

2018
WORK ENVIRONMENT SURVEY
PATHWAY GUIDE
Tracing 15 of the 483 Pathways to Engagement



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

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Introduction

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 was developed by BC Stats using a statistical technique called structural equation modelling (SEM). In the model, specific workplace functions and management practices, called engagement drivers, impact employee engagement. Each driver contains a set of survey topics that measure particular aspects of the employee experience.

The model structure is graphically represented as a house, with a foundation, building blocks, and a roof. The diagram serves as a visual metaphor that simplifies the relationships between the different parts of the model. The engagement characteristics (Job Satisfaction, Organization Satisfaction and BC Public Service Commitment) are located in the roof of the 'house'. The building blocks identify the core workplace functions influencing these characteristics. The model rests on the two management drivers (Executive and Supervisory-Level Management) making up the foundation which are connected either directly or indirectly to every other driver in the model. Every pathway starts with Executive-Level Management and flows in a specific direction, passing through various drivers, and ending at one, or more, of the three characteristics of engagement.

The role of management within the Employee Engagement Model is paramount. We can see this in model terms by the fact that the Supervisory-Level Management and Executive-Level Management drivers combined explain between 63% and 66% of the differences in Engagement scores. While focusing on management is important, it may not provide enough direction on where to make appropriate changes for improving employee engagement. Linking the management drivers to other building blocks through pathways can show more specifically where and how management should focus their efforts.

The model building blocks also impact one another. This means that one building block can be affected by another and/or directly affect others. When interpreting the model, it is important to pay attention to how management and building block drivers connect together to form pathways because they explain how various facets of employees' experiences work together to affect Engagement. These pathways provide a complex portrayal of different employee experiences and help us better understand the variety of work environment situations that fuel employee engagement.

There are 483 unique pathways in the BC Public Service Employee Engagement Model.

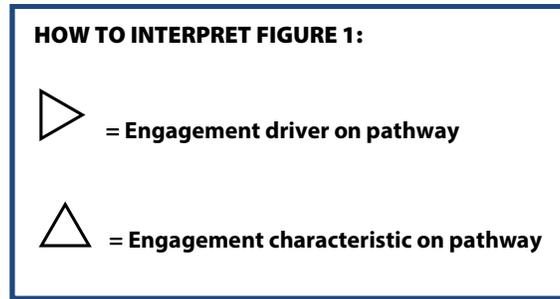
Based on the 2018 WES data, the connections between drivers form 483 unique pathways that are the scaffolding or architecture of the model for the BC Public Service (See Appendix B: All Pathways). Some of these connections between the drivers are stronger than others. By analyzing the collective strength of the driver connections within each pathway, we can rank all 483 pathways from strongest to the weakest. Taking into consideration pathway strength, length and driver diversity, BC Stats has pulled together 15 top pathways for consideration. While each pathway describes a unique work environment situation, the top pathways illuminate the more common conditions that can either block or enhance Engagement. This document focuses on the following pathways:

- VISION PATH
- TAKE HOME PATH
- WORK-LIFE BALANCE PATH
- NECESSITIES PATH
- HARMONY PATH
- PERFORMANCE GROWTH PATH
- PEOPLE PATH
- WORKSPACE PATH
- RESOURCE PATH
- PERSON-FIT PATH
- CAREER TRACKING PATH
- EMPOWERMENT PATH
- STRESS BUSTER PATH
- KEEPING-IT-TOGETHER PATH
- FAIR PLAY PATH

Each pathway is uniquely named to reflect the workplace circumstances characterized by the specific combination of drivers. Most drivers belong to more than one of the top pathways and make multiple contributions to Engagement, reflecting the complex dynamics occurring in the workplace. For most of the top 15 pathways, there exists a more direct path to Engagement with fewer drivers, or there may also exist a more complex path. Therefore, the 15 pathways form a helpful guide for where to focus efforts to enhance Engagement but they can be tailored to fit many unique workplace experiences.

Top Pathways at a Glance

The graphic on the next page (Figure 1) is a visual reference that identifies the drivers forming each of the top 15 pathways to Engagement. The pathways are sorted from the fewest number of drivers along the path, to the most. Each driver or engagement characteristic included in the path is flagged by a triangle, illustrated in the legend below.



The sections that follow Figure 1 describe and illustrate each of the 15 pathways in detail. Also included is key information about the strength of the connections between model drivers and how drivers interact to impact Engagement.

PATHWAY GUIDE: TRACING 15 OF THE 483 PATHWAYS TO ENGAGEMENT

FIGURE 1: TOP PATHWAYS AT A GLANCE

PATHWAY NAME	EXECUTIVE-LEVEL MANAGEMENT	SUPERVISORY-LEVEL MANAGEMENT	STAFFING PRACTICES	RESPECTFUL ENVIRONMENT	PROFESSIONAL DEVELOPMENT	TEAMWORK	TOOLS & WORKSPACE	STRESS & WORKLOAD	PAY & BENEFITS	RECOGNITION	EMPOWERMENT	JOB SUITABILITY	VISION, MISSION & GOALS	JOB SATISFACTION	ORGANIZATION SATISFACTION	COMMITMENT
VISION PATH	▽												▽		△	△
TAKE HOME PATH	▽								▽						△	△
WORK-LIFE BALANCE PATH	▽	▽						▽						△	△	
NECESSITIES PATH	▽						▽		▽						△	△
HARMONY PATH	▽	▽		▽				▽						△	△	
PERFORMANCE GROWTH PATH	▽	▽			▽							▽		△		△
PEOPLE PATH	▽	▽		▽		▽						▽		△		△
WORKSPACE PATH	▽	▽		▽		▽	▽									△
RESOURCE PATH	▽	▽	▽		▽		▽									△
PERSON-FIT PATH	▽	▽	▽	▽		▽						▽		△		△
CAREER TRACKING PATH	▽	▽	▽	▽	▽							▽		△		△
EMPOWERMENT PATH	▽	▽	▽	▽						▽	▽			△	△	
STRESS BUSTER PATH	▽	▽		▽	▽		▽	▽						△	△	
KEEPING-IT-TOGETHER PATH	▽	▽	▽	▽		▽	▽	▽						△	△	
FAIR PLAY PATH	▽	▽	▽	▽		▽	▽		▽						△	△

The Vision Path

As the highest ranked pathway, the Vision Path represents the strongest combination of driver connections in the model. The key driver on the Vision Path is Vision, Mission & Goals, which has direct impacts on both Organization Satisfaction and BC Public Service Commitment.

The Vision Path begins with Executive-Level Management, and its focus on the provision of clear future direction and timely communication of decisions. The Vision, Mission & Goals driver continues this communication theme and adds a new dimension – whether employees feel the organization is taking steps to ensure the long-term success of its vision, mission and goals.

The relationship between Executive-Level Management and Vision, Mission & Goals represents the strongest connection in the model. Furthermore, the Vision, Mission & Goals driver has a greater impact on Organization Satisfaction than any other driver in the model. This pathway includes a secondary connection between Vision, Mission & Goals and BC Public Service Commitment.

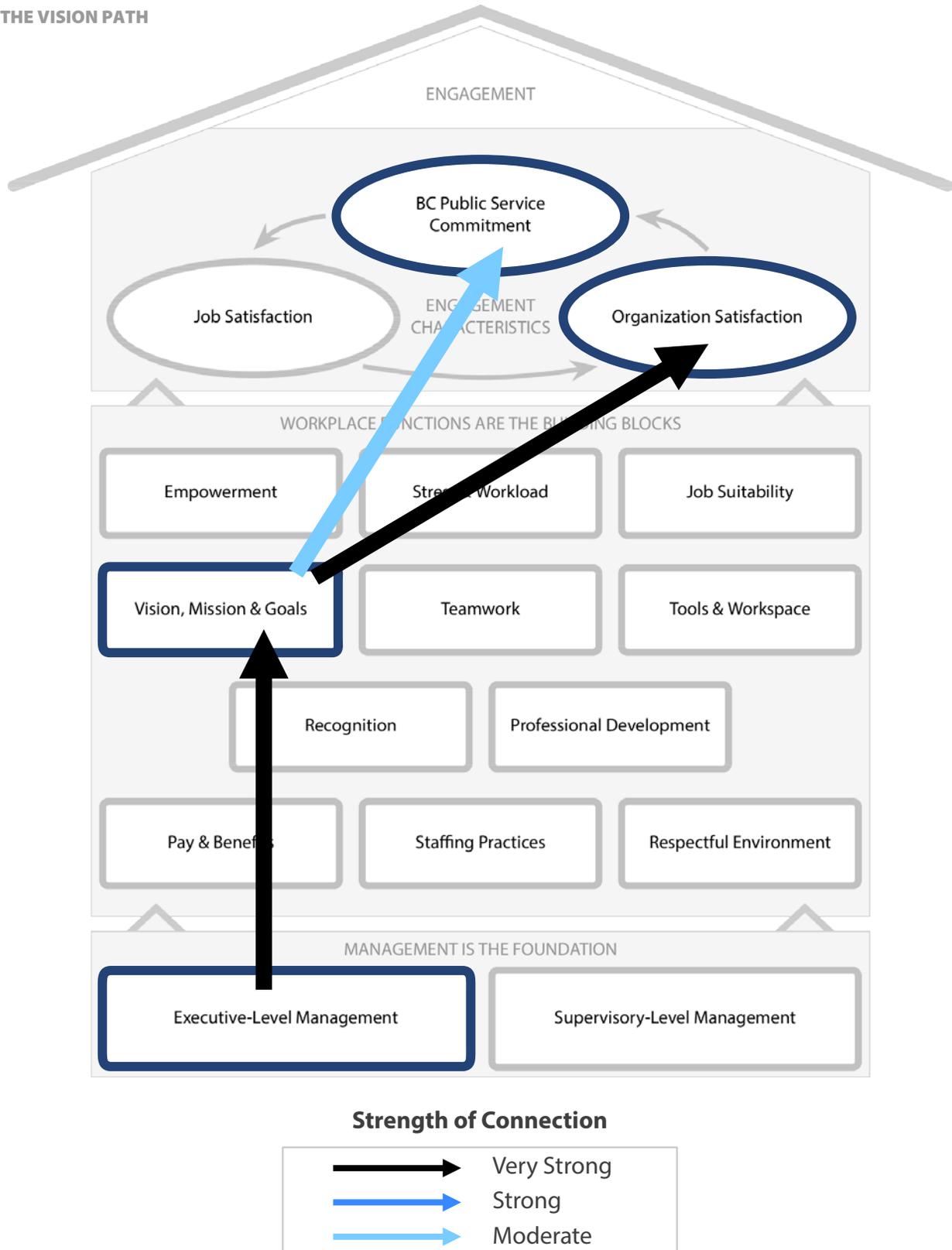
The Vision Path has been the top pathway each survey cycle since the model was first developed in 2006.

Executives must focus on articulating a clear, compelling and consistent view of the present and future, which can then cascade through the organization. If employees do not understand or identify with the vision, mission and goals of their organization, or if they lack confidence in the leadership needed to ensure long-term success, they will be less likely to express satisfaction with their organization. In addition, employees' commitment to staying with the BC Public Service and their satisfaction with working as public servants can also be negatively impacted by issues affecting this pathway.

While this pathway focuses on the connection from Executive-Level Management, supervisors play an important role in transmitting timely information about decisions, future direction and the vision of the organization to their staff.

The Vision Path is a good place to focus efforts among work units that have relatively low scores in Organization Satisfaction and/or BC Public Service Commitment. Employees in these work units may face challenges in understanding or identifying how their day-to-day work aligns with the big picture of the organization's vision, mission and goals.

THE VISION PATH



The Take Home Path

The Take Home Path is another very short path directly connecting through Pay & Benefits to BC Public Service Commitment and Organization Satisfaction. As with all paths, this path begins with Executive-Level Management and relies on the direction and communication from leadership. The Pay & Benefits driver picks up from there to reflect employees' perceptions of their compensation, which impacts their likelihood of staying with the BC Public Service and being satisfied in their work as a BC Public Service employee, as well as their satisfaction with the organization overall.

The relationship in the Take Home Path are all moderately strong, however the connection to BC Public Service Commitment is the strongest of three outgoing links from Pay & Benefits. The second strongest is to Organization Satisfaction which is also included in this pathway.

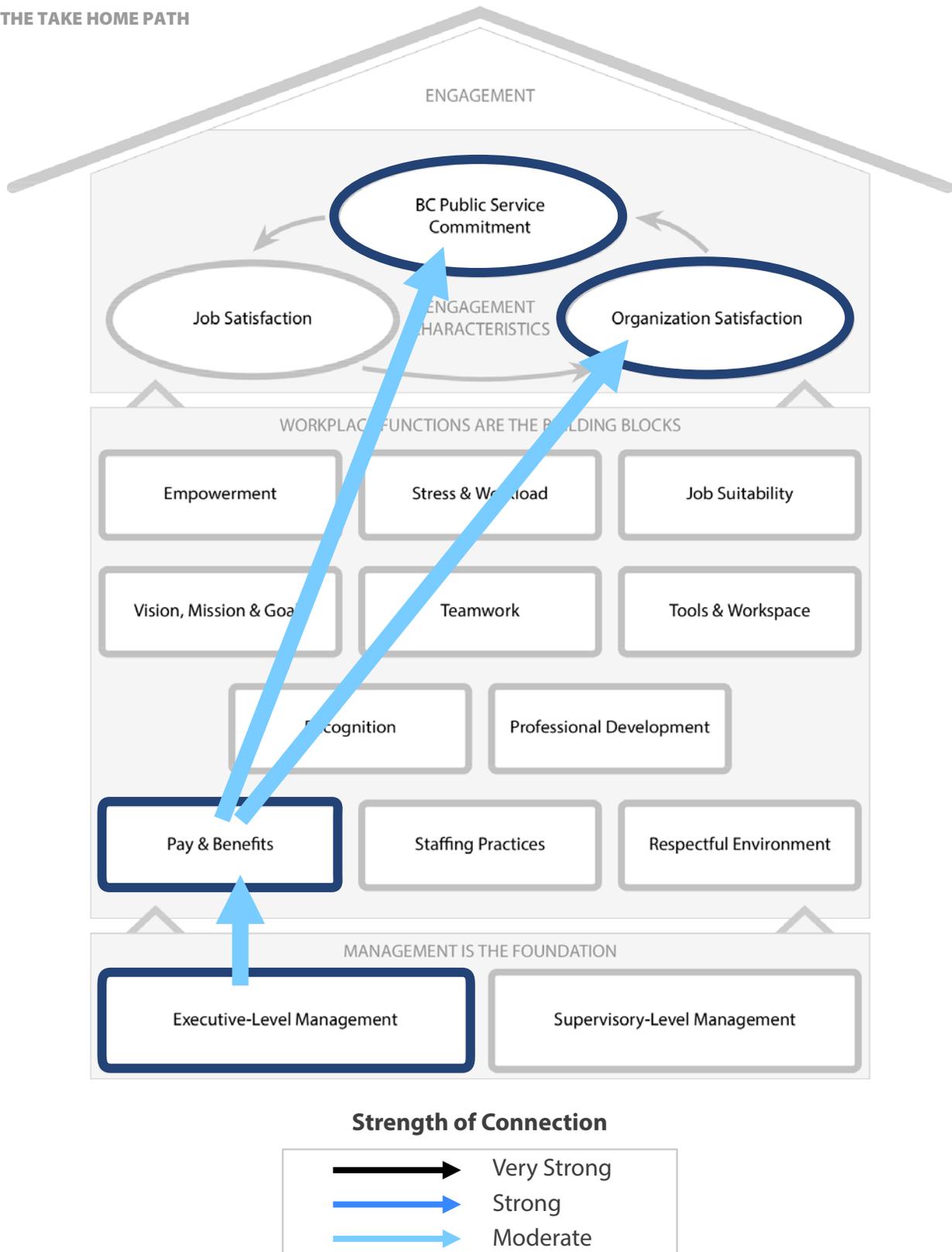
The Take Home Path is akin to Maslow's hierarchy of basic needs.

People are often wrong about how much they are paid compared to the going market rate. According to a recent study, employees' perception of fair pay is an emotional measure reflecting how valued employees feel by their employer. Therefore, in their role as decision-makers, direction-setters and lead communicators, executives have a great opportunity to influence employee perceptions about compensation.

From the Pay & Benefits driver, a direct connection is made to both BC Public Service Commitment and Organization Satisfaction. Employees who believe they are paid fairly and that their benefits meet their needs are more likely committed to staying with the BC Public Service and are satisfied with working as public servants. They will also likely feel more satisfied with their organization. However, employees who feel that they are not fairly or competitively paid, or that their benefits do not meet their needs, may begin looking for work elsewhere. In the context of human resource recruitment and retention challenges and strategies, this relationship takes on considerable importance.

The Take Home Path is a good place to focus efforts among work units that have relatively low scores in BC Public Service Commitment. Employees in these work units may not be aware of the market value of related jobs either outside of, or within, the BC Public Service. They also might not know what benefits they are entitled to, or how they may compare to jobs elsewhere. Communication about pay scales and/or benefit packages should help employees accurately assess, and possibly feel more positive about, their compensation package.

THE TAKE HOME PATH



The Work-Life Balance Path

Centred on the Stress & Workload driver, the Work-Life Balance Path can either positively or negatively impact engagement through its relationships with Job Satisfaction and Organization Satisfaction. This pathway involves connections between three drivers and two engagement characteristics.

In this pathway, Executive-Level Management has both direct and indirect effects on the Stress & Workload driver. As with all foundational relationships, if senior leadership wants to improve scores for the building block drivers, then focus must be given to the quality, clarity and timeliness of communications. In the case of the Stress & Workload driver, the communication about the scope of the organization's current and long-term direction must be perceived by employees as realistic and manageable.

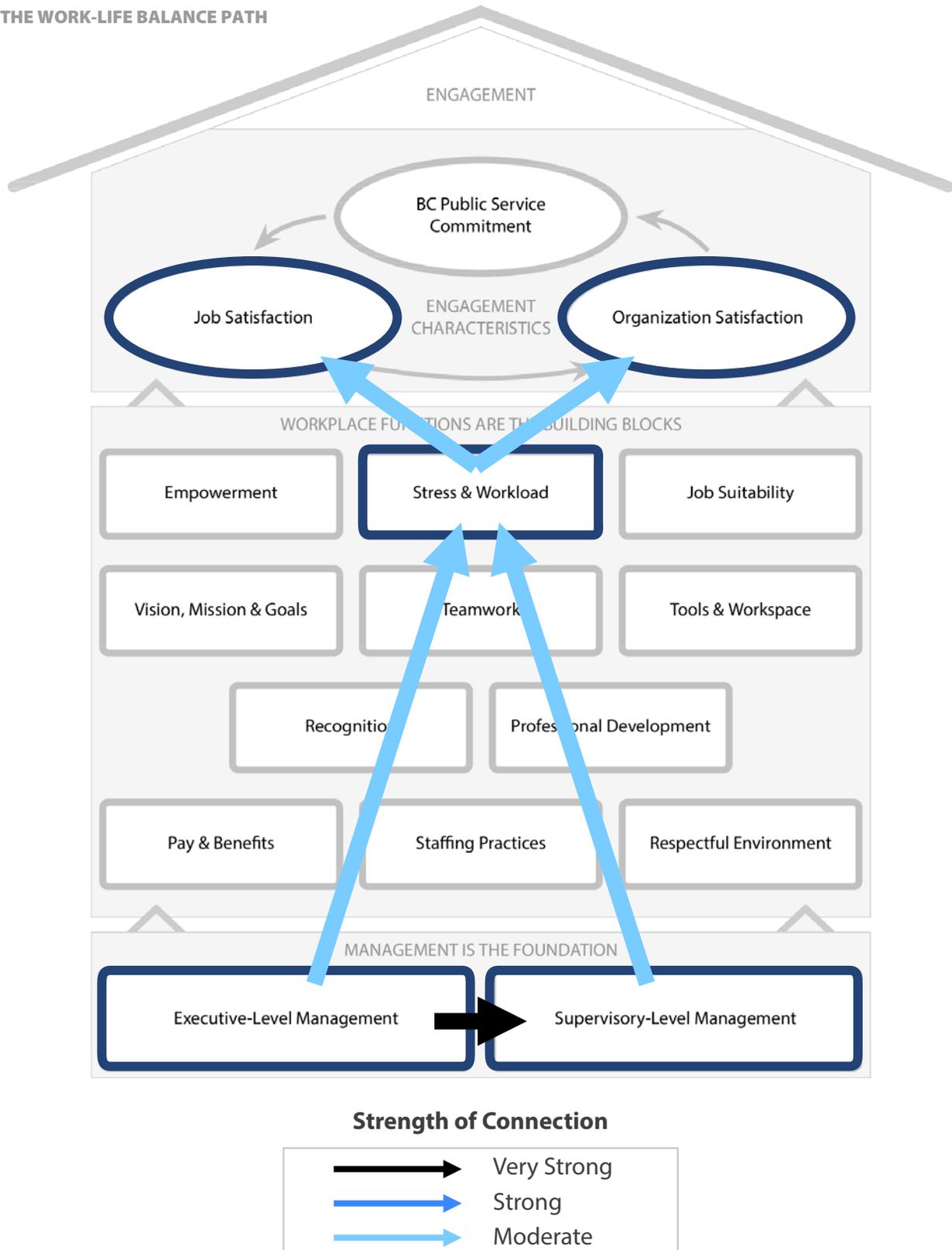
The second foundational connection to Stress & Workload requires supervisors to play a similar role in establishing realistic expectations, on a more local scale. However, the impact supervisors have on workloads should also be subject to direct consultation with employees. The function of supervisors, therefore, extends beyond providing clear information, and includes building consensus with employees as to how sustainable work responsibilities are defined.

The pathway's final link connects Stress & Workload with both Job Satisfaction and Organization Satisfaction. The importance of these connections can be understood within the context of realistic expectations. If employees perceive their work-related stress and workload as being manageable, then they are more likely to be satisfied with their jobs and organizations. However, if employees are unable to manage their stress and workload, they may feel the demands and pressures they are subjected to are unreasonable. This, in turn, will lead employees to express lower levels of Job Satisfaction and Organization Satisfaction.

For work units facing Stress & Workload issues, a potential area to investigate is the communications that management send to employees concerning work responsibilities. Establishing and communicating workload expectations that are feasible will help to improve both Stress & Workload issues and overall Job Satisfaction and Organization Satisfaction.

In the 2018 WES, Stress & Workload is the third most common theme in response to what employees would like their organization to focus on to improve their work environment.

THE WORK-LIFE BALANCE PATH



The Necessities Path

The Necessities Path involves three drivers and leads to both Organization Satisfaction and BC Public Service Commitment. The Necessities Path begins at Executive-Level Management and leads directly to Tools & Workspace. Employees agree that their workspace, computer and non-computer based tools help them to excel at their jobs when they think their executives clearly communicate decisions about the acquisition of the tools and equipment in the workplace, as well as the physical environment.

The Necessities Path next connects to Pay & Benefits. Employees in work units that have the necessary tools and workspace they need to excel in their jobs, tend to agree that they are fairly and competitively compensated for their work. Comparatively, employees who lack the right tools or a satisfactory physical environment, tend to believe they are not paid fairly or competitively for the work they do.

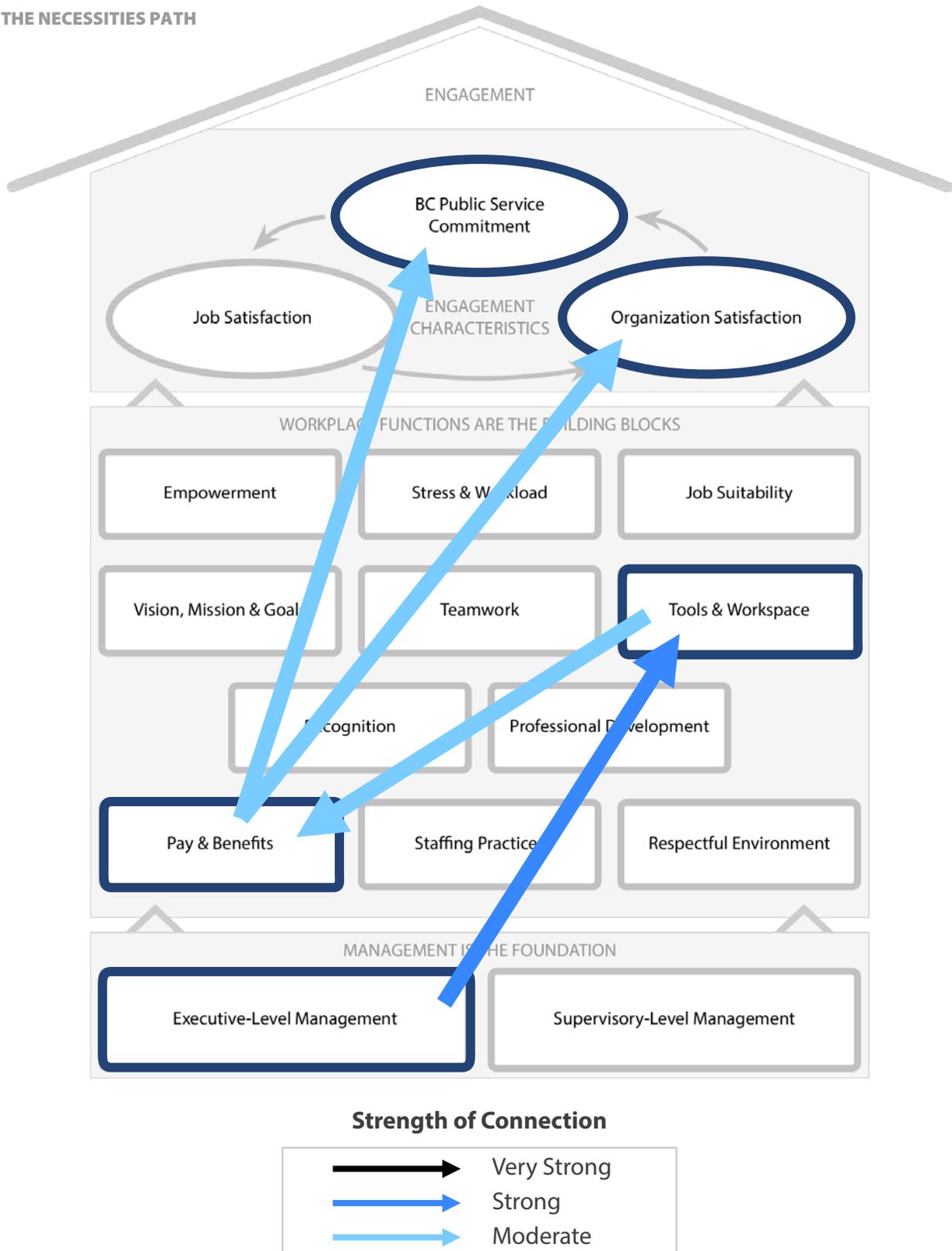
You can improve perceptions of Pay & Benefits by improving perceptions of Tools & Workspace

Pay & Benefits connects directly to BC Public Service Commitment and Organization Satisfaction. In other words, as an employee's perception of their pay and benefits becomes more positive, so does their satisfaction with their organization and their work as a BC Public Servant, as well as their preference to remain working within the BC Public Service. These relationships take on considerable importance as job markets become increasingly competitive. Improvements focused on perceptions of the Pay & Benefits driver may help to retain employees.

Due to the Pay & Benefits driver's close relationship with the organizational characteristics of engagement, issues surrounding Organization Satisfaction and especially BC Public Service Commitment, may indicate that the pay and benefit packages are not sufficiently meeting the needs of employees. Similarly, due to the strong relationship between Tools & Workspace and Pay & Benefits issues with the engagement characteristics may indicate that employees do not have access to appropriate tools or effective workspaces.

For executives to properly leverage the strengths of these two building blocks, communications regarding decisions and the organization's direction must be well articulated and responsive. With quality communication, employees can develop an appreciation of how their salary, benefits, tools, and physical environment align with the type and amount of work they do in their organization.

THE NECESSITIES PATH



The Harmony Path

The Harmony Path passes through two building blocks before influencing Engagement via Job Satisfaction and Organization Satisfaction.

Executive-Level Management, and especially Supervisory-Level Management, both directly impact the Respectful Environment driver. This driver hinges on a healthy work atmosphere full of trust, mutual respect and diversity, while free from discrimination and harassment. Leaders have a strong impact as role models in the format and content of their communication and decisions. Open, honest, inclusive and consistent communication while making informed fair decisions will help employees feel listened to, respected and valued. In turn, the ability to openly share ideas and feedback with co-workers, supervisors and executives leads to a healthy atmosphere.

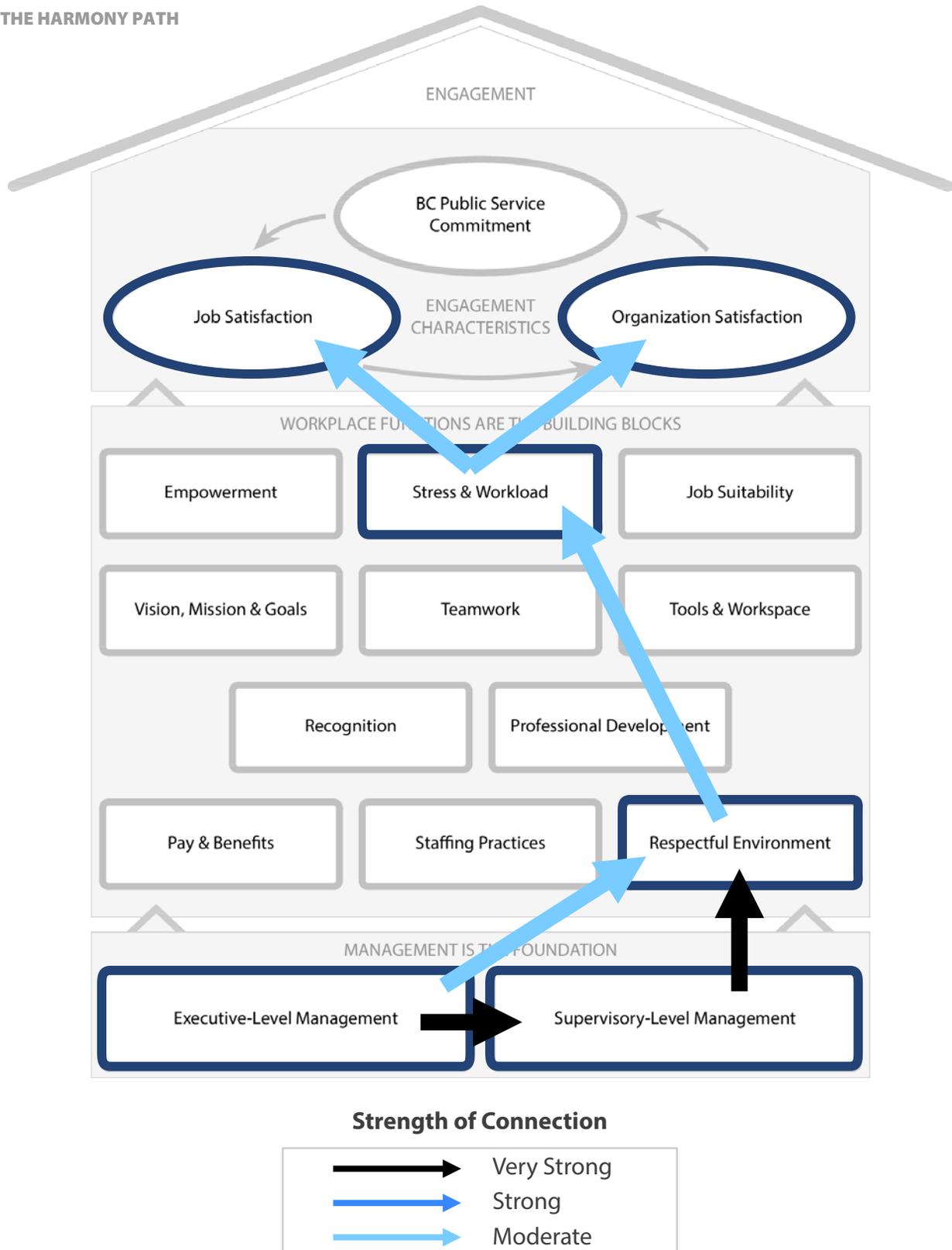
From the Respectful Environment driver is a link to Stress & Workload. When employees work in a respectful environment, they are more likely to feel that their workload and work-related stress is manageable. Such employees would be more likely to feel as though they could talk to their supervisor or co-workers to adjust their workload, get help when needed, or debrief when feeling overwhelmed. Employees without this support may feel as though they have nowhere to turn for help in getting the job done or may not be able to cope adequately.

Increased respect in a work environment can directly improve employees' perceptions of Stress & Workload.

Stress & Workload next links the Harmony Path to Engagement via Job Satisfaction, as well as Organization Satisfaction. That is, employees who feel they cannot manage their workload or work-related stress will feel less satisfied with their job, and their organization. Alternatively, employees who can stay on top of their work-related stress and workload will be more likely to feel overall satisfaction with their job and organization.

Work units with issues around Stress & Workload should consider their work atmosphere. Treating each other in a respectful manner, demonstrating trust and openness, and valuing diversity in people, backgrounds and ideas should pave the way to a less stressful workplace. Being there to support one another or trust that the team will help when needed may help employees de-stress and allow for workloads to be evenly balanced. In turn, such improvements should also positively impact Job and Organization Satisfaction.

THE HARMONY PATH



The Performance Growth Path

The key elements in the Performance Growth Path are the Professional Development and Job Suitability drivers. In combination, these drivers have a considerable impact on Job Satisfaction, as well as BC Public Service Commitment.

The Performance Growth Path begins with Executive-Level Management and its connections to Supervisory-Level Management and Professional Development. Within the context of this path, the communication of decisions and direction from executives regarding career development strategies is critical. As senior leaders have a considerable influence in shaping the amount and type of development opportunities that are available to staff, ensuring that these career development strategies are articulated clearly both to supervisors and staff will greatly support perceptions of professional development in the workplace.

The clear communication of career development opportunities also falls on the shoulders of supervisors. As supervisors are able to work closely with staff, they can ensure that an employee's professional development plan not only supports the needs of the organization, but also aligns with the skills and interests of the employee. Through the combined efforts of executives and supervisors, creating professional development plans for employees can help to better match employees' positions with their unique interests and values.

By supporting the professional development needs of employees, an indirect benefit may be seen in the Job Suitability driver.

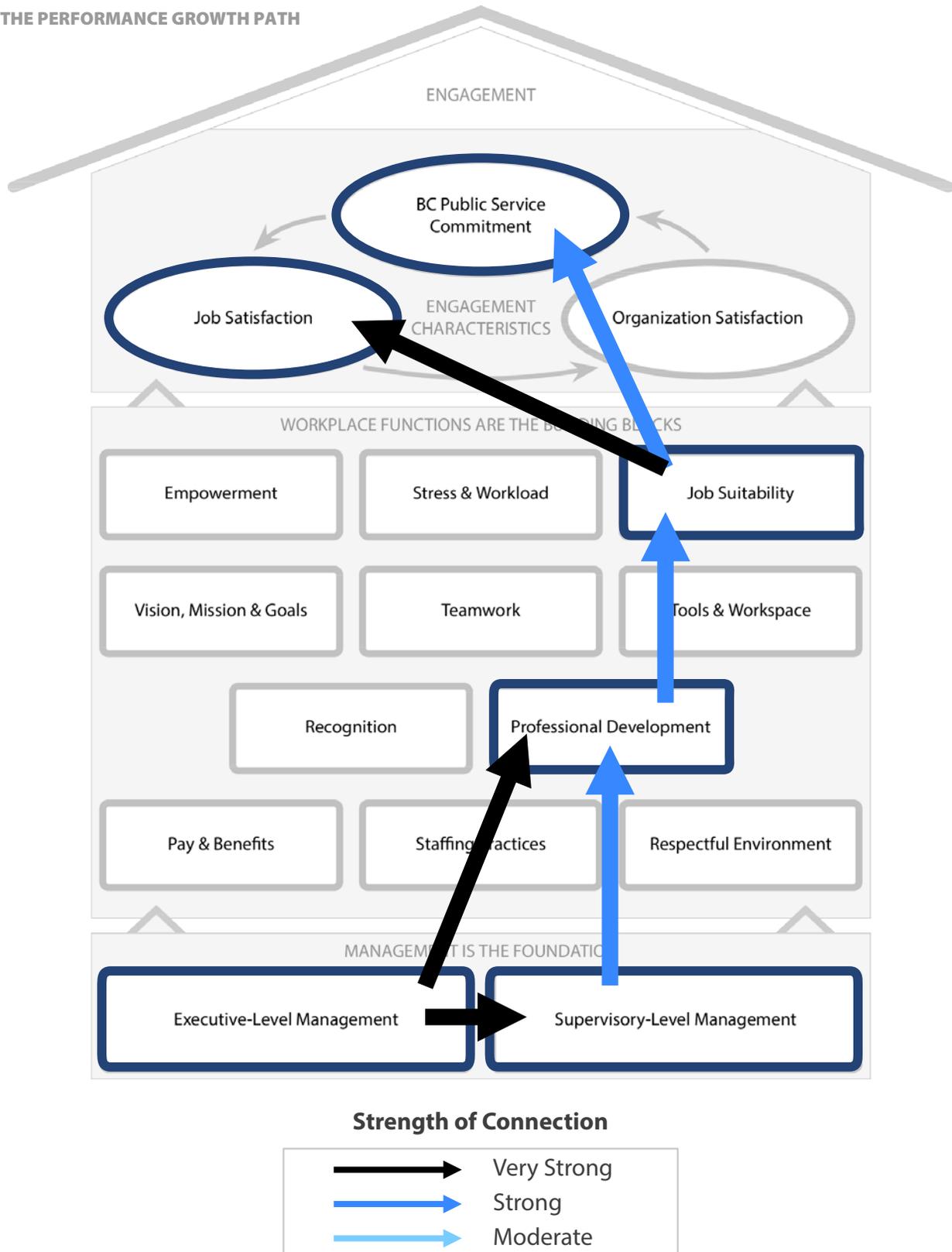
Specifically, when an organization supports employees' learning and development, provides adequate opportunities for skill development, and ensures that high quality training is accessible, employees will more easily find their work to be meaningful and a good fit with their skills and interests.

Finally, the Performance Growth Path presents an excellent opportunity for improving employee engagement through strong connections leading from Job Suitability to both Job Satisfaction and BC Public Service Commitment. Employees who find their jobs to be meaningful and a good fit with their skills and interests, tend to be more satisfied with their jobs, their work as BC Public Service employees, and prefer to remain in the public service even if offered similar jobs elsewhere. These relationships highlight the importance of developing a close fit between employees' job descriptions and their personal preferences and experiences.

The Performance Growth Path impacts Engagement through Job Satisfaction and BC Public Service Commitment, due to its strong connection through the Job Suitability driver.

PATHWAY GUIDE: TRACING 15 OF THE 483 PATHWAYS TO ENGAGEMENT

THE PERFORMANCE GROWTH PATH



The People Path

The People Path begins in the foundation and moves through three building blocks to impact engagement through Job Satisfaction and BC Public Service Commitment.

On the People Path, Executive, and especially Supervisory-Level Management, both link to Respectful Environment. The very strong connection from Executive-Level Management to Supervisory-Level Management emphasizes the importance of open ongoing communication between executives and supervisors, which supports employees' positive perceptions of their supervisors. Senior executives who provide clear and consistent communication to supervisors assist them in keeping their employees informed, and consulted on work-related decisions and expectations. Moreover, executives can provide direction to develop a workplace that values diversity, is free from discrimination and harassment, and promotes a healthy atmosphere. Supervisors can reinforce executives' work locally by developing respectful work units, leading with an understanding of others' perspectives and being available when advice is needed.

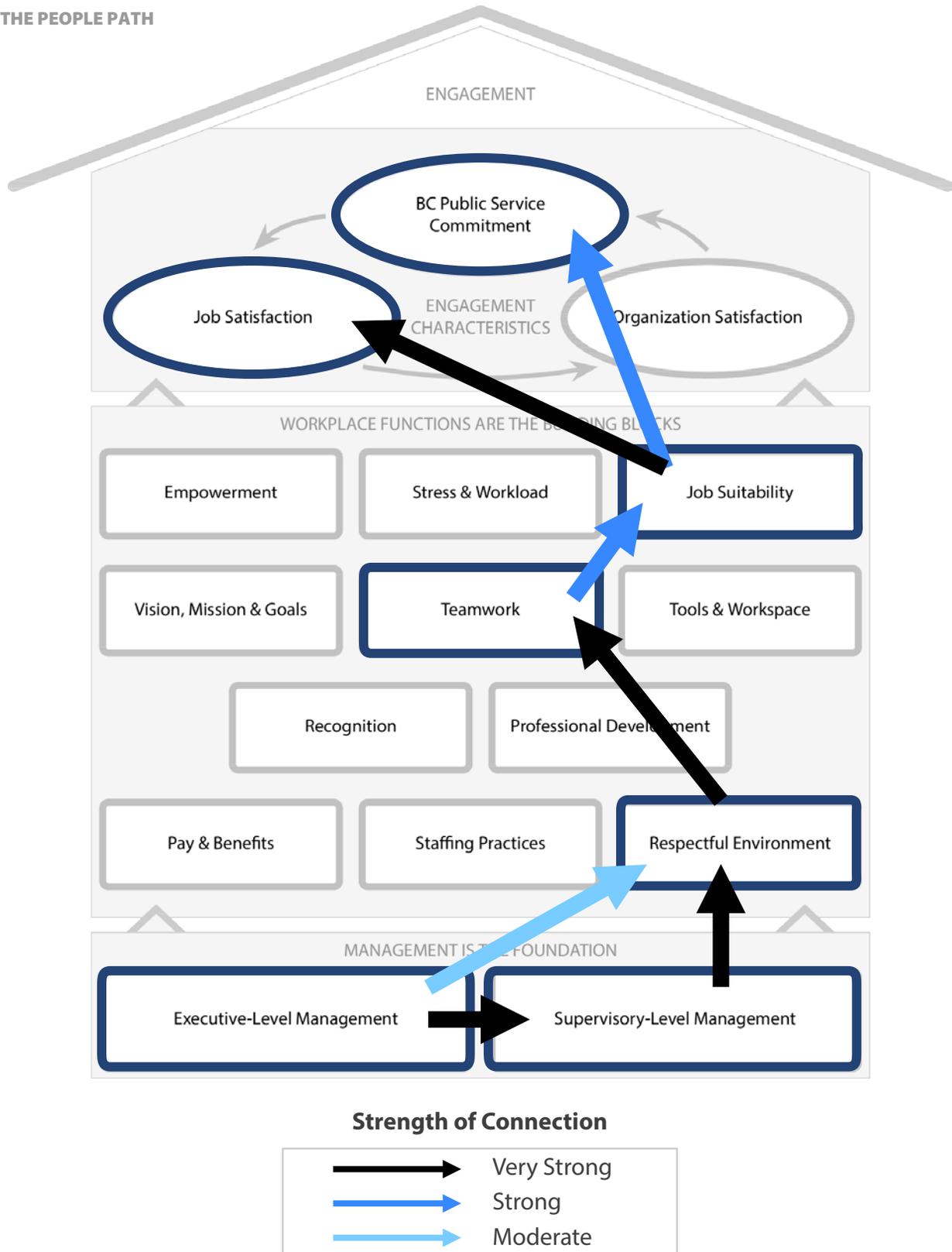
The People Path is similar to the Performance Growth Path in its exit from Job Suitability to impact Engagement, but it gets there in an entirely different way.

This pathway connects Respectful Environment to Teamwork representing the second strongest connection in all the model pathways. Employees who work in a respectful environment tend to have positive working relationships with their co-workers, communicate effectively amongst themselves and help each other get the job done. Such positive interactions are more likely to be missing from work units characterized with discrimination and harassment; a lack of trust and mutual respect; or a lack of diversity in ideas, people and backgrounds.

From Teamwork, the People Path connects to the Job Suitability driver. Generally, employees who experience positive teamwork tend to find their jobs to be meaningful and a good fit with their skills and interests. Employees at odds with their co-workers are less likely to agree that their work is meaningful, or is a good fit for them.

The People Path links Job Suitability with Job Satisfaction and BC Public Service Commitment, influencing Engagement. Employees who find their jobs meaningful and believe their jobs are a good fit with their skills and interests, tend to be more satisfied with their jobs, with their work as BC Public Service employees, and prefer to remain in the public service even if offered similar jobs elsewhere.

THE PEOPLE PATH



The Workspace Path

The Workspace Path is one of the top pathways that moves through the Tools & Workspace driver to directly impact BC Public Service Commitment.

As seen in both the Harmony Path and the People Path, the management foundation has a large effect on Respectful Environment. Both Executive-Level Management and Supervisory-Level Management directly impact the healthy atmosphere of a work unit. Appropriate and adequate communication and actions from both levels of management can help set up a work unit in a respectful manner. That is, executives who provide timely decisions and clear communication, in conjunction with supervisors who keep employees informed, consult them on decisions that affect them, provide clear work expectations, are open to others' perspectives and have a conversation with employees when they need their advice and perspectives, will build an environment conducive to respect and teamwork. Thus, from Respectful Environment, there is a very strong link to Teamwork.

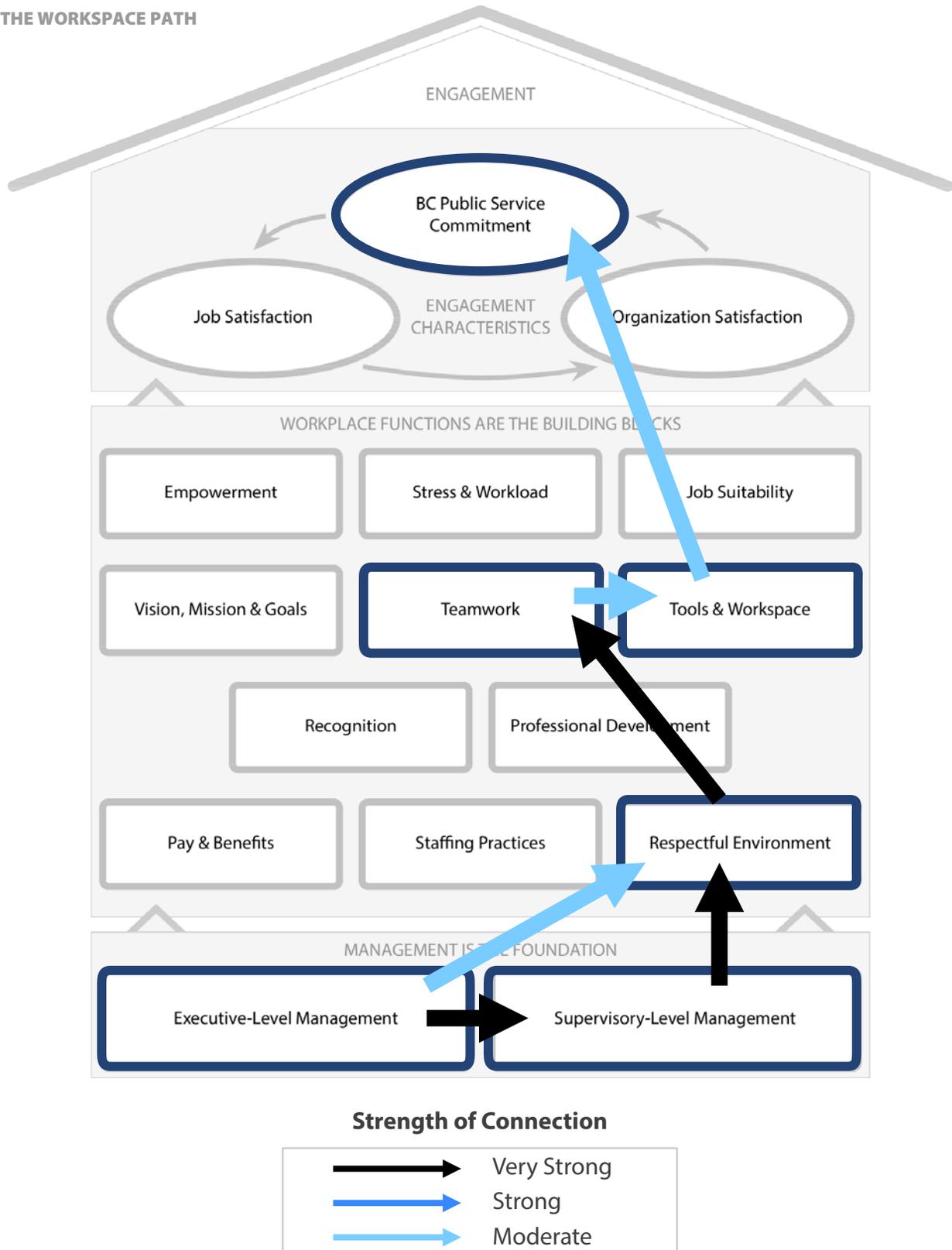
The Workspace Path links five drivers to culminate in a single direct impact on employee engagement through its connection to BC Public Service Commitment.

At this point, the Workspace Path connects to the Tools & Workspace driver. This connection is largely underlined by how fellow co-workers interact in the physical work environment; working in ways that consider the physical work environment is paramount to effective and respectful teamwork. Employees who work in a loud distracting location may not be able to perform their best. When employees are considerate of their co-workers' needs and work preferences, the team will work together better. As well, when employees feel that their management has provided them with access to the computer and non-computer based tools they need, they feel more likely to excel in their job.

The final connection in this path is when employees believe that both their tools and physical environment help them excel in their jobs, they are more likely to be committed to the BC Public Service. Not having the tools they need or a productive environment will impact employees' satisfaction as a public servant and may have them thinking about working elsewhere. However, employees who feel they have the Tools & Workspace they need, tend to want to stay with the BC Public Service even if offered a similar job elsewhere and feel satisfied in their work as a BC Public Service employee.

Work units with a low BC Public Service Commitment scores may want to focus improvements on their Tools & Workspace. When such work units have an accompanying low physical environment score, they should look to potential physical distractions or broken down team interactions.

THE WORKSPACE PATH



The Resource Path

The Resource Path is comprised of five drivers, and is focused on building a skilled and resourced public service. The Resource Path impacts Engagement through its connection to BC Public Service Commitment.

This pathway starts with communication from both levels of management. The strong relationship between Executive and Supervisory-Level Management means that both drivers have a significant and combined effect on Staffing Practices. Through timely decisions and clear future direction, executives can impact employees' opinions of consistently fair staffing practices across their organization. Locally, supervisors who have control and responsibility over the staffing process in their work unit can impact employees' perceptions of staffing practices as fair and merit-based.

The Resource Path then links Staffing Practices to Professional Development. Once an employee is hired through fair and merit-based practices, they should be provided with quality training to set them up for success in their position. This connection, enables management to indirectly support the Professional Development driver by offering adequate opportunities for high quality training and learning to all employees, to further develop their skills.

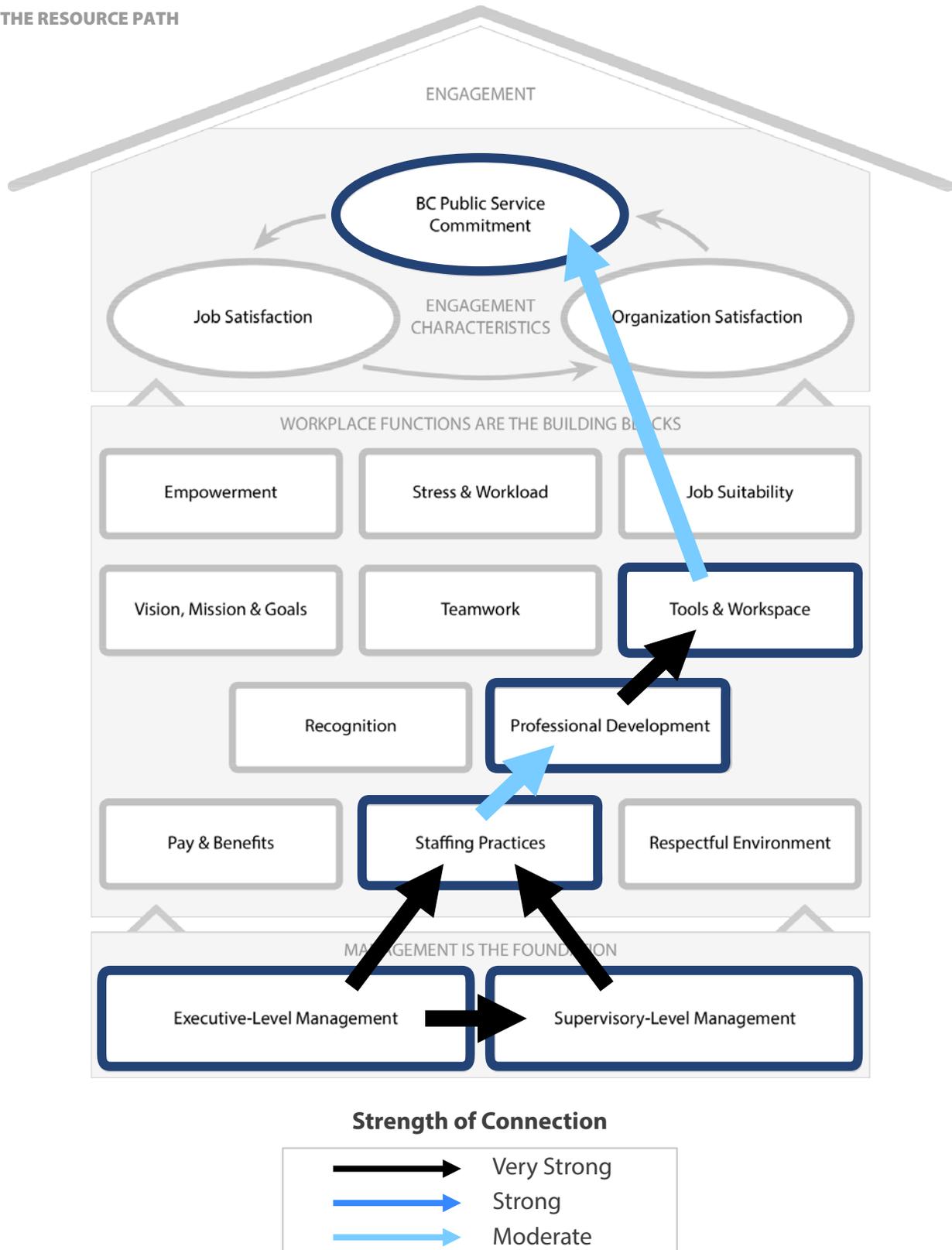
From Professional Development, the Resource Path leads to the Tools & Workspace driver. Based on this very strong relationship, employees' perceptions of their physical work environment and the computer and non-computer based tools they have access to becomes partially dependent on the availability, quality and support of career development opportunities. Specifically, when the right people are in the job and are supported by their supervisor to develop skills with the appropriate tools, they are more likely to agree they have access to the right tools and physical environment that help them excel in their jobs.

Finally, this pathway reaches the roof of the model by connecting with BC Public Service Commitment. To ensure employees' satisfaction with their work as a BC Public servant and their preference to stay with the BC Public Service even if offered a job elsewhere, sufficient software, hardware, office and outdoor equipment must be available to employees within a productive environment. Employees' commitment can be further supported by offering training and development consistent with their learning goals, and hiring suitable people.

Work units facing issues with BC Public Service Commitment or the Tools & Workspace driver, may wish to investigate ways to ensure appropriate staffing and to better support career development opportunities, to develop a well-trained, skilled and engaged work unit.

The Resource Path is one of only two top pathways that impact employee engagement through a single outcome.

THE RESOURCE PATH



The Person-Fit Path

The Person-Fit Path begins in the foundation, links to Staffing Practices, and then moves through the same three building blocks and engagement characteristics as the People Path.

The Person-Fit Path begins at the foundation and directly impacts Staffing Practices. These relationships represent one of the strongest associations in the entire model. As such, all levels of management should ensure that communications regarding staffing processes are consistent, clear, timely and resonate with the direction of the organization. Executives can positively affect perceptions of staffing by establishing fairness and equity concerning all hiring practices. Supervisors can offer support by ensuring that a reasonable amount of transparency and information is provided to employees regarding all human resource issues. Through these efforts, employees will be able to discern how the organization's application, competition, interview and hiring practices reflect a fair and merit-based selection process.

The Person-Fit Path is all about hiring the right person for the job.

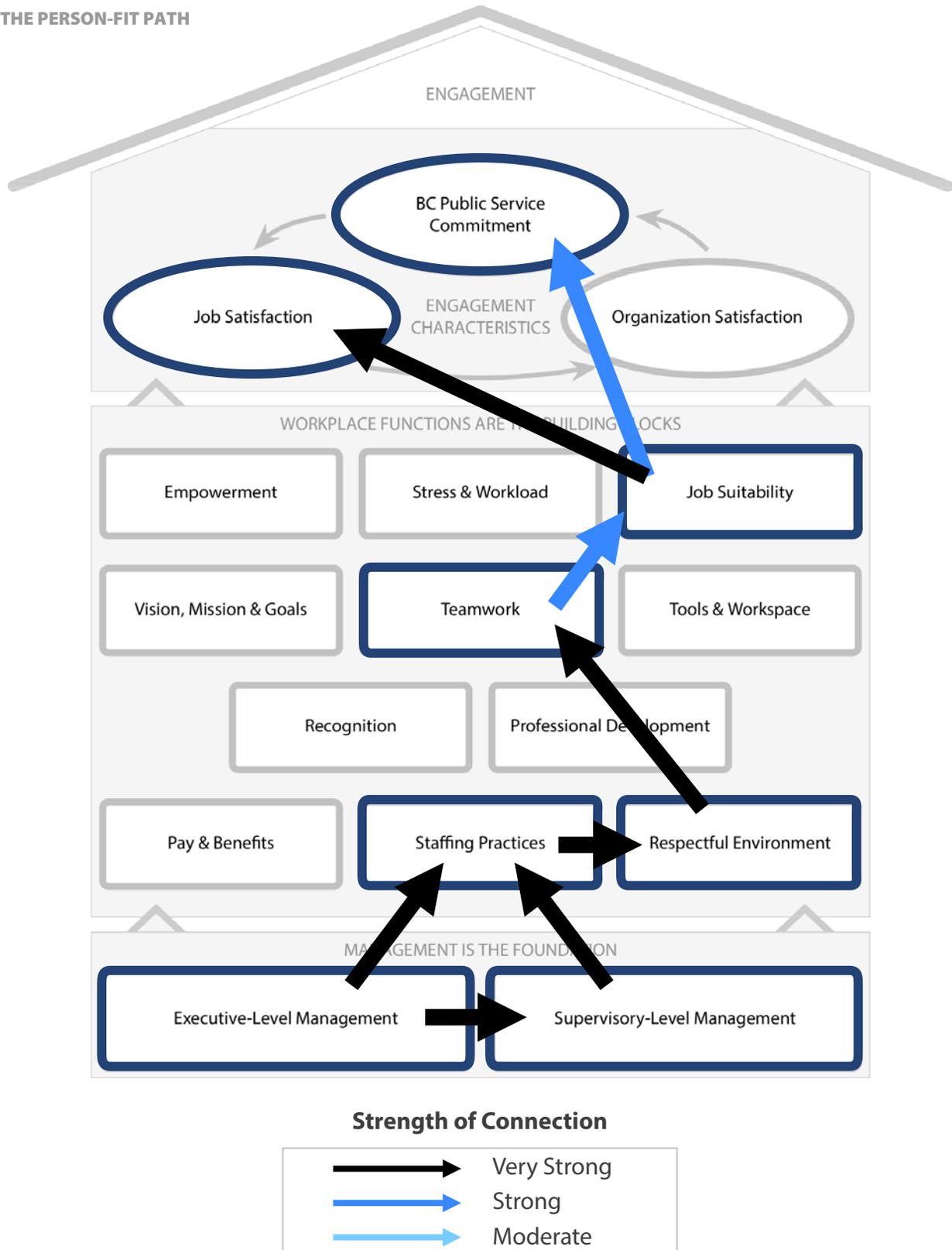
Leading from the Staffing Practices driver, the Person-Fit Path has a very strong connection with Respectful Environment. Suggesting there is a greater likelihood that a work unit has a respectful atmosphere that values diversity and is free from discrimination and harassment, if their staffing processes are perceived to be fair and merit-based. However, staffing processes can be viewed very differently depending on the context of a particular situation. For instance, some employees may perceive certain hiring actions as discriminatory or disrespectful, while the remainder of the work unit does not. As a result, supervisors need to provide a safe space for all employees to discuss their concerns regarding respect and staffing issues.

From Respectful Environment, the Person-Fit Path links to Teamwork. Employees who feel they work in a respectful environment staffed with people who are fairly selected are more likely to have positive working relationships with their co-workers, effectively communicate, and help each other out. If employees believe the wrong person has been selected for a position, or that the process was unfair, collaboration and teamwork may deteriorate.

Teamwork next leads to Job Suitability. Employees who experience positive working relationships and have support from their well communicating teams may be more likely to see themselves as one of the group and feel valued for contributing their unique skills and interests.

The Person-Fit Path then links up with both Job Satisfaction and BC Public Service Commitment through Job Suitability. Employees who feel that their jobs are meaningful and a good fit tend to be more satisfied with their jobs, their work as BC Public servants, and prefer to remain in the public service even if they were offered a similar job elsewhere.

THE PERSON-FIT PATH



The Career Tracking Path

The Career Tracking Path is a multi-driver path involving both levels of management, Staffing Practices and Respectful Environment before moving through Professional Development and Job Suitability to influence employee engagement through both Job Satisfaction and BC Public Service Commitment.

As in the Resource Path and the Person-Fit Path, both Executive and Supervisory-Level Management have very strong direct connections to the Staffing Practices driver, emphasizing the importance of open, clear and timely communication from all levels of management when it comes to staffing decisions. Executives and supervisors influence perceptions of Staffing Practices by helping employees develop informed views about the fairness and merit-based nature of the selection process for positions within their work unit.

In turn, the Respectful Environment driver is influenced most strongly by the Staffing Practices driver. Employees who agree that the process of selecting a person for a position in their work unit is fair and that the selection itself is based on merit, are more likely to feel that they work in a respectful environment. However, when employees believe that staffing actions are unfair or not based on merit, they may believe that their work unit is no longer free from discrimination, or that the work unit is lacking trust or diversity.

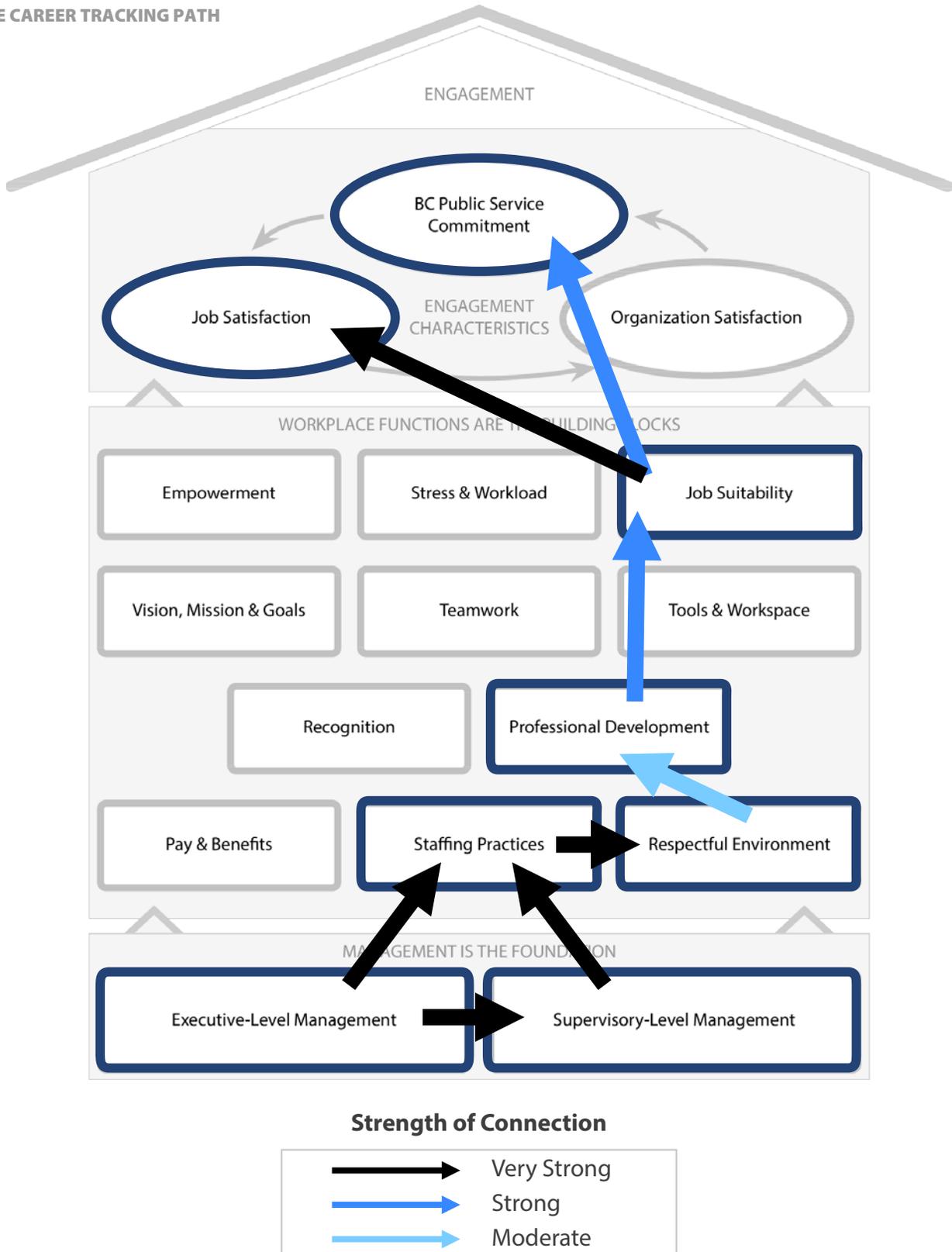
When employees develop informed opinions about the fairness and merit-based nature the staff selection process for positions within their work unit, this will influence how they interact with each other and may promote, or detract from, a respectful environment accordingly. These opinions in turn impact whether employees feel professional development opportunities are adequate and supported.

Next along the Career Tracking Path is the strong connection from Professional Development to Job Suitability. Employees who agree that their organization supports their work-related learning, they have adequate opportunities to develop their skills and available training is satisfactory, are more likely to agree that their work is meaningful and is a good fit with their skills and interests.

As we have seen in other top pathways, Job Suitability is very strongly linked to Job Satisfaction and also strongly influences BC Public Service Commitment. Work units with low Job Satisfaction scores should consider reviewing their Staffing Practices.

The Career Tracking Path is a variation of the Person-Fit Path as it moves through Professional Development in place of Teamwork.

THE CAREER TRACKING PATH



The Empowerment Path

The Empowerment Path begins with management and travels through Staffing Practices and Respectful Environment, like many other paths. Uniquely, it diverges through Recognition and Empowerment to impact Engagement through Job and Organization Satisfaction.

Executive-Level and Supervisory-Level Management have an influential impact. Timely, consistent, relevant messaging from senior leadership reinforced by local management’s perspectives can make or break a work unit. Hiring the right people is crucial to a work unit, as is the communication around that process. Ensuring that employees are informed about the fair and merit-based Staffing Practices will go a long way to building a Respectful Environment. Employees who sense transparency and equity in human resource actions are more likely to feel that there is trust, respect, diversity, and no discrimination in their workplace.

Following from Respectful Environment, the Empowerment Path connects to Recognition. Employees who work in a healthy atmosphere with successful communication and appropriate staffing are more likely to feel that recognition is performance-based and meaningful. However, employees in work units with low levels of respect may feel there is little recognition for work well done. Others may feel that staffing practices are not reflective of good work and may feel that their efforts are unrecognized.

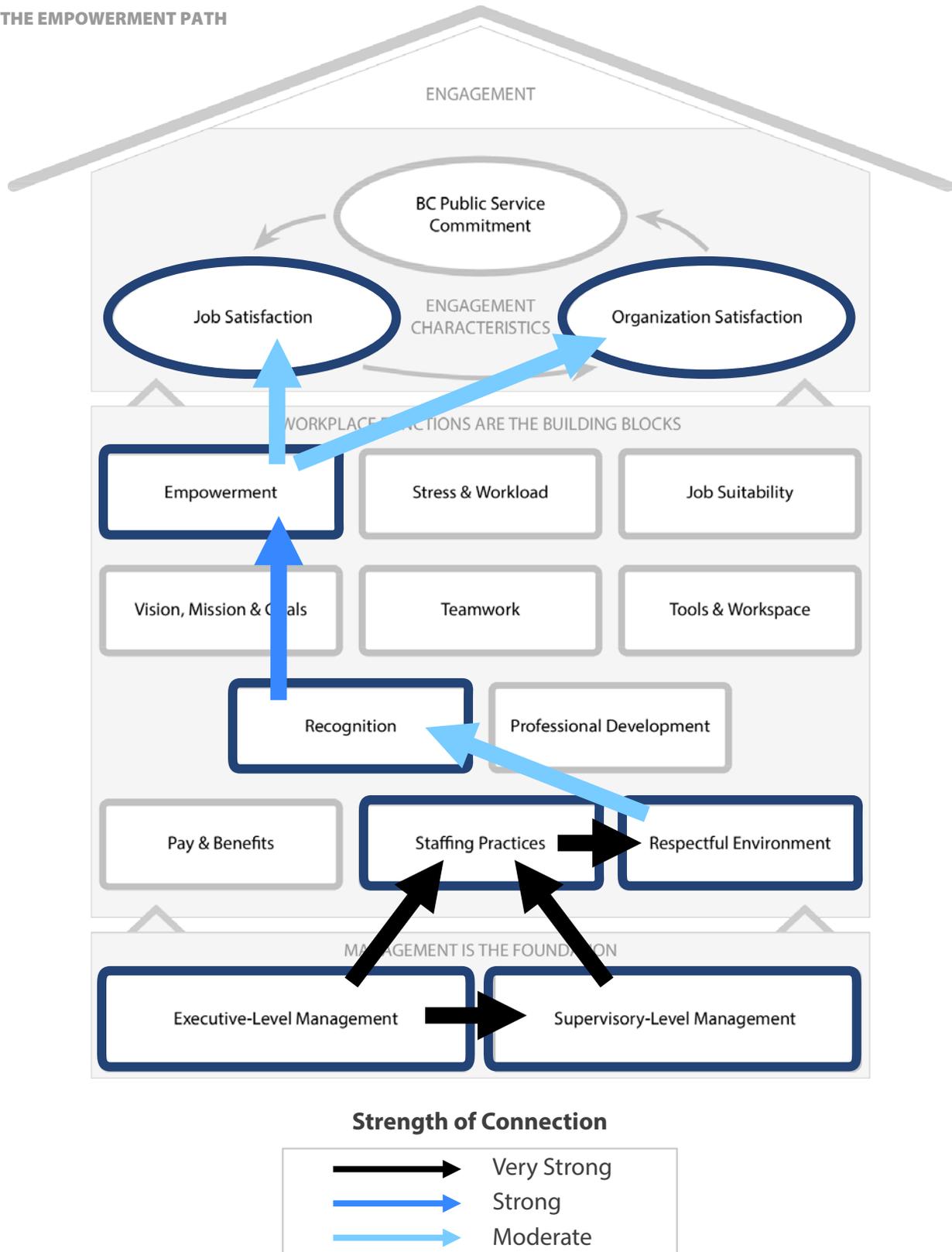
The Empowerment Path is the only top pathway involving the Recognition driver. Recognition links to only Empowerment.

Recognition links strongly to Empowerment, and is the only driver to directly impact Empowerment. Employees who feel recognized also feel they have opportunities and freedom to provide input, make decisions to do their job well, and implement new ideas. The influence of lower building blocks comes through Recognition to empower employees in an emotionally safe, respectful and healthy environment where the priorities, directions and goals of the organization are clearly understood by everyone.

The final link in this pathway connects the Empowerment driver to Engagement through both Job Satisfaction and Organization Satisfaction. Employees who feel empowered tend to be more satisfied with their work and their workplace. They are more satisfied with their job and their organization because they are given the opportunities and freedom to influence the quality of the outcomes in their work.

The Empowerment Path is a good place to focus efforts among work units that have relatively low Empowerment and/or Recognition scores. Low scores along this pathway can result in low levels of Job Satisfaction and/or Organization Satisfaction. Specific attention should be given to the Recognition driver as it connects only to Empowerment.

THE EMPOWERMENT PATH



The Stress Buster Path

The Stress Buster Path is a longer variant of the Harmony Path. It moves from Respectful Environment to connect to Professional Development and Tools & Workspace before linking up with Stress & Workload. This path affects Engagement through Job and Organization Satisfaction.

The Stress Buster Path links all five drivers that have a direct impact on Stress & Workload.

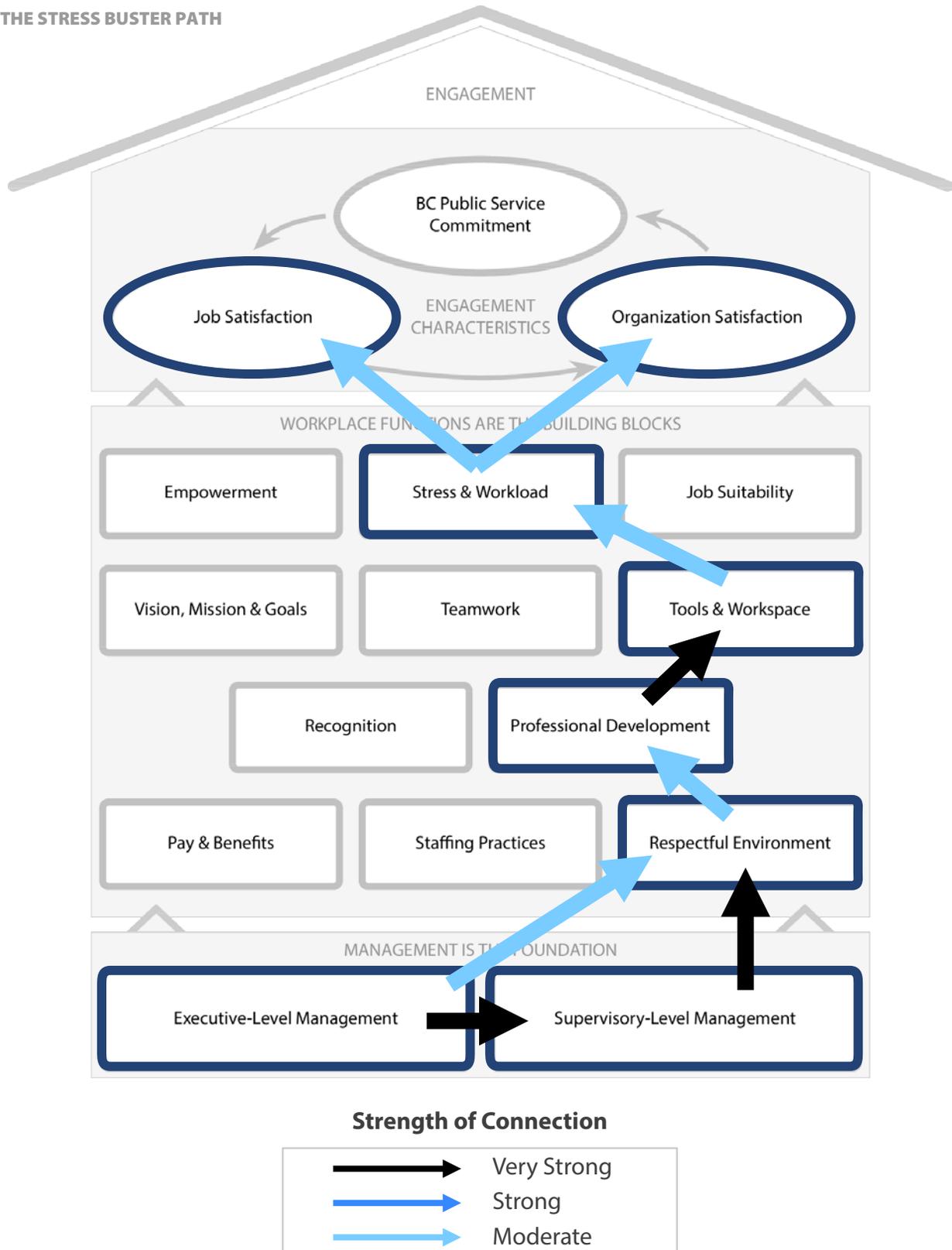
As Executive-Level Management communicates decisions in a timely manner and provides clear direction for the future, Supervisory-Level Management expands on those messages by providing clear work expectations, consulting employees on decisions and keeping them informed, as well as leading with an understanding of others' perspectives and being able to have conversations when employees need advice. Such open, transparent, focused communication and guidance paves the way for a Respectful Environment, where employees feel they work in a trusting, respectful, diverse, and healthy atmosphere free of discrimination and harassment.

In a Respectful Environment, Professional Development can thrive. Employees feel their organization supports their learning and development, provides good quality training, and offers adequate opportunities to develop their skills. Once employees feel sufficiently trained, they are more likely to also feel they have access to the tools they need and that their physical environment enables them to work well. Having the Tools & Workspace they need allows employees to more effectively manage their workload and work-related stress.

However, if any of these drivers are negatively impacted, an employee's Stress & Workload may deteriorate. Employees who are not aware of the organization's direction, are not receiving decisions quickly, are not aware of what is expected of them, are not involved in decisions affecting them, or are not listened to, may feel confused, rushed, and adrift. Employees who feel discriminated against, harassed, ignored, excluded, or not respected may feel unsupported and alone. Employees without the necessary training or tools, or those who work in an unproductive environment may feel lost or behind in their work. All of these directly impact how an employee manages, or does not manage, their work-related stress and workload.

The final link in the Stress Buster Path runs from Stress & Workload to Organization Satisfaction and, more strongly, to Job Satisfaction. Work units with low Stress & Workload scores, should look at all five of the preceding drivers on this pathway. Issues in any one of these drivers may cause negative ripples upstream in Stress & Workload, Job Satisfaction and Organization Satisfaction. If more than one of these drivers is suffering, the effects will be even stronger.

THE STRESS BUSTER PATH



The Keeping-It-Together Path

One of the longest pathways, the Keeping-It-Together Path,⁷ begins in the foundation, moves through five building blocks and ends at Job Satisfaction and Organization Satisfaction.

As seen in other pathways, the Keeping-It-Together Path begins at the foundation, with communications from both levels of management impacting impressions of Staffing Practices. In turn, these impressions of Staffing Practices shape experiences of working in a Respectful Environment, which is a major contributor to assessments of Teamwork.

The Keeping-It-Together Path is one of the two longest top pathways in this report.

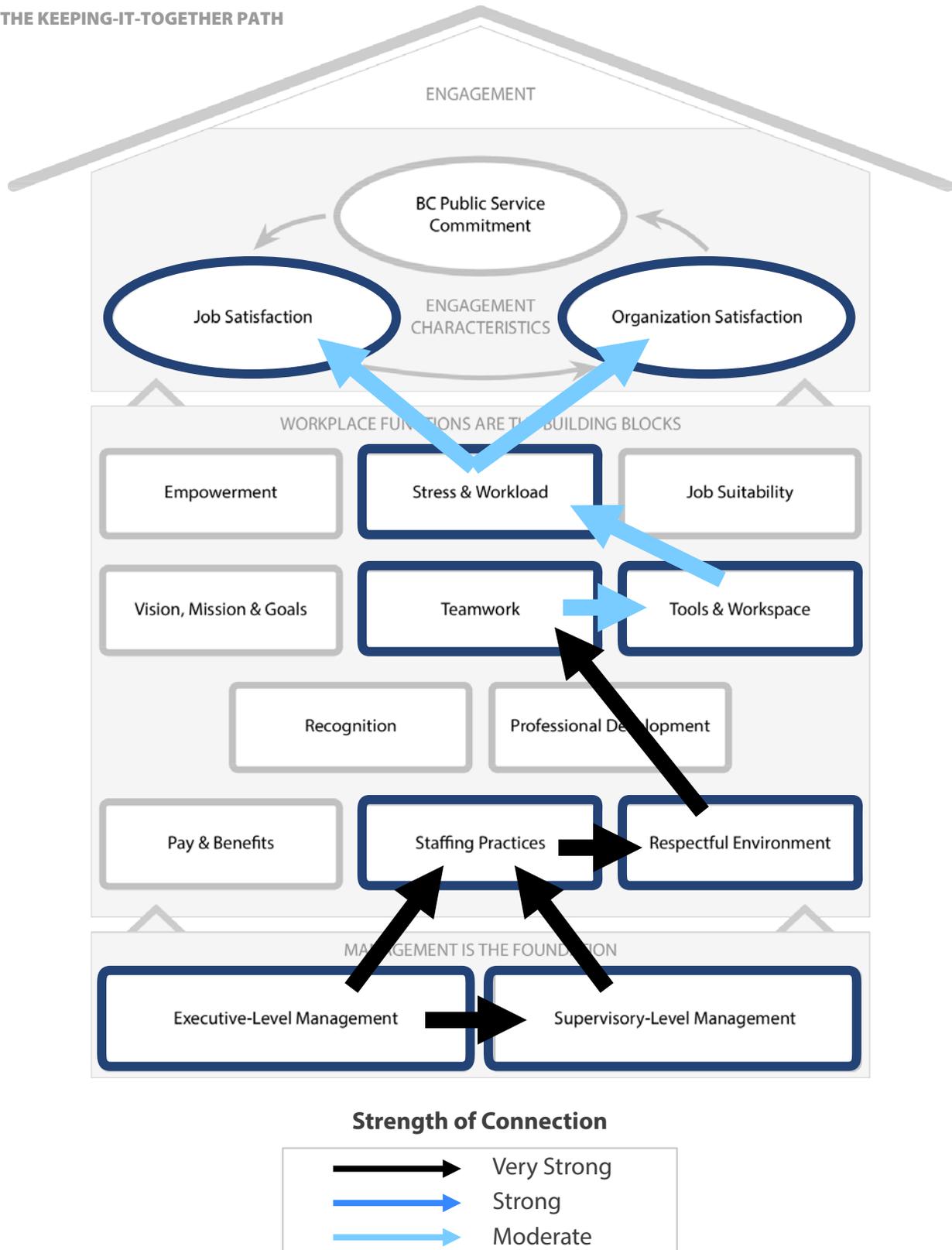
At this point in the pathway, Teamwork influences employees' views about Tools & Workspace. Employees who have positive working relationships with their co-workers, who help each other get the job done, and who communicate effectively, tend to have more positive views about their Tools & Workspace. In a collaborative team-oriented environment, co-workers can be a necessary resource, and an important precursor to effectively using tools in a productive workspace.

The Keeping-It-Together Path continues from Tools & Workspace to Stress & Workload. Having access to the tools needed to excel at their jobs in a productive physical environment, helps employees better manage their workloads and work-related stress. Without being properly equipped, employees experience stress and feel unable to manage their workload.

As in many other pathways, experiences related to Stress & Workload shape Job and Organization Satisfaction. Employees who feel their work-related stress and workload are manageable are more likely to be satisfied with their jobs and their organization. However, employees who feel unable to manage their stress and workload, may feel that the work demands and pressures that they are subjected to are unreasonable and, in turn, experience low levels of Job Satisfaction and Organization Satisfaction.

Work units with low driver scores in Stress & Workload should carefully examine what is happening with the other drivers on this pathway as each driver, either directly or indirectly, can affect the work unit's ability to "keep-it-together". If employees are facing unmanageable workloads, the issue may stem from inaccessible or inappropriate tools, a lack of team support, or poor working conditions. If these supports are lacking, examine the climate for clues, such as the existence of silos or a lack of staff awareness about recent staffing actions. If problems exist in perceptions of Staffing Practices, management should focus on busting silos, clarifying misinformation, and creating a more resilient climate where all employees help one another, despite the challenges that come their way.

THE KEEPING-IT-TOGETHER PATH



The Fair Play Path

The Fair Play Path is very similar to the Keeping-It-Together Path, but focuses on Pay & Benefits in place of Stress & Workload, and influences BC Public Service Commitment instead of Job Satisfaction.

Beginning at the foundation, timely, clear, consultative communication from both levels of management is paramount at the outset of the Fair Play Path. Appropriate communication influences employees' perceptions of Staffing Practices. In turn, perceptions of the staff selection process will affect employees' respectful interactions with each other. When employees sense discrimination or believe diversity is lacking in their work unit, the atmosphere may become unhealthy, lacking in trust and with minimal or no sense of team. Since a Respectful Environment is crucial to strong Teamwork, the entire team can be impacted by issues relating to any of the drivers at the start of this pathway.

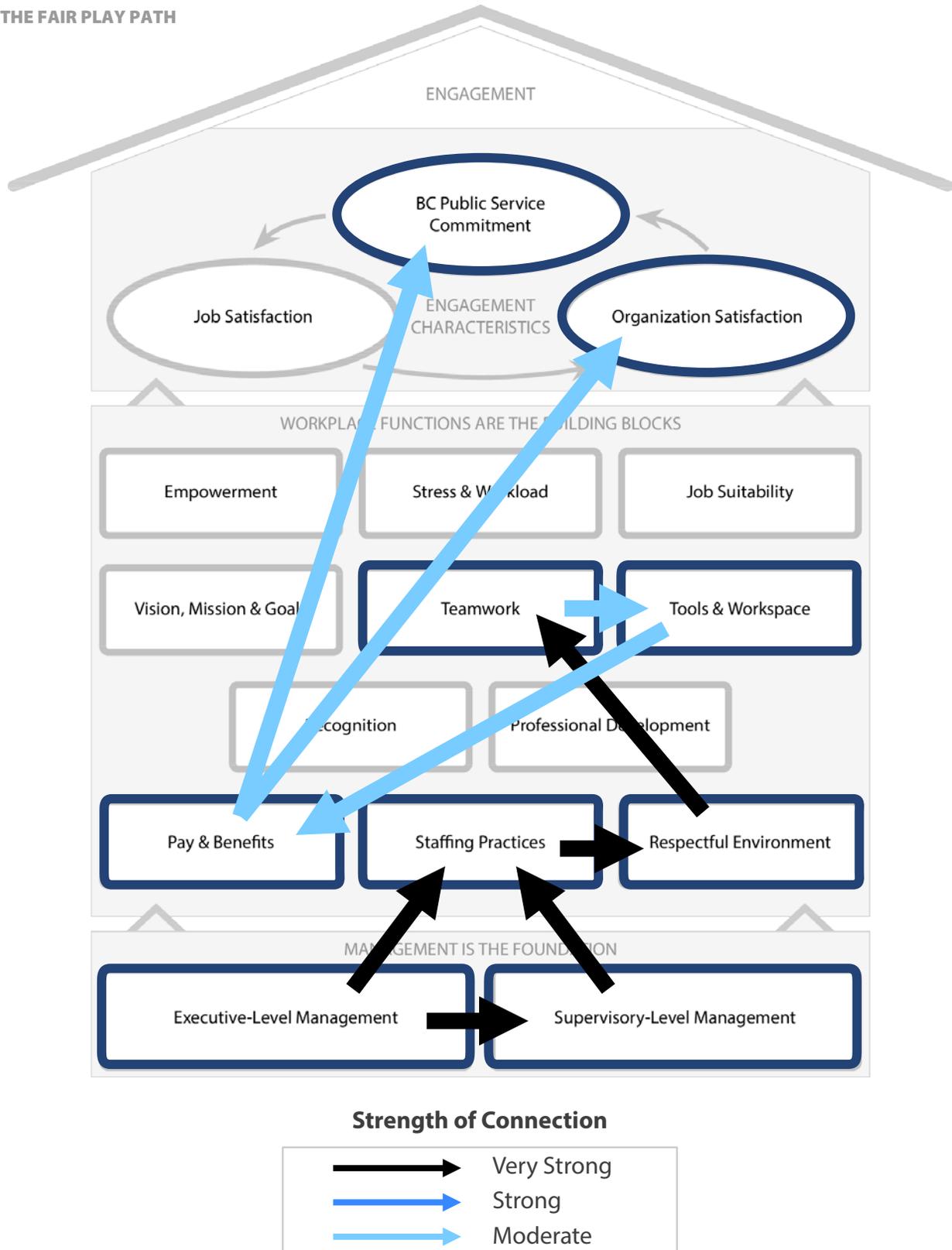
Employees with a strong sense of teamwork are more likely to feel competent in accessing the tools they need in a productive workspace. In contrast, employees without a sense of teamwork may feel that they cannot depend on their colleagues for help and that they require other resources instead. Without access to alternatives, employees may feel hampered in their ability to do their jobs well, which often shows up in the Tools & Workspace driver.

Next, employees' opinion of Tools & Workspace affects their view of their compensation packages. Employees in work units that lack supportive colleagues and have insufficient resources are more likely to feel they are not getting paid enough. Employees who feel strongly supported by their team are more likely to feel they have access to Tools & Workspace that help them excel in their jobs, and in turn, are more likely to feel they are being paid fairly and competitively, and agree that their benefits meet their (and their family's) needs. How an employee feels about their Pay & Benefits impacts their satisfaction with their organization, their work as a public servant, and their preference to stay with the BC Public Service even if offered a similar job elsewhere.

For work units suffering from high turnover, the Fair Play Path is worth examining. If many employees are leaving the work unit and budgetary restrictions prevent increasing compensation, focus improvements in the other areas on this pathway. Specifically, ensure that communication is informative and timely, staffing practices are deemed fair and merit-based, the local workplace is perceived as open and respectful, staff have positive working relationships with each other, and tools are accessible.

The Fair Play Path connects Executive and Supervisory-Level Management, Staffing Practices, Respectful Environment, Teamwork, Tools & Workspace and Pay & Benefits.

THE FAIR PLAY PATH

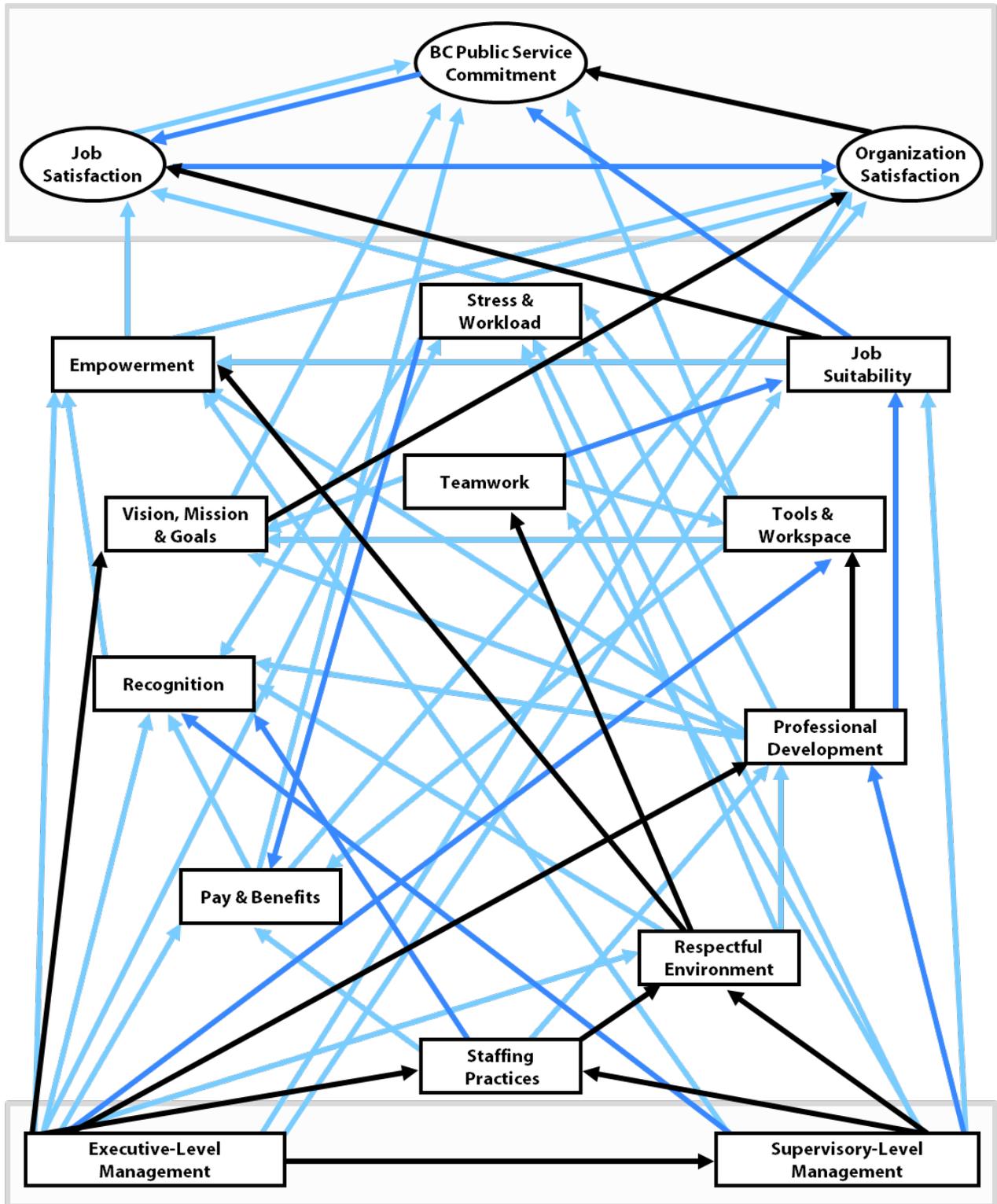


Appendix A: Driver Glossary

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 B: All Pathways



Appendix C: 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

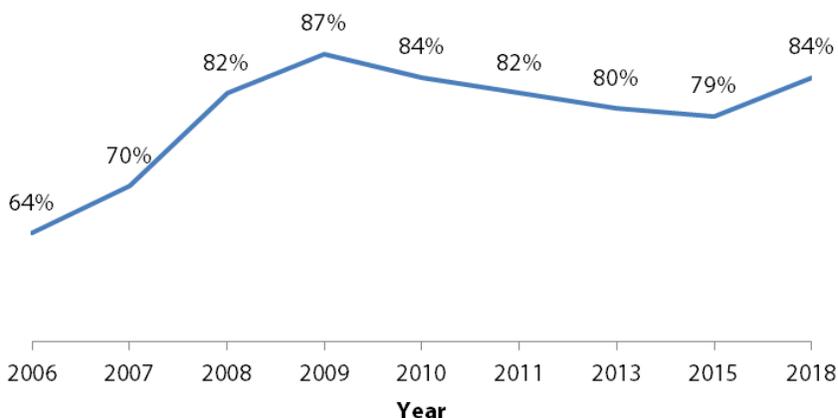
In the BC Public Service this cycle 84% of employees completed the survey, a change of 5 percentage points since last cycle (see Table 3).

TABLE 3: RESPONSE RATE

	COMPLETED SURVEYS	TOTAL EMPLOYEES	RESPONSE RATE
2018	22,950	27,220	84%
2015	19,756	25,009	79%

Figure 1 shows the response rate trend since the inception of the WES program.

FIGURE 2: RESPONSE RATES OVER TIME



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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