Yukon employee	2021	5%	29%	67%	68		
			2024	14%	24%	62%	67	-1	↓
68	Organizational commitment	I am proud to tell people I work for the Government of Yukon	2021	19%	33%	48%	61		
			2024	16%	42%	42%	61	0	*
69	Organizational commitment	I would recommend the Government of Yukon as a great place to work	2021	0%	38%	62%	71		
			2024	20%	20%	60%	63	-8	↓
70	Organizational commitment	I would prefer to stay with the Government of Yukon, even if offered a similar job elsewhere	2021	10%	25%	65%	65		
			2024	21%	37%	42%	61	-4	↓
71		Overall, I feel valued as a Government of Yukon employee	2021	19%	29%	52%	61		
			2024	32%	26%	42%	54	-7	↓

\* Questions 17, 35, 36, 43, 51, 53, 56, 68, 70, 71 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).

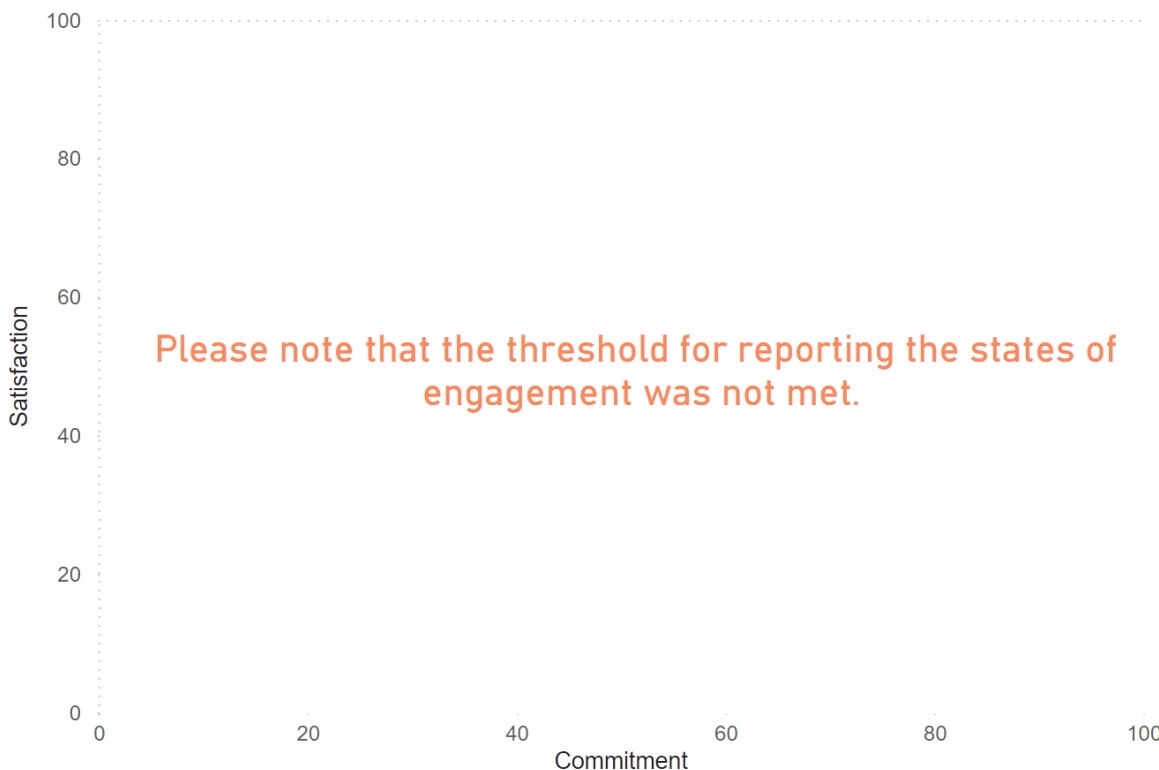
Generally, when employees are engaged, they are:

- 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  $\geq 75$  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 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=PL2NuAPXp8ohZmoVaECI6sRiV9IQ25Xkld>

	2016	2018	2021	2024	
Psychological Competencies + Requirements			82	80	<ul style="list-style-type: none"> <li>Understand your challenges (54 points or lower)</li> <li>Focus on improvements (55 to 64 points)</li> <li>Leverage your strengths (65 to 74 points)</li> <li>Celebrate your successes (75 to 84 points)</li> <li>Model your achievements (85 points or higher)</li> </ul>
Psychological Support			73	75	
Engagement			70	75	
Psychological Protection			66	72	
Civility + Respect			70	71	
Involvement + Influence			67	71	
Protection of Physical Safety			73	69	
Organizational Culture			68	68	
Balance			69	67	
Growth + Development			66	66	
Clear Leadership + Expectations			62	65	
Reward + Recognition			59	60	
Workload Management			53	48	



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.  
**Contact:** Communications, Policy and Change Initiatives, Public Service Commission, Government of Yukon at [pscwebsite@yukon.ca](mailto:pscwebsite@yukon.ca)  
**Publish date:** October 2024  
**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.