

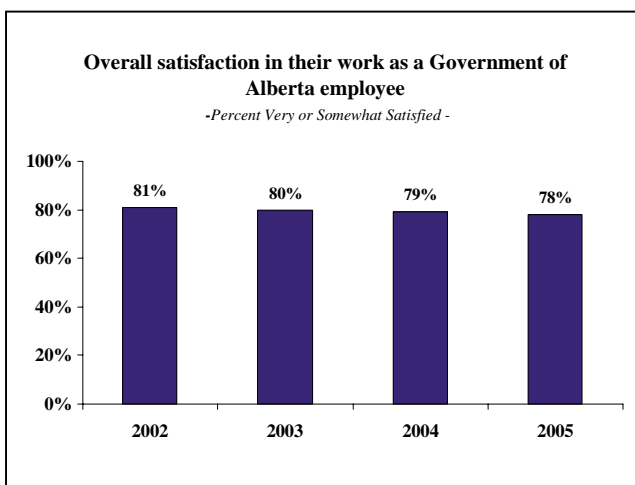
SUMMARY

Background and Context

In 1996, in collaboration with the Alberta Personnel Administration Office, Deputy Ministers and Human Resource Directors from across the Alberta Government developed a Corporate Human Resource Development Strategy. As part of that Strategy, core human resource measures were established and surveys to assess employee views on those measures have since been commissioned annually. In 2002, the Corporate Employee Survey Advisory Team was mandated to identify measures for assessing employee satisfaction across all departments of the Government of Alberta, that were based on determinants of a quality work environment. These measures, along with the existing Core Human Resource Measures, were incorporated into the 2002, 2003, 2004 and 2005 survey of Government of Alberta employees. Questions were added to the 2005 survey to enable comparison of results with employee surveys in other Canadian government jurisdictions.

A total of 12,702 employees participated in the 2005 survey. About 79% participated online by answering the questions at a confidential website. The remainder participated by phone.

Satisfaction with Employment in the Alberta Public Service

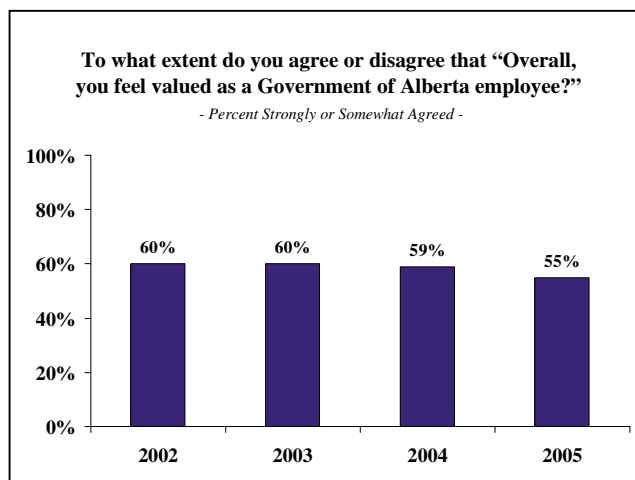


In 2005, 78% reported that they were satisfied (either very or somewhat) in their work as a Government of Alberta employee, which is about the same as last year, when 79% said they were satisfied. Overall satisfaction has declined by 3% since 2002.

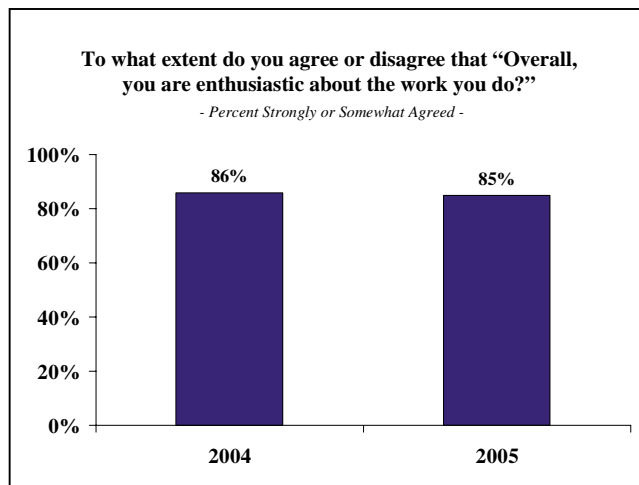
Three questions were added in 2005 to further assess overall satisfaction:

- 80% agreed they are satisfied with their job.
- 80% agreed they are satisfied in their work as a Government of Alberta employee.
- 66% agreed they are satisfied with their ministry or department.

Feel Valued in Employment with the Alberta Public Service



Fifty-five percent (55%) agreed in 2005 that they feel valued as a Government of Alberta employee. Agreement decreased by 4% since 2004, when 59% agreed.

Enthusiasm About their Work in the Alberta Public Service

The vast majority (85%) agreed that they are enthusiastic about the work they do, with little change since 2004.

Two new questions were added to assess enthusiasm:

- 87% agreed that they strive to improve their ministry's or department's results.
- 74% agreed that they are inspired to give their very best.

Satisfaction With Various Aspects of Their Work

Employees rated their satisfaction with ten different aspects of their work (see Table A). For seven of the ten aspects, satisfaction remained about the same since 2002. There were increases since 2002 in satisfaction with:

- The learning and development opportunities available to them (from 60% satisfied in 2002 to 68% satisfied in 2005), and
- The opportunity for career advancement within the Alberta Public Services (from 41% satisfied in 2002 to 46% in 2005).

Satisfaction decreased somewhat for the remaining aspect:

- The balance between their work and personal life (from 74% satisfied in 2002 to 71% satisfied in 2005).

Table A

| <i>Satisfaction with Selected Aspects of Their Work</i> | | | | |
|--|-------------|-----------------------------------|---|--------------------------------------|
| Alberta Government Employees (2002 n=7,068, 2003 n=7,454; 2004 n=9,290, 2005 n=12,702) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Very or Somewhat Satisfied</i> | <i>Neither Satisfied nor Dissatisfied</i> | <i>Very or Somewhat Dissatisfied</i> |
| The quality of your working relationships with co-workers | 2002 | 87 | 6 | 8 |
| | 2003 | 88 | 6 | 6 |
| | 2004 | 88 | 7 | 6 |
| | 2005 | 87 | 7 | 5 |
| The quality of service that your work unit provides to others | 2002 | 86 | 6 | 8 |
| | 2003 | 88 | 6 | 6 |
| | 2004 | 88 | 7 | 5 |
| | 2005 | 86 | 8 | 6 |
| How well your current job matches your interest and skills | 2002 | 80 | 10 | 11 |
| | 2003 | 80 | 9 | 11 |
| | 2004 | 81 | 10 | 9 |
| | 2005 | 80 | 10 | 10 |
| The balance between your work and personal life | 2002 | 74 | 12 | 14 |
| | 2003 | 72 | 13 | 15 |
| | 2004 | 72 | 13 | 14 |
| | 2005 | 71 | 14 | 15 |
| The quality of supervision you receive | 2002 | 68 | 14 | 18 |
| | 2003 | 70 | 13 | 17 |
| | 2004 | 69 | 13 | 17 |
| | 2005 | 68 | 14 | 18 |
| The learning and development opportunities available to you | 2002 | 60 | 16 | 24 |
| | 2003 | 66 | 13 | 20 |
| | 2004 | 68 | 14 | 18 |
| | 2005 | 68 | 14 | 18 |
| How clearly work expectations are communicated to you | 2002 | 65 | 14 | 20 |
| | 2003 | 68 | 14 | 17 |
| | 2004 | 69 | 14 | 17 |
| | 2005 | 66 | 15 | 19 |

Table A (Continued)

| <i>Satisfaction with Selected Aspects of Their Work</i> | | | | |
|--|-------------|-----------------------------------|---|--------------------------------------|
| Alberta Government Employees (2002 n=7,068, 2003 n=7,454; 2004 n=9,290, 2005 n=12,702) | | | | |
| | | % of Respondents | | |
| | | <i>Very or Somewhat Satisfied</i> | <i>Neither Satisfied nor Dissatisfied</i> | <i>Very or Somewhat Dissatisfied</i> |
| Your opportunity for input into decisions that affect your work | 2002 | 60 | 13 | 27 |
| | 2003 | 61 | 13 | 26 |
| | 2004 | 59 | 15 | 25 |
| | 2005 | 59 | 15 | 26 |
| The non-monetary recognition you receive for your work | 2002 | 48 | 22 | 29 |
| | 2003 | 46 | 21 | 32 |
| | 2004 | 47 | 21 | 32 |
| | 2005 | 47 | 22 | 31 |
| The opportunity for career advancement within the Alberta Public Service | 2002 | 41 | 26 | 32 |
| | 2003 | 44 | 23 | 32 |
| | 2004 | 43 | 25 | 32 |
| | 2005 | 46 | 23 | 31 |

Employees' Perspective on Organizational Performance

Table B summarizes the results for 14 questions that have been asked since 2002 to assess employees' perceptions of their organization's performance. As shown, since 2002, the level of agreement has stayed about the same for nine of the fourteen questions. There have been increases in the level of agreement with the following three questions:

- "Your organization provides the support you need to acquire or develop knowledge and skills in your current job" (from 66% agreed in 2002 to 69% in 2005),
- "Your organization provides support to help you acquire or develop your knowledge and skills that would make you more competitive in the job market" (from 52% agreed in 2002 to 55% in 2005), and
- "Your organization provides the support you need to adapt to changes to your job or work environment" (from 53% agreed in 2002 to 55% in 2005).

Agreement with each of the remaining two questions decreased by two percent since 2005:

- "You are treated respectfully at work" (from 80% agreed in 2002 to 78% in 2005), and
- "When asked for input into decisions that affect your work, your input is considered" (from 62% agreed in 2002 to 60% in 2006).

Table B

| <i>Employees' Agreement With Selected Statements about Their Organization</i> | | | | |
|--|-------------|-------------------------|----------------|------------------|
| Alberta Government Employees (2002 n=7,068; 2003 n=7,454; 2004 n=9,290, 2005 n=12,702) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Agreed</i> | <i>Neutral</i> | <i>Disagreed</i> |
| You are treated respectfully at work | 2002 | 80 | 9 | 12 |
| | 2003 | 79 | 9 | 11 |
| | 2004 | 78 | 10 | 12 |
| | 2005 | 78 | 10 | 12 |
| Your organization provides the support you need to acquire or develop knowledge and skills in your current job | 2002 | 66 | 13 | 20 |
| | 2003 | 69 | 14 | 17 |
| | 2004 | 69 | 15 | 16 |
| | 2005 | 69 | 16 | 15 |
| Your organization provides expected outcomes for your work | 2002 | 66 | 19 | 15 |
| | 2003 | 68 | 18 | 12 |
| | 2004 | 67 | 21 | 12 |
| | 2005 | 66 | 20 | 13 |
| You receive the support you need in order to provide high quality service | 2002 | 62 | 13 | 25 |
| | 2003 | 63 | 14 | 24 |
| | 2004 | 62 | 15 | 23 |
| | 2005 | 62 | 17 | 21 |
| You have the support you need from your organization to balance your personal and work life | 2002 | 60 | 20 | 20 |
| | 2003 | 61 | 20 | 20 |
| | 2004 | 61 | 20 | 19 |
| | 2005 | 61 | 20 | 19 |
| Your organization helps you know and understand how well you are performing | 2002 | 61 | 17 | 22 |
| | 2003 | 61 | 17 | 21 |
| | 2004 | 62 | 19 | 19 |
| | 2005 | 60 | 20 | 20 |
| When asked for input into decisions that affect your work, your input is considered | 2002 | 62 | 15 | 23 |
| | 2003 | 62 | 15 | 23 |
| | 2004 | 60 | 17 | 23 |
| | 2005 | 60 | 18 | 23 |

Table B (Continued)

| <i>Employees' Agreement With Selected Statements about Their Organization</i> | | | | |
|--|-------------|-------------------------|----------------|------------------|
| Alberta Government Employees (2002 n=7,068; 2003 n=7,454; 2004 n=9,290, 2005 n=12,702) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Agreed</i> | <i>Neutral</i> | <i>Disagreed</i> |
| Your organization helps you keep informed about any changes to your job or work environment | 2002 | 60 | 14 | 26 |
| | 2003 | 62 | 15 | 24 |
| | 2004 | 62 | 16 | 23 |
| | 2005 | 60 | 17 | 23 |
| Your organization helps you know and understand how the work of your department contributes to government business plan goals | 2002 | 57 | 20 | 23 |
| | 2003 | 59 | 21 | 20 |
| | 2004 | 58 | 22 | 19 |
| | 2005 | 58 | 22 | 19 |
| Your organization helps you know and understand how your work contributes to the achievement of your department business plan | 2002 | 57 | 21 | 23 |
| | 2003 | 58 | 21 | 21 |
| | 2004 | 58 | 22 | 20 |
| | 2005 | 58 | 22 | 20 |
| Your organization provides the support you need to adapt to changes to your job or work environment | 2002 | 53 | 19 | 27 |
| | 2003 | 56 | 20 | 24 |
| | 2004 | 56 | 22 | 22 |
| | 2005 | 55 | 22 | 23 |
| Your organization provides support to help you acquire or develop your knowledge and skills that would make you more competitive in the job market | 2002 | 52 | 18 | 29 |
| | 2003 | 55 | 19 | 26 |
| | 2004 | 54 | 22 | 24 |
| | 2005 | 55 | 21 | 24 |
| Your organization asks for employee input when they plan business improvements | 2002 | 43 | 19 | 38 |
| | 2003 | 45 | 19 | 36 |
| | 2004 | 45 | 21 | 34 |
| | 2005 | 44 | 22 | 34 |
| Your organization provides recognition for your contribution to progress on business goals | 2002 | 42 | 25 | 33 |
| | 2003 | 43 | 26 | 30 |
| | 2004 | 44 | 27 | 29 |
| | 2005 | 43 | 28 | 28 |

In 2005, six questions about the performance of their organization were added to enable comparison of results with employee surveys in other jurisdictions in Canada. Results for the six new questions are provided in Table C.

Table C

| <i>Employees' Agreement With New Statements about Their Organization</i> | | | | |
|--|------|-------------------------|----------------|------------------|
| Alberta Government Employees (2005 n=12,702) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Agreed</i> | <i>Neutral</i> | <i>Disagreed</i> |
| Your organization supports your work related learning and development | 2005 | 71 | 16 | 13 |
| You have support at work to provide a high level of service | 2005 | 65 | 17 | 18 |
| You have support at work to balance your work and personal life | 2005 | 63 | 20 | 17 |
| You have opportunities to provide input into decisions that affect your work | 2005 | 60 | 16 | 25 |
| You receive meaningful recognition for work well done | 2005 | 52 | 19 | 29 |
| You have opportunities for career growth within the Government of Alberta | 2005 | 50 | 21 | 29 |

Employees' Perspective on Internal Service and Communication

Table D summarizes the results for four questions to assess employees' perceptions of the quality of internal service and the effectiveness of internal communications. The percentage who agreed with these four questions decreased by two or three percent since 2002.

Table D

| <i>Employees' Agreement With Selected Statements about Internal Service and Communication</i> | | | | |
|---|-------------|-------------------------|----------------|------------------|
| Alberta Government Employees (2002 n=7,068; 2003 n=7,454; 2004 n=9,290, 2005 n=12,702) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Agreed</i> | <i>Neutral</i> | <i>Disagreed</i> |
| You receive high quality service from employees within your immediate work group | 2002 | 83 | 9 | 8 |
| | 2003 | 82 | 10 | 8 |
| | 2004 | 81 | 11 | 8 |
| | 2005 | 80 | 12 | 8 |
| Your work unit has effective internal communication processes | 2002 | 70 | 10 | 19 |
| | 2003 | 70 | 11 | 18 |
| | 2004 | 70 | 12 | 18 |
| | 2005 | 68 | 13 | 19 |
| You receive high quality service from other employees within your department who are not in your immediate work group | 2002 | 70 | 17 | 13 |
| | 2003 | 69 | 18 | 12 |
| | 2004 | 69 | 19 | 12 |
| | 2005 | 67 | 20 | 12 |
| Your department has effective internal communication processes | 2002 | 56 | 15 | 30 |
| | 2003 | 56 | 16 | 28 |
| | 2004 | 54 | 18 | 27 |
| | 2005 | 54 | 18 | 28 |

Employees' Perspective on Performance of Supervisors

For two of the four statements about the supervision they receive that have been asked since 2002, the level of agreement was about the same in 2005 and 2002 (Table E).

There was a two percent decrease in the percentage who agreed that:

- “You have an appropriate amount of independence to make decisions about your daily work” (from 89% agreed in 2002 to 87% in 2005), and
- “You can talk openly and honestly with your supervisor about your work” (from 81% agreed in 2002 to 79% in 2005).

Table E

| <i>Employees' Agreement With Selected Statements about The Supervision They Receive</i> | | | | |
|--|-------------|--------------------------------|-----------------------|-------------------------|
| Alberta Government Employees (2002 n=7,068; 2003 n=7,454; 2004 n=9,290, 2005 n=12,702) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Agreed</i> | <i>Neutral</i> | <i>Disagreed</i> |
| You have an appropriate amount of independence to make decisions about your work | 2002 | 89 | 4 | 7 |
| | 2003 | 90 | 5 | 6 |
| | 2004 | 88 | 5 | 7 |
| | 2005 | 87 | 6 | 7 |
| You can talk openly and honestly with your supervisor about your work | 2002 | 81 | 7 | 13 |
| | 2003 | 81 | 7 | 12 |
| | 2004 | 80 | 8 | 12 |
| | 2005 | 79 | 9 | 12 |
| The feedback you receive from your supervisor helps you improve your performance | 2002 | 68 | 16 | 15 |
| | 2003 | 69 | 16 | 16 |
| | 2004 | 70 | 16 | 15 |
| | 2005 | 68 | 17 | 15 |
| You receive timely recognition or acknowledgement for your work from your supervisor | 2002 | 63 | 15 | 23 |
| | 2003 | 65 | 15 | 20 |
| | 2004 | 64 | 15 | 20 |
| | 2005 | 64 | 16 | 20 |

In 2005, two questions about the supervision they receive were added to enable comparison of results with employee surveys in other jurisdictions in Canada. Results for the two new questions are provided in Table F.

Table F

| <i>Employees' Agreement With New Statements about The Supervision They Receive</i> | | | | |
|---|-------------|--------------------------------|-----------------------|-------------------------|
| Alberta Government Employees (2005 n=12,702) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Agreed</i> | <i>Neutral</i> | <i>Disagreed</i> |
| You have a positive working relationship with the person you report to | 2005 | 82 | 10 | 8 |
| The person you report to is an effective leader | 2005 | 68 | 13 | 18 |

Employees' Perspective on Their Personal Performance

For all five questions that were asked since 2002 about themselves or their job, the levels of agreement were one to four percent lower in 2005 than in 2002 (Table G). There was no change since 2004 in agreement that their work related stress is manageable (70% in both years).

Table G

| <i>Employees' Agreement With Selected Statements about Themselves or Their Job</i> | | | | |
|---|-------------|-------------------------|----------------|------------------|
| Alberta Government Employees (2002 n=7,068; 2003 n=7,454; 2004 n=9,290, 2005 n=12,702) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Agreed</i> | <i>Neutral</i> | <i>Disagreed</i> |
| Your job enables you to apply your knowledge and skills | 2002 | 90 | 5 | 6 |
| | 2003 | 88 | 5 | 7 |
| | 2004 | 87 | 6 | 6 |
| | 2005 | 86 | 7 | 6 |
| You are aware of where or how to find information on learning and development opportunities | 2002 | 85 | 8 | 6 |
| | 2003 | 84 | 9 | 6 |
| | 2004 | 85 | 9 | 6 |
| | 2005 | 84 | 10 | 6 |
| You have a sense of personal accomplishment in your work | 2002 | 88 | 6 | 7 |
| | 2003 | 85 | 8 | 8 |
| | 2004 | 85 | 8 | 7 |
| | 2005 | 84 | 9 | 7 |
| You know and understand how your work contributes to the achievement of your department business plan | 2002 | 75 | 14 | 11 |
| | 2003 | 75 | 14 | 10 |
| | 2004 | 73 | 17 | 10 |
| | 2005 | 72 | 17 | 10 |
| Your work related stress is manageable | 2002 | NA | NA | NA |
| | 2003 | NA | NA | NA |
| | 2004 | 70 | 13 | 16 |
| | 2005 | 70 | 14 | 16 |
| You know and understand how the work of your department contributes to government business plan goals | 2002 | 71 | 16 | 13 |
| | 2003 | 71 | 16 | 13 |
| | 2004 | 69 | 19 | 12 |
| | 2005 | 69 | 19 | 12 |

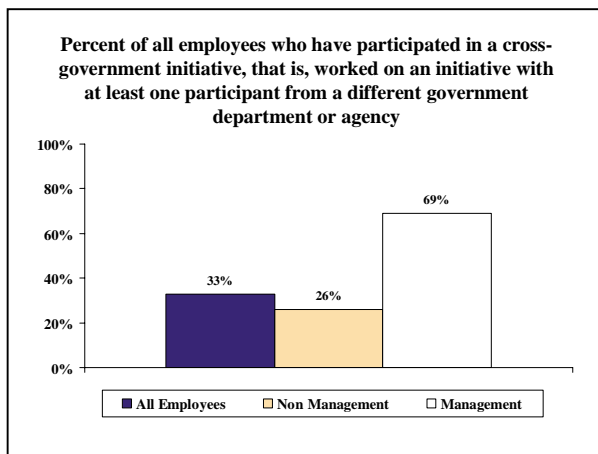
NA = Not Asked

In 2005, four questions about their personal performance were added to enable comparison of results with employee surveys in other jurisdictions in Canada. Results for the four new questions are provided in Table H.

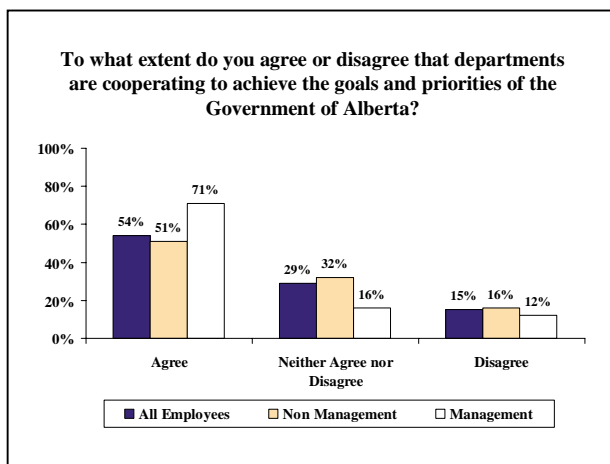
Table H

| <i>Employees' Agreement With New Statements about Themselves or Their Job</i> | | | | |
|--|------|-------------------------|----------------|------------------|
| Alberta Government Employees (2005 n=12,702) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Agreed</i> | <i>Neutral</i> | <i>Disagreed</i> |
| You have positive working relationships with your coworkers | 2005 | 92 | 5 | 3 |
| Your job is a good fit with your skills and interests | 2005 | 84 | 8 | 8 |
| You know how your work contributes to the achievement of your ministry's or department's goals | 2005 | 72 | 18 | 10 |
| You have confidence in the senior leadership of your ministry or department | 2005 | 55 | 21 | 24 |

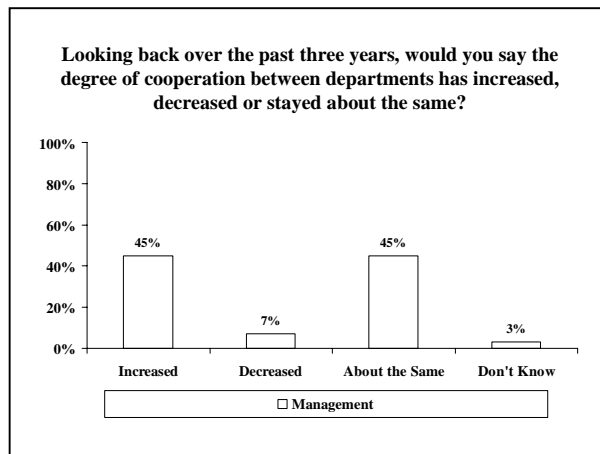
Cultural Change



Most managers (69%) have participated in a cross-government initiative in the past 12 months, as have about one-quarter (26%) of non-management employees.



Over half of employees agreed (54%) that departments are cooperating to achieve the goals and priorities of the Government of Alberta, with agreement being much higher among managers (71%).



Managers were asked whether the degree of cooperation between departments has increased, decreased or stayed about the same over the past three years. About 45% of managers thought it has increased and 7% thought it has decreased.

Supervisors' Perspective on Employees' Skills and Knowledge

For both measures of supervisors' perceptions of their employees' skills and knowledge, the level of agreement was slightly lower (by 2%) in 2005 than in 2002 (Table I).

Table I

| <i>And when you think about what your employees do or know, how much do you agree or disagree that the employees that you manage...?</i> | | | | |
|--|-------------|------------------|----------|-----------|
| Alberta Government Managers/Supervisors (2002 n=2,319; 2003 n=2,383; 2004 n=3,065) | | | | |
| | | % of Respondents | | |
| | | Agreed | Neutral | Disagreed |
| Have the skills and knowledge to meet the current requirements of their job | 2002 | 90 | 4 | 7 |
| | 2003 | 89 | 5 | 6 |
| | 2004 | 89 | 5 | 6 |
| | 2005 | 88 | 6 | 6 |
| Have the skills and knowledge to meet the anticipated requirements of their job over the next 3 years | 2002 | 83 | 6 | 10 |
| | 2003 | 82 | 7 | 10 |
| | 2004 | 81 | 9 | 10 |
| | 2005 | 81 | 9 | 9 |

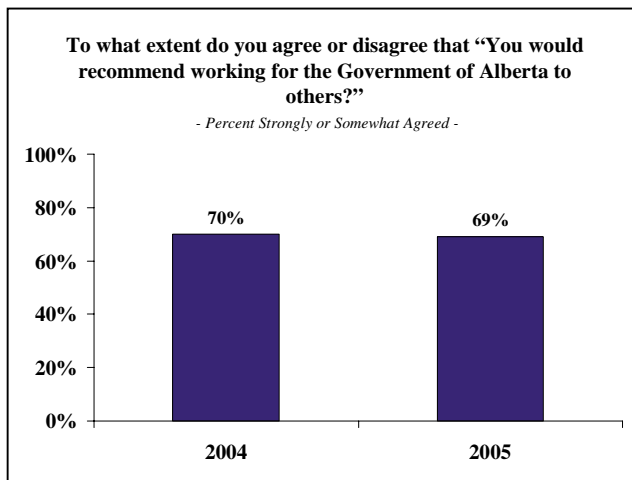
Supervisors' Perspective on Retention and Attraction of Employees

In 2005, supervisors had a slightly lower percentage who agreed than they did in 2002 (61% agreed in 2005, compared to 63% in 2002), that they are able to retain the employees they need (Table J). The percentage who agreed that they can attract the employees they need was the same in 2005 as in 2002 (54% agreed in 2002 and 2005).

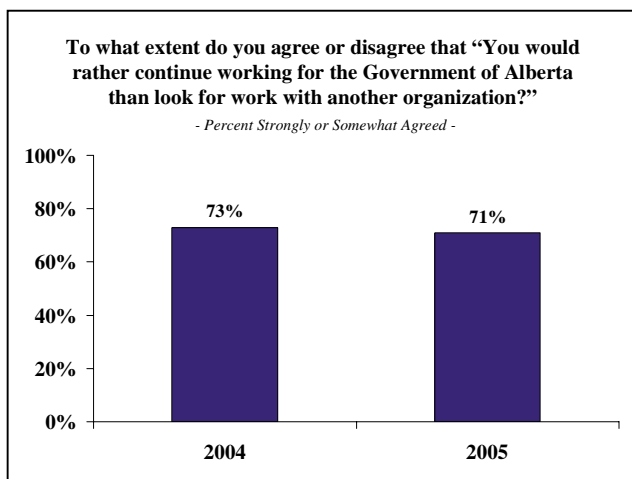
Table J

| <i>And to what extent do you agree or disagree that...?</i> | | | | |
|---|-------------|-------------------------|----------------|------------------|
| Alberta Government Supervisors (2002 n=2,319; 2003 n=2,383; 2004 n=3,065; 2005 n=4,192) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Agreed</i> | <i>Neutral</i> | <i>Disagreed</i> |
| You are able to retain the employees you need | 2002 | 63 | 13 | 25 |
| | 2003 | 64 | 13 | 22 |
| | 2004 | 63 | 16 | 20 |
| | 2005 | 61 | 15 | 23 |
| When filling approved positions, you are able to attract the employees you need | 2002 | 54 | 19 | 25 |
| | 2003 | 56 | 18 | 22 |
| | 2004 | 59 | 20 | 18 |
| | 2005 | 54 | 20 | 24 |

Employees' Perspective on Retention and Attraction of Employees



Most employees (69%) would recommend working for the Government of Alberta to others, with little change in these results since 2004.



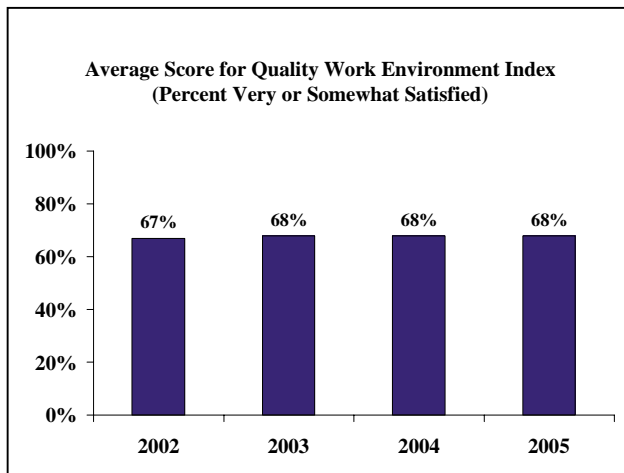
Most employees (71%) would rather continue working for the Government of Alberta than look for work with another organization. There was a 2% decrease in agreement since 2004, when 73% agreed.

In 2005, three questions about attraction and retention were added to enable comparison of results with employee surveys in other jurisdictions in Canada. Results for the three new questions are provided in Table K.

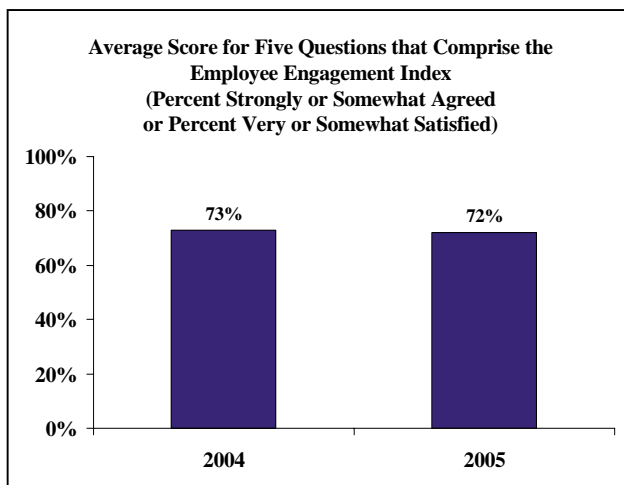
Table K

| <i>Employees' Agreement With New Statements Related to Attraction and Retention</i> | | | | |
|--|------|-------------------------|----------------|------------------|
| Alberta Government Employees (2005 n=12,702) | | | | |
| | | <i>% of Respondents</i> | | |
| | | <i>Agreed</i> | <i>Neutral</i> | <i>Disagreed</i> |
| You are proud to tell people you work for the Government of Alberta | 2005 | 68 | 20 | 11 |
| You would recommend the Government of Alberta as a great place to work | 2005 | 63 | 22 | 14 |
| You would prefer to stay with the Government of Alberta, even if offered a similar job elsewhere | 2005 | 63 | 22 | 15 |

Quality Work Environment Index and Employee Engagement Index



In 2004, the Government of Alberta established a Quality Work Environment Index, which is the average score for the percent who were satisfied (either very or somewhat) with the ten aspects of their work shown above in Table A. These questions have been asked since 2002 and there has been little change in the average score since 2002.



In 2004, the Employee Engagement Index was also established, with little change in the average score since 2005. This Index is the average of the percent who were satisfied or who agreed with the following five questions:

- Level of satisfaction in their work as a Government of Alberta employee
- Feel valued as a Government of Alberta employee
- Are enthusiastic about the work they do
- Would rather continue working for the Government of Alberta than look for work with another organization
- Would recommend working for the Government of Alberta to others

Looking Ahead

Since 2002, results on the Quality Work Environment Index have remained very similar each year. Since 2004, results on the Employee Engagement Index have also remained similar over time. Since 2002, there have been improvements in the scores for supports for learning and development and the opportunity for career advancement. The aspect with the greatest decrease was in the balance between their work and personal life. Continued improvement in aspects that have declining or lower scores will help to increase employee engagement. Improvement in corporate-wide human resource performance will continue to require targeted strategies at both the corporate and departmental levels.