

A STUDY OF NON RESPONSE AMONG BC PUBLIC SERVICE EMPLOYEES

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BCStats



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EXECUTIVE SUMMARY

In 2007, 30% of employees who received the *BC Public Service Work Environment Survey (WES)* did not complete the survey by the April 20th deadline. To date there has been no investigation on why some employees complete the annual survey, while others opt out. Such investigation is essential for determining whether employees who complete the survey have different levels of engagement than those who do not complete the survey. If differences exist, then BC STATS faces the problem of response bias.

To test whether response bias could be affecting rates of engagement, BC STATS launched a follow-up telephone survey on a randomly selected group of employees who did not complete the 2007 *WES* survey. The telephone survey was conducted on behalf of BC STATS by NRG Research Group from April 23rd to April 30th 2007 and provided non-responders the opportunity to answer the four key engagement questions and to share reasons for not completing the survey. In total, 734 eligible non-responders completed the telephone survey, resulting in a response rate of 53%.

Three research questions guided the analyses of this study. The first question examined whether *WES* responders report different rates of engagement than non-responders. Results found that non-responders reported slightly higher scores on all four key engagement questions. The greatest difference occurred on satisfaction in their work as BC Public Service employees. Non-responders scored 5 points higher than responders on this question. This slight upward bias could be attributed to mode bias. Interview-administered, telephone surveys are prone to the effects of social desirability, which means responses directly collected by an interviewer are more positive than the same responses collected by paper-based or electronic survey methods (Brewer et al., 2004).

The second research question focused on reasons for not completing the survey and ways to encourage survey completion in future. Lack of time emerged as the primary reason for not completing the survey. The chief way to encourage future completion involves more workplace support and time to complete *WES* during work hours.

The final research question investigated whether employees with different reasons for not completing the survey report different levels of engagement. Results found that employees who did not have *WES* participation on their radar of priorities (e.g., lack of time, forgot, etc.) reported significantly higher engagement scores. Employees who cited concerns over privacy and confidentiality or expressed doubts on survey impact reported significantly lower engagement scores. The bias found in the latter case appears to have a minor effect overall as only 4% of the participating sample expressed one of these two reasons. However, if this number grows, so does the risk of response bias. Strengthening communications on survey impact and providing ongoing assurances about confidentiality and privacy is advised to ensure employees with these concerns are represented in future.

Overall this study shows that response bias is not a major problem for *WES* 2007 data. The 70% response rate achieved by *WES* seems to be an appropriate target to guard against the risk of response bias affecting the results.

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1.0 INTRODUCTION

1.1 Objective

BC STATS has conducted employee surveys for 30 organizations¹ on a regular basis since 2001 and has become one of the key Canadian government agencies leading employee engagement research in the public sector (Schmidt & Marson, 2007). To date; however, BC STATS has not investigated why some employees decide to comply with requests for survey completion, while others chose to not participate in surveys. With the most recent administration of the *BC Public Service Work Environment Survey (WES)*, response rates fluctuated widely across BC government organizations. The aim of this study is to address survey blind spots by gaining a better understanding of employees who did not complete the 2007 *Work Environment Survey (WES)*. The results will be used to assess the potential of non-response bias in the most recent cycle of *WES* data and to help maximize employee response rates in future.

1.2 Research Questions

- 1) **Does response bias exist among employees who did not complete WES?** In other words, do employees who completed *WES* (responders) have higher or lower levels of engagement than those who had not completed the survey (non-responders)?
- 2) **What factors influence survey completions?** In other words, what are some of the reasons for not completing the survey, and what aspects would encourage future survey completions?
- 3) **Could response bias depend on the reason for not completing the survey?** In other words, do employees who provide different reasons report different levels of engagement?

1.3 Background

BC STATS distributed the 2007 *BC Public Service Work Environment Survey (WES)* to all regular and auxiliary employees who were not on long-term leave and who were directly employed by a BC Government ministry or equivalent (i.e., not agencies, boards or commissions). Ninety-eight percent of in-scope employees² received an email invitation to complete the online survey between April 2nd and 20th, 2007. This confidential and voluntary survey asked employees to rate various aspects of their work environment, including their day-to-day work, training and development, physical environment and resources, colleagues, supervisor, executive, and organization. Seventy percent of employees, who received an email invitation, completed the survey on/before the April 20th deadline.

¹ Twenty-six organizations are within the BC Government; four organizations are external to the BC Government.

² In-scope employees who received surveys by post mail were excluded from this study (2%). Employees were considered to be out-of-scope if they: were out of the office for an extended (3 months or more), unknown or indefinite period time; were in government but not directly employed by a ministry or equivalent; or had been laid off; were not a public service employee (i.e., working as a consultant); or were on contract to a private firm.

During *WES* administration, BC STATS observed a link between response rates and engagement scores. That is, organizations with higher response rates also appeared to have higher engagement scores. Such link is evident in academic research, which found that organizational members who decide to not participate have lower levels of satisfaction and commitment than those who decide to participate (Spitzmuller et al., 2006; Rogelberg et al., 2003).

If non-responders give lower ratings than responders on the four key engagement questions measuring satisfaction and commitment, generalizing the respondent-based findings to the overall population of employees is compromised (Dillman, 1991) and non-response bias is introduced (Spitzmuller et al., 2006). If a non-response bias exists, using respondent-based results as a guide for actualizing improvement activities is questionable as well.

BC STATS embarked on this project to evaluate the potential of response bias by determining whether (a) response bias is influencing the overall engagement scores or (b) non-responders were missing at random. If analysis demonstrated that responders were missing at random (i.e., non-responders' engagement scores are no different than they are for responders), then BC STATS would have more confidence in stating that response bias does not exist, and findings would therefore be generalized to the population of BC Public Service employees.

2.0 METHOD

2.1 Population Characteristics

Overall, one third (7,285) of in-scope population of employees did not complete their work environment survey online³. This total also includes the percentage of employees who contacted BC STATS and indicated they did not want to complete the survey.

Demographic characteristics of non-responders were not noticeably different than the overall government population of employees. Various rates of non responders fell within +/- 10 percentage points of the BC public service rates of service year, appointment status, age group, regional, and occupational characteristics.

Some government ministry and occupation groups had higher rates of non-responders than others. Non responders within each of the 22 government organizations varied considerably from 16% (Tourism, Sport & the Arts) to 49% (Office of the Premier). Rates of non-responders within each of the occupational categories varied also from 17% to 58%. Non-response was highest among employees from the Trades & Operations. Forty-one percent of employees from this occupation completed the survey. Survey mode most likely contributed to this rate, as three-quarters of this group received the survey by post mail only. The rate of non-response was also high for employees from Legal Counsel. Responses were collected from just 48% of employees from this group. Alternatively, between 78% - 83% of employees from management completed the survey, depending on their leadership band. See Appendix B for more details.

Two thousand non-responders formed the initial target sample for this study. Selections were based on a random sample stratified by government organization. The number of respondents selected from each organization was proportional to the size of that organization relative to the rest of the BC Public Service.

2.2 Survey Design & Administration

BC STATS contracted a telephone market research firm (NRG Research Group) to conduct a follow up phone survey on the sample of employees. All phone interviewers and staff were sworn under the *Statistics Act* to maintain the confidentiality and privacy of BC Public Service employees in this sample. The phone survey was approximately 5 minutes in length and involved questions about their survey participation and four core engagement question items from the work environment survey: job, organization and BC Public Service satisfaction, along with intention to stay (Appendix C).

Phone surveys commenced the first business day after *WES* closed (April 23rd) and ran until April 30th, 2007. Employees were contacted during regular work hours from 8:30 a.m. to 4:30 p.m. Two government organizations opted out of this study during fieldwork. The Ministry of Forests & Range withdrew from participation due to employee concerns over confidentiality

³ A small proportion of employees did not have access at their workplace and were sent a mail survey. To allow more time for mailing, timelines were extended for this group. As a result, they are not included in the population of non responders.

and response fatigue. Nine corrections centres from Public Safety & Solicitor General were also removed as phone numbers led to switchboard operators that could not be forwarded to employees in the sample⁴. As a result, the exclusion of these two organizations limited any detailed-organizational comparisons.

Seventy-four percent of the target sample could be successfully contacted by phone. The remaining sample had not answered their phone or had ineligible contact numbers. Of those contacted, 12% were on leave/vacation, had left government, or transferred offices. Thirty-five employees declined to participate because they believed they had completed *WES*. Overall 53% of the sample, who were successfully contacted by phone, chose to participate in the phone survey (n=745). During the week of administration, revisions to the original *WES* population frame resulted in 11 completed phone surveys to be excluded from the analyses. Employees were removed as they had been since deemed as out-of-scope or had completed *WES*.

2.3 Sample Characteristics

Survey data from 734 employees were used for this analysis. The majority of these employees were of regular status and between the ages of 35 and 54 years of age (90% and 70%).

Approximately one out of every two employees resided on Vancouver Island. Almost two-thirds were employed as administrative support workers, health, education & social workers, science and technical officers, and/or senior researchers or administrators. Five government ministries formed the majority (63%) of the participating sample. See Table 1.

Table 1. Sample Organizational Characteristics

BC Government Ministry	Sample	
	n	%
Ministry of Children & Family Development	145	19.8
Ministry of Attorney General	120	16.3
Ministry of Labour & Citizens' Services	69	9.4
Ministry of Forests & Range	67	9.1
Ministry of Public Safety & Solicitor General	63	8.6
Ministry of Environment	42	5.7
Ministry of Health	42	5.7
Ministry of Employment & Income Assistance	41	5.6
Ministry of Small Business & Revenue	23	3.1
Ministry of Finance	17	2.3

⁴ Any future research should be redesigned to handle the issue of respond fatigue and privacy concerns.

BC Government Ministry	Sample	
	n	%
Ministry of Transportation	17	2.3
Ministry of Agriculture & Lands	13	1.8
Public Affairs Bureau	13	1.8
Ministry of Energy, Mines & Petroleum Resources	10	1.4
Integrated Land Management Bureau	9	1.2
Ministry of Education	9	1.2
Ministry of Advanced Education	8	1.1
Ministry of Aboriginal Relations & Reconciliations	5	0.7
Ministry of Community Services	5	0.7
Office of the Premier	5	0.7
Public Service Agency	5	0.7
Ministry of Economic Development	4	0.5
Ministry of Tourism, Sport & the Arts	2	0.3
Total	734	100

3.0 KEY FINDINGS

3.1 Does response bias exist among employees who did not complete WES?

Overall mean scores are similar for both groups. Regardless of group, scores were lowest for organization satisfaction and highest for job satisfaction. Results show an upward response bias among non-responders. That is, non-responders reported slightly higher scores than responders on all three dimensions of engagement. The largest difference between groups involves satisfaction as a BC Public Service employee. On average, non-responders reported scores that were 5 points higher than responders on this question item. Scores between groups were more similar on questions referring to their intention to stay and satisfaction with their organization. See Table 2 for more details.

Table 2. Overall Mean Score Comparisons

	<i>WES 2007</i>		DIFF
	NON RESPONDERS	RESPONDERS	
ENGAGEMENT SCORE	66	63	+3
<i>BC Public Service Commitment</i>	68	64	+4
I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	66	64	+2
Overall, I am satisfied in my work as a BC Public Service employee.	69	64	+5
<i>Job Satisfaction</i> - I am satisfied with my job overall.	70	66	+4
<i>Organization Satisfaction</i> - I am satisfied with my organization.	61	59	+2

Analysis shows that engagement varies significantly⁵ for occupation categories, ranging from 59 to 70 points. Enforcement and corrections officers reported the lowest scores, while senior administrative and research officers reported the highest scores.

⁵ Mean Comparisons are based on a one-way ANOVA test of significance, $F(9, 694)=2.08, p<.05$.

3.2 What factors influence survey completions?

3.2.1 Reasons for not responding this year

Respondents were asked to describe their primary reason for not completing the work environment survey this year. Their reasons were coded into 19 distinct themes (Table 3). Lack of time turned out to be the top reason—2 out of every 3 employees did not have the time to complete the survey this year.

Table 3. Overall Reasons

Rank	Reason	Sample	
		n	%
1	Lack of time	486	66.4%
2	Away during survey administration period	52	7.1%
3	Lack of interest	34	4.6%
4	Survey does not apply to employee	30	4.1%
5	Survey will not have an impact	22	3%
6	Survey is a low priority	13	1.8%
7	Forgot	11	1.5%
7	Difficulties with computer/Internet	11	1.5%
9	Concerns over privacy and confidentiality	10	1.4%
9	Lost or deleted email message	9	1.2%
9	Did not receive email	9	1.2%
12	Missed deadline	8	1.1%
13	Issues with survey content	5	0.7%
13	Survey too long	5	0.7%

Rank	Reason	Sample	
		n	%
13	Not sure	5	0.7%
16	Survey Fatigue	4	0.5%
16	Poor timing of survey	4	0.5%
16	Thought already completed survey	4	0.5%
19	Survey was voluntary	2	0.3%
	Other (reason and unique and therefore could not be classified into theme)	8	1.1%
Total		732	100.0%

3.2.2 Ways to encourage responding next year

The sample was asked to describe one thing that could encourage them to complete the survey next year. Comments were coded and grouped within 21 themes. Forty-six percent of the sample suggested actions that organizations could take, while 25% of the sample offered suggestions BC STATS could consider (See Table 4).

More support and/or time from the workplace to do WES emerged as the chief way organizations could encourage participation next year. According to comments, this could be seen as “Assign time (by the ministry) to do it”, with “A ‘let’s all sit down and do the survey this afternoon’ type approach”.

Table 4. Ways to Encourage Participation

Encouragement		Sample	
Source ⁶	Factors	n	%
Organization	More support/time from workplace to enable completion	212	29.0%
	Better timing of survey	44	6.0%
	More actions as a result of survey feedback	41	5.6%
	More incentives for completing the survey	24	3.3%
	If survey was mandatory	8	1.1%
	More communication about the survey results	7	1.0%

⁶ Sources are based on who had a primary and/or collective role in making these decisions in 2006-2007.

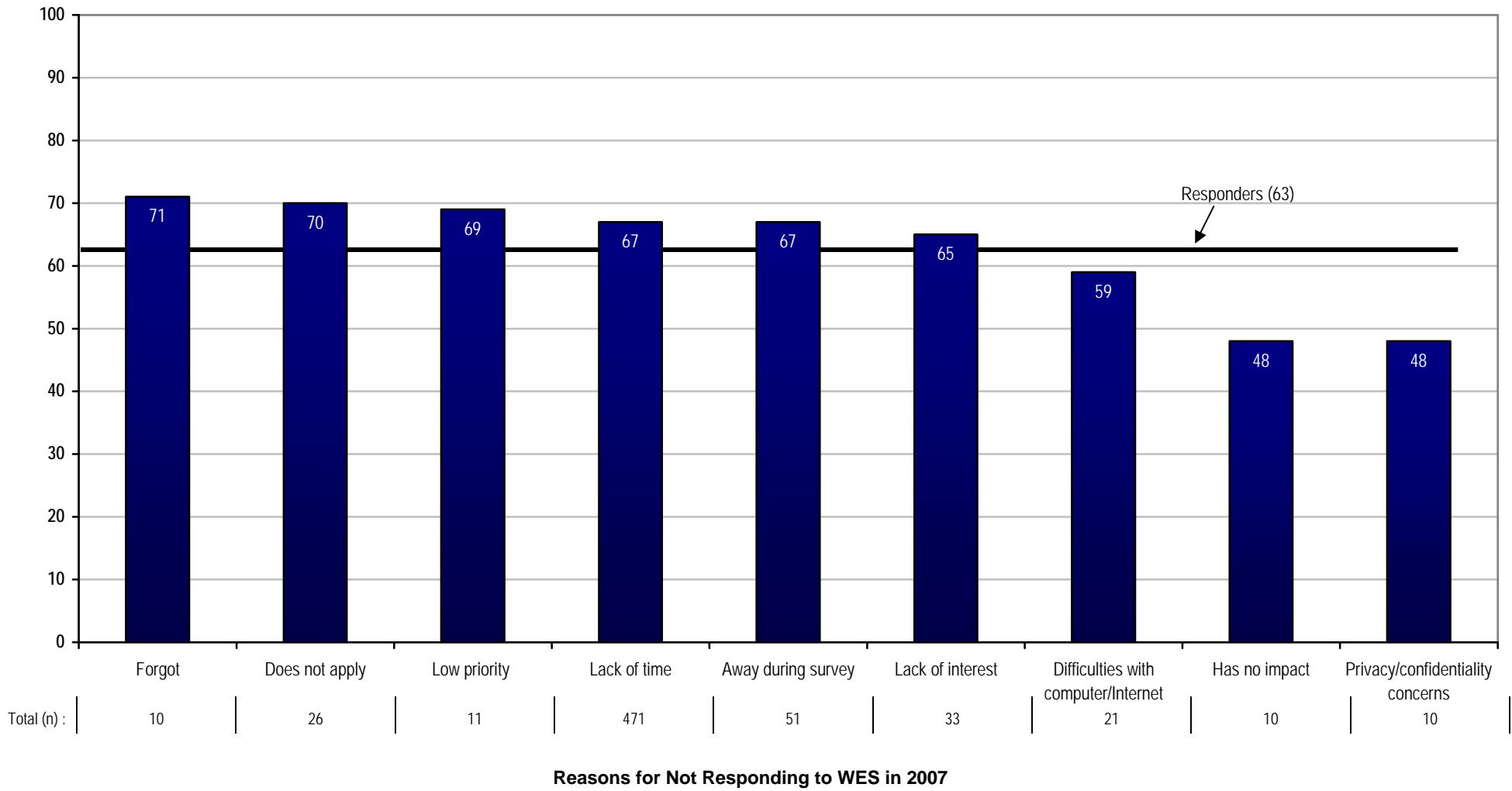
Encouragement		Sample	
Source ⁶	Factors	n	%
BC STATS	Longer time frame for completing the survey	66	9.0%
	Shorter survey	43	5.9%
	More methods to complete survey	27	3.7%
	Better instructions	16	2.2%
	More reminder notices	12	1.6%
	More assurances of privacy & confidentiality	7	1.0%
	Improve survey content	7	1.0%
	If asked/received email	4	0.5%
Individual	Nothing could encourage completion	46	6.3%
	Plan to complete next year	23	3.1%
	Being at work – not away during time frame	14	1.9%
	Nothing – personal responsibility (e.g., " <i>just myself organizing my time</i> ")	13	1.8%
	Nothing – will not be here next year (e.g., " <i>I am retiring</i> ")	12	1.6%
	If have input/complaint	8	1.1%
Don't Know		86	11.7%
Total		732	100.0%

3.3 Could response bias depend on the reason for not completing the survey?

Engagement scores were analyzed according to reasons for not completing the survey. Only reasons provided by 10 or more employees were examined (Figure 1). Results show that engagement significantly⁷ varies up to 23 points across reasons provided. The highest scores emerged from those who simply did not have completing the survey 'on their radar': either they forgot, felt it did not apply to them, or did not feel it was a priority. The lowest engagement scores came from those who may have had benefited the most in providing feedback for improvements: employees who had concerns with privacy/confidentiality or believed their feedback would not have any impact, gave scores that averaged at 48 out of 100. Given the few employees who cited these reasons, this bias appears to have a minor effect overall. Yet, if these reasons grow in future, the risk of response bias may increase considerably.

⁷ Mean Comparisons are based on a one-way ANOVA test of significance, $F(8, 634)=3.69$, $p<.001$ and includes LSD Post Hoc analyses, $p<.05$.

Figure 1. Engagement Mean Scores



4.0 IMPLICATIONS

The findings of this study evaluated whether response bias could be impacting the validity of the employee data gathered by the *BC Public Service Work Environment Survey (WES)*. Contrary to predictions, negative response bias is not a major problem when it comes to generalizing the 2007 findings. Rates of engagement are not notably different between those who completed and did not complete 2007 *Work Environment Survey* this year.

Response bias is not a major problem for 2007 findings.

The slightly higher engagement scores from non responders signal an upward response bias. However, caution is advised in the interpretation of this finding. This upward trend may be due to any number of reasons, such as survey method bias. Phone surveys tend to be subjected to social desirability (Brewer et al., 2004), while online, self-administered surveys may yield more candid answers to sensitive topics. As a result, the data collected from telephone surveys may be more positive than the same data collected electronically. In this particular case, employees may be less willing to disclose dissatisfaction with their work as a BC Public Servant to interviewers, especially since interviewers are seen as members of the public, rather than fellow employees internal to the BC Public Service.

The upward trend may also be subject to question order effects. Question order shifted among the engagement questions – the ‘intention to stay’ question moved from before the satisfaction questions (online survey) to after the satisfaction questions (telephone survey). As well, the engagement questions in the electronic survey were primed by 71 questions targeting different aspects of their work environment.

Aside from these methodological limitations, the slight upward bias could be influenced by the reason employees opted out of the survey this year. The majority of respondents stated that they did not have the time to complete the survey. Those who did not have time had relatively high engagement scores. Those who doubted the impact of the survey and those who had issues with privacy and confidentiality reported lower engagement. In this case a negative response bias exists. Since these employees are fewer in number, the bias has a minimal impact on the results overall. However, if this number grows, risk of developing blind spots in the *WES* data increases. Therefore it is advisable to strengthen communications on survey impact and provide ongoing assurances about confidentiality and privacy to ensure that this group’s voice is counted and represented in future work environment surveys. As well, the present 70% response rate should be seen as a target to be maintained for future years to guard against this risk.

Four of the six top suggestions for encouraging participation next year have at least one thing in common: time. If significant workload challenges and/or time demands are preventing employees from completing the survey, then key sources of feedback could be missing from one of the building blocks of engagement – stress and workload. For one *WES* question, almost one out of every four *WES* responders did not believe their workload is manageable this year. This rate could have been higher, if employees, who reported a “lack of time” as their reason for not completing the survey, had answered this question.

There are a number of steps BC Government organizations can take to maximize participation in future cycles. These include:

- **Providing more workplace time, support, and approval to enable completion.** Employees with heavy workloads and high job demands need opportunities to complete the survey during work hours.
- **Offering a different time frame for survey administration (e.g., month/season).** Completing the survey during the month of April is difficult for some employees.
- **Demonstrating more actions as a result of survey feedback.** For some employees, actions involve seeing a meaningful response from government and seeing meaningful improvements incorporated into the work environment as a result of the survey feedback.

There are also a number of items for BC STATS to consider for next year administration of the survey:

- **Lengthen survey fieldwork.** Two weeks may not be enough time for employees to complete the survey before the deadline, especially during the fiscal year end period.
- **Shorten the length of the survey.** Twenty minutes may be too long for some employees.
- **Provide more methods to complete the survey.** Mobile employees are not able to complete the survey electronically. The web-based survey also poses a problem for those who are visually impaired.

The feedback shared by a sample of non-responders who were considered to be “hard-to-reach” WES-wise, has been a critical source of information absent from BC STATS survey processes and analyses. In studying non-responders’ experiences and suggestions, BC STATS is better equipped at building the most representative picture of employee experiences within and across organizations in the BC Public Service.

APPENDIX A— REFERENCES

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APPENDIX B— WES RESPONSE RATES

Table 5. WES Response Rates by Ministry

OCCUPATION CATEGORY	WES 2007 RATE OF RESPONSE		N
	NON RESPONDERS	RESPONDERS	
Office of the Premier	49%	51%	76
Children & Family Development	42%	58%	4141
Public Safety & Solicitor General	38%	62%	2418
Attorney General	38%	62%	3189
Aboriginal Relations & Reconciliation	34%	66%	131
Labour & Citizens' Services	33%	67%	1889
Health	30%	70%	1032
Energy, Mines & Petroleum Resources	27%	73%	249
Finance	26%	74%	805
Environment	26%	74%	1495
Advanced Education	25%	75%	237
Agriculture & Lands	24%	76%	864
Small Business & Revenue	23%	77%	834
Employment & Income Assistance	22%	78%	1921
Forests and Range	21%	79%	3282
Community Services	20%	80%	238
Transportation	18%	82%	1265
Economic Development	18%	82%	164
NOT a ministry	18%	82%	144
Education	17%	83%	295
Public Service Agency	17%	83%	368
Tourism, Sport & the Arts	16%	84%	152
Grand Total	30%	70%	25189

Table 6. WES Response Rates by Occupation

OCCUPATION CATEGORY	WES 2007 RATE OF RESPONSE		N
	NON RESPONDERS	RESPONDERS	
Trades & Operations	58%	42%	308
Legal Counsel	52%	48%	644
Enforcement & Corrections	43%	57%	2254
Health, Education & Social Work	39%	61%	3961
Administration Support	30%	70%	6173
Information Technology	30%	70%	1045
Senior Administration & Research	23%	77%	2568
Science & Technical Officers	23%	77%	3581
Finance & Economics	23%	77%	972
Applied Leadership	22%	78%	954
Strategic Leadership	18%	82%	322
Unassigned Leadership	18%	82%	913
Business Leadership	17%	83%	1494
Grand Total	30%	70%	25189 ⁸

⁸ This total also includes those who received the survey by post mail. One-hundred seventy-one employees from agencies, boards and commissions are included in this total. Their boards, agencies and commissions were deemed out-of-scope however and therefore omitted from the overall results (Community Services, Elections, Info & Privacy Commissioner, Ombudsman, Partnerships British Columbia, and Police Complaints Commissioner).

APPENDIX C— PHONE SCRIPT & SURVEY

INTRODUCTION

Good [MORNING, AFTERNOON],

May I speak to _____? (if employee identity is not apparent upon contact)

Hello, my name is _____. I am calling on behalf of NRG Research Group and BC STATS. BC STATS is collecting information from government employees to improve the quality of services related to the BC Public Service Work Environment Survey.

You have been randomly selected from a list of employees who did not participate in the survey this year. This list is treated confidentially for service improvement purposes only and is not shared with anyone outside of BC STATS.

Do you have five minutes to answer questions about your survey participation and your employee experience?

IF YES ⇒ CONFIDENTIALITY STATEMENT

IF NO ⇒ Is there a better time for us to contact you?

IF NO ⇒ END

IF YES ⇒ NOTE TIME FOR CALL-BACK AND GOTO CALLBACK END

Additional information (optional)

Participation is voluntary and you may end the interview at any time.

CONFIDENTIALITY STATEMENT

Before we continue with this interview, I would like to take a quick moment to explain how your information will be kept confidential.

Under Section 9 of the *Statistics Act*, BC STATS cannot disclose information that could be used to identify an individual return to any person, organization or government agency. Section 9 applies despite the provisions of the *Freedom of Information and Protection of Privacy Act (FOIPPA)* other than Section 44(2) and 44(3) of FOIPPA. In any reports BC STATS will produce, your responses will be combined with other employee responses and reported as group averages.

CALL BACK END

Thank you. We will call back at [Confirm call back time]. Have a good day.

END

Thank you very much for your time today

PART A: QUESTIONS ON PARTICIPATION

First I will ask you a couple questions about your participation in the BC Public Service Work Environment survey this year.

1. Over the past month, did you receive an email invitation to participate in the work environment survey?

- YES
- NO - GO TO 1B
- NOT SURE - GO TO 1B

1B. If not sure /no ⇒ provide additional prompt: The survey was distributed to all public service employees to gain feedback about workplace experiences in the BC Public Service. On April 2nd/ 3rd the Deputy Minister of The Public Service Agency, James Gorman, emailed employees an invitation to participate in the work environment survey. On April 10th, 16th and 19th, BC Stats emailed follow-up reminder notices to encourage employees to participate as well. Do you recall seeing any of these email invitations and/or reminder notices in your government email account?

IF YES ⇒ GOTO Q2

IF NO ⇒ GOTO PART B: QUESTIONS AS A BC PUBLIC SERVANT

2. Have you completed the work environment survey?

- YES
- PARTLY – DROPPED OUT BEFORE REACHING THE END
- NO

IF YES ⇒ GOTO END - DISPOSITION CODED AS “ALREADY COMPLETED SURVEY”

IF PARTLY/NO ⇒ GOTO Q3

3. What is your primary reason for not completing the survey this year?

DO NOT READ LIST. SELECT ONE REASON.

IF GIVES MULTIPLE REASONS ⇒ What would you say is the main reason?

- PROBLEMS WITH EMAIL LINK OR PASSWORD
- DIFFICULTIES WITH COMPUTER OR INTERNET
- ISSUES WITH SURVEY CONTENT (I.E., QUESTION TOPICS)
- CONCERNS OVER PRIVACY AND CONFIDENTIALITY
- SURVEY WILL NOT HAVE AN IMPACT (I.E., NO ACTIONS WILL BE TAKEN AS A RESULT)
- SURVEY DOES NOT APPLY TO HIM/HER (E.G., NEW /OCCASIONAL EMPLOYEE, LEAVE OF ABSENCE)
- SURVEY IS TOO LONG
- SURVEY FATIGUE
- LACK OF TIME
- LACK OF INTEREST
- FORGOT
- LOST OR DELETED EMAIL MESSAGE/LINK

- OTHER REASONS NOT LISTED ABOVE (PLEASE SPECIFY):
-

4. What one thing would encourage you to complete the survey next year?
DO NOT READ LIST. SELECT ONE REASON.

IF GIVES MULTIPLE REASONS ⇒ What would you say is the main reason?

- MORE REMINDER NOTICES
 - SHORTER SURVEY
 - LONGER TIMEFRAME FOR COMPLETING THE SURVEY
 - MORE ASSURANCES OF PRIVACY AND CONFIDENTIALITY
 - MORE SUPPORT/TIME FROM WORKPLACE TO ENABLE COMPLETION
 - MORE METHODS FOR COMPLETING THE SURVEY (E.G., PAPER-BASED SURVEY, TELEPHONE INTERVIEW)
 - MORE INCENTIVES FOR COMPLETING THE SURVEY
 - MORE COMMUNICATION ABOUT THE SURVEY RESULTS
 - MORE ACTIONS AS A RESULT OF THE SURVEY FEEDBACK
 - OTHER SUGGESTIONS NOT LISTED ABOVE (PLEASE SPECIFY):
-

PART B: QUESTIONS ON EMPLOYMENT AS A BC PUBLIC SERVANT

I will now read to you several statements about your employment as a BC Public Servant. Please tell me the extent to which you agree with each statement. You may select any number from 1 to 5, where 1 means “strongly disagree” and 5 means “strongly agree”.

		Strongly Disagree					Strongly Agree	Don't Know/ No Opinion
		1	2	3	4	5	dk	
5	I am satisfied with my job.	0	0	0	0	0	0	
6	I am satisfied with my organization. Organization refers to ministry, agency, office or commission of the Province.	0	0	0	0	0	0	
7	Overall, I am satisfied in my work as a BC Public Service employee.	0	0	0	0	0	0	
8	I would prefer to stay with the BC Public Service, even if offered a similar job elsewhere.	0	0	0	0	0	0	

END - That completes the interview. Thank you for participating. You have provided BC STATS with valuable information. If you have any questions about this interview or about the work environment survey in general, please call BC STATS at (250) 387-9488. Have a great day!

