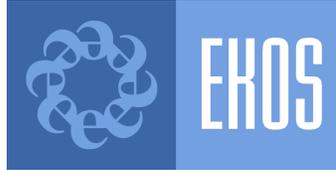


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# Results of the 2007 Service Canada Culture Survey

## **FINAL REPORT**

*Ce rapport est également disponible en français*

Submitted to:

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July 30, 2007

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# EXECUTIVE SUMMARY

## BACKGROUND AND METHODOLOGY

- The 2007 survey of Service Canada employees followed a census approach, with all employees invited to participate. The survey was self-administered and web-based. In total, 10,810 employees responded to the survey. This provides for a margin of error of +/-0.7 per cent.
- This survey measured progress in the management of human resources over time based on previous Public Service Employee Surveys (2005, 2002 and 1999), and was designed as a baseline measure with the intention of repeating the survey annually.
- In addition to the survey, a series of five focus group discussions were also held with employees in junior to mid-level positions, particularly in service delivery. Two were held in the Ontario region (in Toronto), two were held in the Quebec region (in Montreal) and one was held with NHQ employees. The purpose of the groups was to further discuss some of the key issues emerging from the survey. Issues discussed included employee engagement, stress, supervision, career development and perceived fairness of judgements and decisions.

## OVERALL STRENGTHS

- Overall, employees are quite positive in their rating of Service Canada, agreeing that Service Canada is a good place to work, and express satisfaction with their career.
- The large majority of employees feel that they have the resources necessary to perform their job.
- Employees demonstrate a strong commitment to a client service culture. Employees believe that they understand the meaning of citizen-centered service and their role in the provision of service, and are personally committed to providing excellence in service in their work.
- Employees express positive views about overall equality and respect within the Department.
- Employees are satisfied with the relationship they have with their immediate supervisor. Furthermore, they agree that their immediate supervisor or manager “walks the talk” on issues relating to service excellence and a customer service culture within Service Canada (again reflecting the strong commitment to a service culture).
- Internal communications within Service Canada are evaluated positively by most employees. Most employees have a clear idea of what Service Canada is trying to achieve, and feel that their supervisor shares information with them.

## AREAS FOR IMPROVEMENT

- Many employees do not feel a sense of engagement or involvement in decisions within the organization. The extent of perceived encouragement toward innovation in work or in providing service to clients is also moderate and another potential area for improvement.
- Only half of employees are convinced that Service Canada promotes their well-being in the work place, or that they are rewarded by praise or recognition for the level of effort they put into their job.
- Although most employees appear to find their current workload to be manageable, an alarmingly high number of employees report recent worry or stress resulting from time pressures or mental fatigue at work.
- Although the Department is seen as providing a workplace that is respectful (according to other survey measures), there is considerably less satisfaction with fairness received on the job, and with the fairness present in the hiring and complaints processes (and these ratings have declined since 2005).
- While employees get along well with their supervisors and benefit from a good day-to-day relationship, the mentoring or guiding aspect of the relationship (e.g., feedback on performance, guidance on training and career development) is seen as a weaker element.
- The perceived value and usefulness of the Intranet is only moderate, and its usage is not widespread.
- Employees identify room for improvement in the extent to which they are kept informed by senior management; including the timely and effective communication of corporate vision and goals.

## FINDINGS

### Employee Engagement

- Perceived involvement in work-related decisions is an issue: only just over half of employees in the survey agree that they are satisfied with the degree of involvement they feel that they have in decisions that affect their work directly, or decisions relating to the quality of service they provide to their clients. Underscoring this issue, only one in four employees in the survey agree that Service Canada helps them adapt to change by involving them in the decisions shaping changes. Concerns about effective consultation with employees about change within the organization were echoed by participants in the focus groups.
- Most employees view change positively, and see it as an opportunity to improve their organization.
- Employees express pride and satisfaction in the service they provide, agreeing that they create innovative solutions tailored to client needs in their work. Only half, however, agree that they are always or often encouraged to be innovative in their work or in providing service to clients (as in 2005). Focus

group participants, particularly in the regions, perceived opportunities for innovation to be limited. While leadership within the unit was viewed as having a positive effect on employee engagement, other factors such as centralized decision-making, heavy workloads and horizontal/long distance management were identified as barriers to effective engagement and opportunities for innovation.

## Work Environment

- The large majority agree that Service Canada is a good place to work and this is higher than found in 2005.
- Most agree that their work unit works cooperatively together as a team (similar to 2005 results).
- The large majority of employees believe that they have the technology, equipment and other tools needed to do their job well, and there is little change in this item from 2005.
- Only half of employees are convinced that Service Canada promotes their well-being in the work place (again virtually identical to 2005 results). Similarly, only just over half feel that they are rewarded by praise or recognition for the level of effort they put into their job. In the focus groups, participants noted an increasing focus within the organizations on efficiency and cost-savings, often at the expense of employee well-being.
- The large majority of employees appear to find their current work load to be manageable. Most agree that they can balance their personal, family and work needs in their current job, or that they can complete their assigned workload during regular working hours. Despite this, an alarmingly high number of employees have recently experienced worry or stress resulting from time pressures or mental fatigue at work. There were mixed views in the focus groups on job stress. While some participants report minimal job stress (most often attributed to an effective and supportive manager), many others in the groups found their work environment quite stressful. These employees cited a variety of causes of job stress, including staffing shortages (including turnover and hiring delays), resulting in an increased workload, coupled with pressure to meet productivity quotas. Weak organizational support (e.g., in the form of insufficient training and technological infrastructure, bureaucratic red-tape), lack of continuity and guidance from management, and unrealistic expectations on the part of clients were identified as other sources of stress. Together, these factors result in diminished ability of staff to deliver quality service to clients, which is itself another source of stress.

## Client Service

- Service Canada employees exhibit a strong commitment to a client service culture. The vast majority (over nine in ten) agree that strong collaborative relationships with internal partners is important to improve services to external clients; that continuous improvement in internal service is important; and that they focus on results for their clients in their work.

- A large majority of employees also agree that they have a clear idea of the meaning of citizen-centered service, and a good understanding of their role in helping Service Canada serve its clients. Survey results linked to client service show some improvement from 2005 results.
- Employee understanding of and commitment to a service culture is also reflected in their view of the work they perform. Nine in ten Service Canada employees indicate that they always or often adapt their communication style to meet client needs, and a similar number always or often develop a thorough understanding of client needs before providing service. Over eight in ten employees always or often analyze service oriented problems and identify practical solutions for clients, and the majority also agree that they are able to identify behaviours that contribute to or inhibit service excellence.
- Focus group participants provided some less positive views about client service, and more specifically their ability to deliver quality service to clients, given barriers in the work environment (mentioned above) and a perceived organizational focus on efficiency and call volumes.

## Values, Ethics and Fairness

- Three-quarters of employees surveyed agree that their Department works hard to create a workplace free of harassment and discrimination (up from 2005). Similarly, three-quarters agree that their organization personally treats them with respect (although this represents a decline from 2005).
- While the general working environment is seen to be respectful by most employees, there is significantly less satisfaction with fairness on the job and with hiring and complaints processes:
  - ◇ Just over two-thirds are satisfied with the fairness they receive on the job.
  - ◇ Just over half the employees surveyed feel that the process of selecting a person for a position is done fairly;
  - ◇ Just under half are satisfied with the manner in which informal complaints are resolved in their work unit.
  - ◇ These results represent a decline since 2005.
- Concerns about fairness, particularly in the area of hiring and advancement, were echoed in the focus group discussions. Participants raised issues related to favouritism, differential treatment of internal and external candidates and inappropriate educational qualifications for some positions. Lack of fairness in access to training opportunities was also mentioned as an issue by some. Management-level leadership was viewed as a key factor in fairness, with some noting that employees' experience of fairness will vary from unit to unit.

## Supervision

- Seven in ten feel that their supervisor would take their suggestions to improve client service seriously; two-thirds agree that their supervisor discusses the results they are expected to achieve with them; and six in ten indicate that their supervisor helps them to understand Service Canada's mandate, priorities and messages.
- Most agree that their immediate supervisor or manager "walks the talk" on issues relating to service excellence and a customer service culture within Service Canada.
- While employees are, for the most part, satisfied with the overall relationship they have with their supervisor, they are less positive in their ratings of the feedback and practical assistance they receive. Just over two-thirds agree that their supervisor keeps them informed of issues affecting their work. Just over half, however, feel that they receive useful feedback on their performance from their supervisor, and less than half agree that their supervisor helps them to determine their learning needs. This represents a slight decline in the perceived support received from supervisors since 2005.
- For focus group participants, one of the challenges of supervision at Service Canada is the rapid turnover of managers and staffing delays resulting in a continuity gap. This is exacerbated by other frustrations such as heavier workloads (leaving managers little time for mentoring/management and building of their team), remote/virtual supervision, and a larger organizational context that does not value managers (e.g., too little authority, pay that is not commensurate with responsibilities, incentives/accountability for soft skills). Focus group participants offered a number of suggestions of attributes of an 'ideal' supervisor (Team Leader or Director) (e.g., effective people skills, collaborative, impartial/consistent).

## Training and Development

- A total of 15 per cent of Service Canada employees have undergone service excellence training.
- Of these, 65 per cent (or just under one in ten Service Canada employees overall) have undergone service excellence training offered by the Service Canada College.
- The vast majority of employees agree that they take responsibility for their learning and career development.
- Just over two-thirds agree that they receive the training needed to do their job.
- Only six in ten, however, agree that there are sufficient opportunities at Service Canada for them to learn, or that the organization supports them in their learning and development. Focus group participants reported limited opportunities for training due to lack of time and also a reticence within the organization to invest in learning related to career development (as opposed to training that is directly job-related).

- Overall satisfaction among employees with their career at Service Canada is fairly strong at 75 per cent.
- Only half, however, feel that they have opportunities for promotion within the Department given their education, skills and experience. Furthermore, over four in ten agree that their career progress in Service Canada has been affected by lack of access to developmental assignments, and less than half the agree that their immediate supervisor helps them to develop their career.

## Communications

- Most employees agree that they have good ongoing communications with others in their organization working on related projects or issues, and that they have the information they need to do their job well. Similarly, most agree that people within their work unit and beyond regularly share information.
- Seven in ten agree that the Intranet is a valuable tool helping them keep informed on news and developments within the organization; six in ten agree that they can easily find the information they need on the Intranet; and slightly fewer agree that the Service Canada electronic newsletter is a valuable tool in terms of keeping them informed. Just over half of Service Canada employees always or often use the Intranet, while four in ten often or always read the electronic newsletter.
- Most employees (three-quarters) believe that they have a clear idea of what Service Canada is trying to achieve and that their supervisor does a good job of sharing information with them. On the other hand, fewer agree that they have been kept informed regarding major internal developments, or that senior management does a good job of providing information. Less than six in ten feel that senior management communicates a clear vision for long-term success, or communicates important information in an effective and timely manner. This is consistent with comments in the focus groups that indicated employees' lack of engagement in organizational changes and limited opportunities for communication and information sharing with managers.
- Seven in ten employees agree that senior management has set clear goals for Service Canada. Of concern, only 57 per cent of employees feel that this vision is meaningful to them in their daily work, suggesting that there is some disconnect between the corporate vision and day to day work or functions. Focus group participants described the Service Canada vision as lofty, but in line with their own vision of the organization (though somewhat at odds with the competing organizational objectives of efficient service).

## Overarching Patterns of Responses Among Employees

- There are significant variations in survey results based on types of employees. For example, employees located in national and regional headquarters, the youngest employees, those with the least work experience in SC, and executives are all more likely to express satisfaction with their involvement in decisions, more apt to view change as positive, to view SC positively as a place to work, to be satisfied with the relationship they have with their supervisor, and to feel that it is a work environment where fairness and respect reign.
- On the other hand, employees providing service to the public, indeterminate employees, and junior level employees are less likely to feel positively about their job; expressing less satisfaction with their involvement in decisions, are less likely to feel encouraged to be innovative, less apt to feel rewarded for their effort, or to feel that fairness and respect are values within the organization.

Supplier Name: EKOS Research Associates

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To obtain more information on this study, please e-mail [por-rop@sc.gc.ca](mailto:por-rop@sc.gc.ca)



# 1. INTRODUCTION

## 1.1 BACKGROUND

This report presents the results of a 2007 survey conducted of Service Canada employees. This survey followed a census approach, with all Service Canada employees being invited to participate. The specific objectives addressed by this survey of employees include:

- Measuring progress in the management of human resources since the last survey (the 2005 PSES survey) and over time based on previous surveys (PSES surveys in 1999 and 2002);
- Identifying key HR-related issues, trends, opportunities and challenges, including internal communications as perceived by Service Canada employees across the country; and
- Exploring topics related to the culture of service excellence within Service Canada.

A wide range of issues were explored in the survey, including employee engagement in the organization; work environment; client service culture; values, ethics and fairness within the Department; supervisory support and commitment; training and career development; and internal communications.

Furthermore, this survey was designed as a baseline measure, with the intention of repeating the census of employees every year to track key HR issues, trends, opportunities and challenges within SC. Results are reported overall, with highlights of the patterns of results by key demographic segment, major work units, and employee groups.

## 1.2 METHODOLOGY

The 2007 survey of Service Canada employees was completed as a self-administered web-based survey. Respondents were, however, provided with the alternative of completing a paper copy where preferred, and a screen reader version was available online for the visually impaired.

As noted, the survey questionnaire drew extensively on items included in the 2005 PSES survey with the addition of some new items largely related to the culture of service excellence. The survey questionnaire included approximately 75 items, requiring an average of 20 minutes to complete over the Internet. The questionnaire was tested with 30 employees over the Internet, in English and in French.

As noted, the survey took a census approach, inviting all Service Canada employees to participate. Advance communication was sent to all employees to inform them of the survey and its purpose, emphasizing the importance of maximum participation in order to address representativeness of results. In

total, 10,810 employees responded to the survey, for a response rate of 56 per cent. This provides for a margin of error of +/-0.7 per cent. The survey was conducted from mid-April to mid-May of 2007.

The survey instrument was administered using a bilingual email invitation and a bilingual questionnaire, installed on a secure website. All employees received an e-mail invitation, introducing them to the survey and providing some background information, providing the Web address, as well as a unique PIN for each employee to use to access the survey and input their responses.

Throughout the report, overall results on each survey item are presented, as well as any relevant comparisons to 2005 PSES results. Variations in responses based on employee characteristics (e.g., region, level, gender, age, experience, etc.) are also provided when they are statistically and substantively different (at the .05 level or higher). Only variations larger than five per cent have been reported on.

In addition to the survey, a series of five focus group discussions were also held with employees in junior to mid-level positions, particularly in service delivery. Two were held in the Ontario region (in Toronto), two were held in the Quebec region (in Montreal) and one was held with NHQ employees. The purpose of the groups was to further discuss some of the key issues emerging from the survey. Issues discussed included employee engagement, stress, supervision, career development and perceived fairness of judgements and decisions. Each discussion was two hours in length. Service Canada employees who had completed the online survey, who also occupied junior to mid-level positions and work in service delivery capacity were randomly selected and invited to attend. The groups included participants from call centres, in-person services, and processing (as well as some program and policy areas at NHQ). Employees were told that results would be presented in a generalized fashion in order not to compromise confidentiality. Results of the focus group discussions are presented throughout the report to support or expand on survey results in the appropriate sections.

## 1.3 PROFILE OF SURVEY RESPONDENTS

In order for the reader to fully appreciate the myriad of patterns of results presented in the remaining chapters of the report, it is important to understand the general patterns of employees in the Department. The following is a general profile of respondents to the survey, along with a description of how these general characteristics play out among themselves.

One-quarter of employees surveyed are physically located at National Headquarters, while 21 per cent work in the Ontario region, 15 per cent in Quebec, and 10 per cent in British Columbia. Smaller proportions are located in other regions.

- There are very specific (and large) demographic differences in the characteristics of employees in the sample based on whether they provide service to the public or not and whether they are located in the regions or at National Headquarters. Employees located at National Headquarters (NHQ) are more apt to be men than employees in the regions are.

They are also more often younger (under 40), have less work experience, are more apt to hold a university degree, are less likely to provide service to the public, and to identify French as their first language than regional employees. NHQ employees are also far less likely to be employed at junior levels in the organization.

The length of time employees have been with Service Canada varies significantly. A significant proportion have five years experience or less (23 per cent) or between six to ten years experience (22 per cent). Close to one-quarter have between 11 and 20 years of experience (24 per cent), and one in three have 21 years of experience within the Department or more (31 per cent).

- Again, the pattern is largely centred around whether or not employees provide service and work in the regions or NHQ. The concentration of employees with 10 years experience or less with Service Canada is higher at HQ (and also in the Alberta and Saskatchewan regions). These employees are also typically younger, with more education than employees reporting a longer seniority with SC. There is also a higher concentration of individuals identifying themselves as belonging to a minority among employees with 10 years experience or less. Naturally, those with less work experience are more apt to be clustered at the junior level. Employees in the PM classifications (with the exception of PM1) are more apt to report more extensive work experience within SC.
- Employees in Pensions and Innovation, Information and Technology are more apt to list more than five years of experience within SC, while those in Business Integration, Policy, Partnerships & Corporate Affairs, and Marketing & Communications are most often new employees (having five years experience or less).

A total of 28 per cent are under 40 years of age; 35 per cent are 40 to 49 years old; 21 per cent are between 50 and 54; and 12 per cent are 55 or older.

The large majority of Service Canada employees are women (71 per cent).

Roughly one-quarter of employees identify their work area as involving in-person service delivery (26 per cent), and a similar proportion (27 per cent) indicate that they work within National Headquarters. Two in ten are located in a processing centre (19 per cent); 11 per cent at regional headquarters; and eight per cent at a call centre.

- As described above, the concentration of women is higher in front line positions (employed in service positions or at processing centres), while men are more apt than average to be located at regional or national headquarters.
- There is a higher than average concentration of older employees (i.e., 50 or older) working in in-person service delivery, processing centre and regional headquarters positions, while those in call centres and national headquarters are often much younger (with greater concentrations who are under 40). A corresponding pattern exists with years of working experience within SC, as well as education, and types of working positions.

- Employees working in national or regional headquarters positions are more apt to be indeterminate employees, while those employed in call and processing centres are more apt to be term employees. Those in regional and national headquarters positions are also less likely to be employed in junior positions within SC.

Over six in ten employees identify English as their first language (62 per cent), while roughly one-third (34 per cent) report French as their first language. A small minority (three per cent) identify a language other than English or French as their mother tongue. In terms of their language of work, 14 per cent of employees are providing service to clients in French; 61 per cent provide service in English; and 24 per cent are offering services in a bilingual capacity.

Less than half of the employees surveyed occupy a position that involves providing service directly to the public as a regular part of their job (43 per cent).

- Again, those located in NHQ are least likely to be engaged in the provision of service to the public. Provision of service is more often associated with women; those in junior positions; those in the PM1 and PM2 classifications; those with less than a university level of education; more years with SC; and term positions than positions that do not involve service to the public.

## 1.4 ORGANIZATION OF THIS REPORT

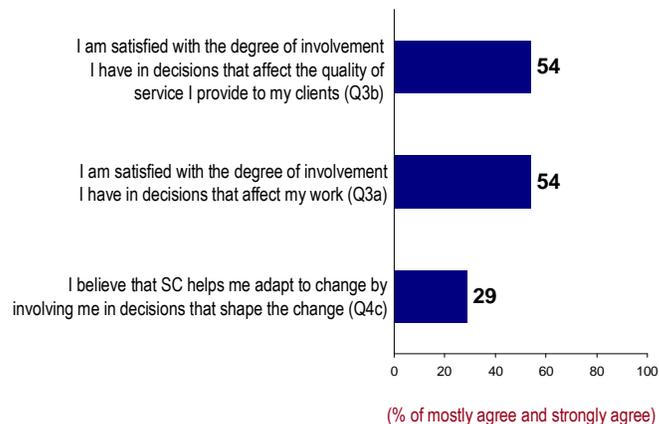
The remainder of this report is organized in seven chapters. Chapter two presents results relating to employee engagement, including satisfaction with involvement in decision making, and extent to which initiative is encouraged and/or taken among employees. Chapter three presents findings relating to the work environment within SC, including employee support, cooperation in the workplace, workload and work-related stress. Chapter four presents findings relating to client service, including the presence and commitment to a client-service culture within SC. Chapter five provides survey results relating to values within the organization, including perceptions of fairness, respect and equality. Chapter six explores supervisor-employee relationships, including supervisor support to employees and perceptions of commitment. Chapter seven examines issues relating to employee training and development. Finally, Chapter eight explores communications within SC, including internal communications, presence of a communications culture, and communication of a corporate vision.

## 2. EMPLOYEE ENGAGEMENT

Perceived involvement in work-related decisions is an issue, marked by some of the most tepid results in the survey (as was also the case in the 2005 Public Service Employee Survey). Only just over half of employees in the survey agree that they are satisfied with the degree of involvement they feel that they have in decisions. A total of 54 per cent agree that they are satisfied with the extent of involvement they have in decisions that affect the quality of service they provide to their clients, and 54 per cent are satisfied with their involvement in decisions that affect their work. Again isolating involvement in decisions as a key area for improvement, only one in four employees in the survey agree that Service Canada helps them adapt to change by involving them in the decisions shaping changes that take place (29 per cent). This is the single weakest finding in the survey.

Results regarding involvement in work-related decisions are not directly comparable to those collected in the 2005 Public Service Employee Survey (PSES), however, they show a correspondingly weak point in the work environment.

### Involvement in Decisions



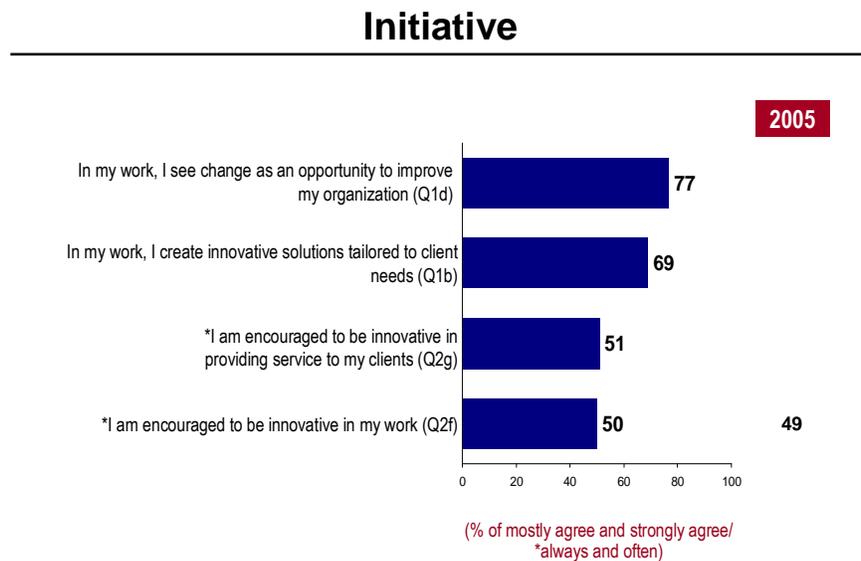
- Employees located at NHQ and regional headquarters are more apt to be satisfied with their involvement in decisions affecting their work or the service they deliver than are employees located in the regions (63 and 64 per cent are satisfied, respectively), and to agree that they are involved in decisions shaping change. Employees in New Brunswick are also more apt to feel involved in decisions shaping change, while those in Ontario and Quebec and BC are less likely to agree with this statement. Those employed in the People & Culture business line (69 and 68 per cent) and those employed in the Marketing & Communications business line (70 and 72 per cent) express the greatest satisfaction with involvement in decisions, and strong agreement that they are involved in decisions shaping change. Employees within the Business Integration business line express the highest satisfaction with involvement in decisions shaping change.
- This coincides with provision of service to the public; those who provide it are less satisfied with their involvement in decisions (by a ten point gap compared with those who are not in service positions). Indeterminate employees are also less satisfied with their involvement in decisions.
- Employees in junior level positions, and those classified as PM1 and PM2 are also significantly less satisfied with their involvement in decisions; while executives (EXs) express much greater satisfaction with their involvement compared to others.
- Correspondingly, the youngest employees (under 30) and those with less experience with SC, are more apt to be satisfied with their say in decisions than their counterparts (in the regions) who do provide service.
- Francophone employees are also somewhat more apt to be satisfied with their involvement in decisions than are Anglophone employees.

## **Focus Group Findings**

Focus group participants expressed a strong desire both to be consulted on changes that directly affect their work and to have the opportunity to innovate to drive change within their unit or organization. The intimate knowledge of and direct experience with clients among front-line staff was viewed as a strong advantage in understanding client needs and strategies that will work or not. Some participants, however, viewed current processes for employee consultation to be inadequate and perceived limited openness and opportunities to present ideas or concerns, or to suggest improvements. These employees described a situation of being disengaged from the process of initiating and planning change, but being charged with full responsibility for implementing them. This was a particular concern among regional employees who believed that lack of attention to employee engagement, increasingly centralized decision-making, pressing workloads, and horizontal and long-distance management have eroded employees' sense of belonging and influence. These factors, in turn, are seen to have had a negative impact on sensitivity of policies to regional differences and the ability of regions to adapt to the needs of their clients, resulting in

declining quality of service. Other participants, particularly some employees at NHQ, expressed a higher degree of satisfaction – often owing to leadership within the unit: a supportive manager, who shares information about upcoming changes or policies, asks for their input and “goes to bat” for them to influence the pace or direction of change on their behalf. Team meetings or ad hoc committees were generally seen as the best way to communicate with employees and discuss the implications of changes.

According to survey results, most employees view change positively, and see it as an opportunity to improve their organization (77 per cent). Close to seven in ten agree that they create innovative solutions tailored to client needs in their work (69 per cent), indicating pride and satisfaction in the service provided. Only half, however, agree that they are always or often encouraged to be innovative in providing service to clients (51 per cent); or encouraged to be innovative in their work (50 per cent). This latter set of findings may suggest another area for improvement, as was also the case in 2005. (The proportion of employees who feel that they are encouraged to be innovative in their work is unchanged from 2005.)



n=10,810

Service Canada Employee Survey, 2007

- Employees located at NHQ and regional headquarters positions are more apt to see change as a positive opportunity; to feel encouraged to provide innovative service and to be innovative in their work; and to agree that they create innovative client solutions compared to employees located in the regions.
- Employees in the Business Integration business line are most likely to agree with these statements (with the exception of creating innovative solutions tailored to client needs, where those in People & Culture and Marketing & Communications are equally likely to agree). Employees in New Brunswick are also more inclined to see change as an opportunity for improvement and to agree that they are encouraged to be innovative compared to employees from other regions.
- Employees who provide service directly to the public (and who are more likely to be located in the regions in front line positions) and indeterminate employees are less apt to perceive change as a positive opportunity; to feel they are encouraged to be innovative in service delivery and in their work; and to agree that they create innovative client solutions.

- Executives are the most likely to agree with these statements of all employees. Employees in PM 5-6, PE, CS1-5 and AS positions are also more apt than others to agree that change is a positive opportunity; while those in AS, ES, FI and PE classifications are also more apt to feel encouraged to be innovative in their work.
- Correspondingly, the proportion of employees that perceive change as a positive opportunity; that feel they create innovative client solutions; and that feel encouraged to be innovative in their work declines with age, education, and with number of years of work experience at Service Canada.
- Francophone employees are more apt than Anglophone employees to perceive change as a positive opportunity; to feel they are encouraged to provide innovative service and to be innovative in their work; and to agree that they create innovative client solutions.

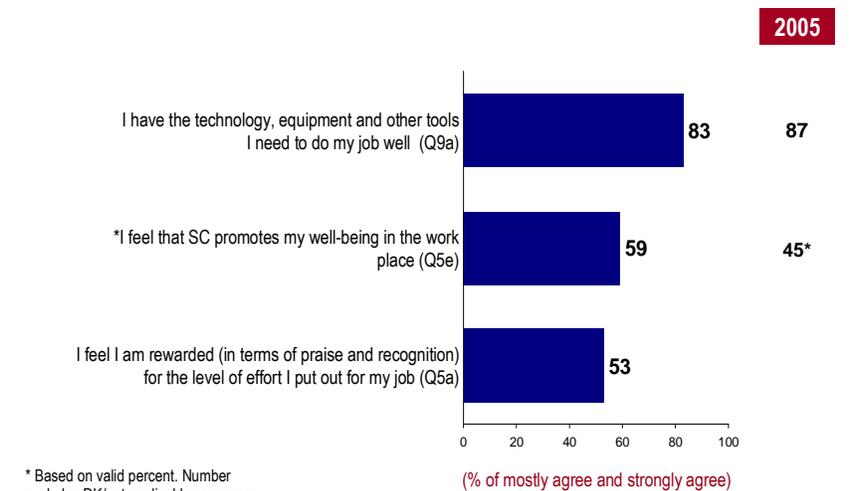


### 3. WORK ENVIRONMENT

According to survey results, the large majority of employees (83 per cent) believe that they have the technology, equipment and other tools needed to do their job well, and there is little change in this item from 2005 (when 87 per cent agreed). A more disturbing finding is that only half of employees are convinced that Service Canada promotes their well-being in the work place (60 per cent agree, although this is a significant improvement over 2005 results). Similarly, only just over half (53 per cent) feel that they are rewarded by praise or recognition for the level of effort they put into their job.

In the course of the survey analysis a number of summary scales were created to be used as stronger measures of certain specific themes. These are presented in fuller detail in chapter 9. In addition to the basic analysis, multivariate regression analysis was conducted to better understand which themes are more directly aligned with certain key attitudes. This type of analysis was performed using the item, "I feel that SC promotes my well-being in the work place". The summary measures that are most closely aligned with this are related to perceived fairness of judgements, ratings of senior management on a number of dimensions and work-life family balance.

#### Employee Support



\* Based on valid percent. Number excludes DK/not applicable responses.



n=10,810

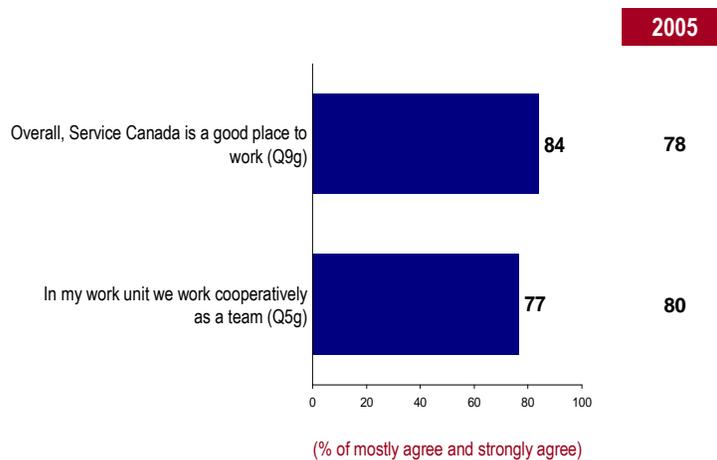
Service Canada Employee Survey, 2007

- Employees providing service to the public (as well as indeterminate employees) are less apt than others to agree that they have the technology and tools needed to do their job; that Service Canada promotes their well-being in the workplace; and that they are rewarded for their effort.
- Employees within the PM2 classification are least likely to feel that they have the technology and tools necessary, or that SC promotes their well-being. Employees within PM1, PM2 and CR4-6 classifications are less likely to agree that they are rewarded. EX's are most likely to agree with the latter.
- Employees in Saskatchewan, NHQ and all four Atlantic provinces are more apt to agree that they have the technology and tools to do their job well compared to employees in other regions, while those in Ontario are least likely to agree (77 per cent do). Employees in the Ontario and Quebec regions are least likely to feel rewarded for their effort, or to feel that SC promotes their well-being, while those in NHQ and Saskatchewan are more apt to.
- Employees in the Policy, Partnerships & Corporate Affairs business lines are more apt to agree that they have the technology and tools needed, while those in People & Culture and Marketing & Communications are more apt to agree that SC promotes their well-being or that they are rewarded.
- Employees in call centres are less likely than other employees to agree that they have the technology and tools they need to do their job.
- Employees in regional and national headquarters positions (and those with university education) are much more likely than others to feel rewarded for their effort (60 and 62 per cent are), while those in processing centres are least likely to do so (44 per cent feel rewarded).
- Employees at the junior level are also least likely to feel rewarded in comparison to intermediate and senior employees.
- The proportion of employees who agree that Service Canada promotes their well-being in the work place declines with age and years at SC. The youngest employees and those with the least experience with SC (five years or less) are more apt than others to feel rewarded for the level of effort they put into their job.

Overall, employees are quite positive in their rating in the survey of Service Canada as a place of employment. The large majority (84 per cent) agree that Service Canada is a good place to work and this is higher than found in 2005, when 78 per cent agreed that Service Canada is a good place to work. Most (77 per cent) also agree that their work unit works cooperatively together as a team, which is similar to the 80 per cent found in 2005.

Once again a regression analysis was conducted using the item, “Overall, SC is a good place to work”, and the summary measures. Again, perception of fairness, work-family balance and ratings of senior management are among the top three.

## Work Environment



- The youngest employees (under 30) and those with the least working experience (and who tend to be more positive on other issues) are more apt to agree that Service Canada is a good place to work and that their work unit works together cooperatively.
- Employees in in-person service delivery positions and call centres are somewhat more likely than those in other areas to agree that Service Canada is a good place to work. Those in call centres and those who provide service to the public are less likely, however, to agree that their unit works together cooperatively.
- Those with university education and indeterminate employees are less likely than others to agree that Service Canada is a good place to work.
- Those in senior positions are less likely to agree that SC is a good place to work, while those in junior positions are less apt to find that their unit works cooperatively together.

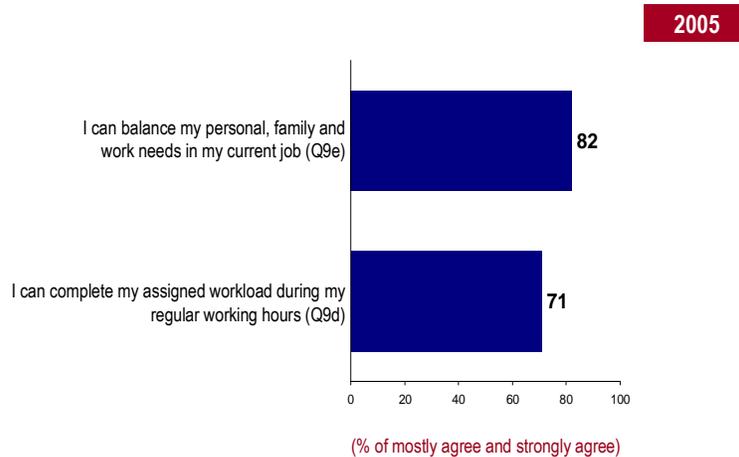
- Employees classified at the PM2 and PM 5-6 levels are less apt than others to agree that SC is a good place to work. Employees in PM2 positions are less likely to agree that their unit works together as a team, while those in EX positions are most likely to (89 per cent), followed by CS4-5s (87 per cent), FIs (86 per cent) and PEs (85 per cent).
- Those working within the Policy, Partnerships & Corporate Affairs business line are less apt than employees in other business lines to agree that SC is a good place to work, while those in Marketing & Communications and People & Culture are more apt to feel that their unit works cooperatively.

### **Focus Group Findings**

Participants in the focus groups were less sanguine about their current work environment, perceiving a trend toward increasing attention to efficiency and cost-savings at the expense of employee well-being and morale, and quality client service. Some participants argued that front-line staff do not have adequate training or support to their job, but were also critical of the support provided to supervisors and senior managers to effectively lead the organization. While not universal, some participants noted that many managers lack sufficient training in “soft skills” and there are few incentives for managers to develop in these areas.

According to survey results, the large majority of employees also appear to find their current work load to be manageable. Eight in ten agree that they can balance their personal, family and work needs in their current job (81 per cent), and 71 per cent agree that they can complete their assigned workload during regular working hours.

## Workload



n=10,810

Service Canada Employee Survey, 2007

- Employees in Newfoundland are more likely than others to feel that they can balance their personal and work needs in their job.
- The youngest employees (under 30) and those with the least working experience are more apt to feel that they can balance their personal and work needs in their job and complete their work within regular hours. Employees aged 40 to 54 are less likely than others to feel that they can complete their workload in regular working hours.
- Employees in in-person service delivery positions, call centres, as well as those in national headquarters positions are more apt to agree that they can complete their workload within regular working hours.
- The proportion of employees agreeing that they can complete their workload in regular working hours declines with years of working experience as well as with the seniority of the position. The proportion who agree that they can balance their personal and work needs also declines with the seniority of their position (from 85 per cent of those in junior positions to 49 per cent of executives). Similarly, those classified as EX or PM5-6 are less likely to feel that they can balance personal and work needs and least likely to feel that they can complete their work within regular hours (along with those in CS4-5 positions in the case of the latter).

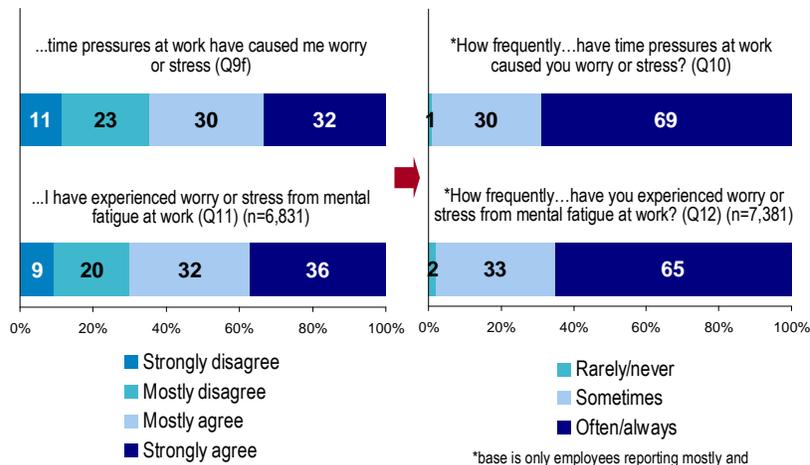
- Employees within the Policy, Partnerships & Corporate Affairs business line are less likely to say they can balance personal and work needs (75 per cent agree) while employees within Integrity Services are the least likely to complete their work within regular hours (60 per cent).
- Employees in regional headquarters positions are less apt than others to agree that they can balance their personal and work needs in their current job. Similarly, those in regional headquarters positions and processing centres are less likely to agree that they can complete their workload in regular working hours.
- Those with university education and indeterminate employees are less likely than others to feel that they can balance personal and work needs in their job, or that they can complete their workload in regular working hours.

Despite the fact that most employees feel that they can balance their personal and work life in their current position, an alarmingly high number of employees in the survey have recently experienced worry or stress resulting from time pressures or mental fatigue at work. In fact, a full 62 per cent agree that time pressures at work have caused them worry or stress in the past six months, and over two-thirds (68 per cent) have experienced worry or stress from mental fatigue at work in this time period.

These survey findings were further validated when those same employees (who have experienced worry or stress from time pressures or mental fatigue) were asked in the survey to indicate how frequently this has occurred within the past six months. Over half said that time pressures or mental fatigue have caused them worry or stress often (54 and 53 per cent, respectively) in the past six months, while for over one in ten this is occurring on a constant basis (15 and 12 per cent indicate that this is “always” happening). Relatively few employees said that this has occurred only sometimes or rarely in the past six months.

## Work-Related Stress

Q: "In the last 6 months..."



n=10,810

Service Canada Employee Survey, 2007

- Employees located in national headquarters are less likely than those located elsewhere to agree that time pressures or mental fatigue at work have caused them worry or stress in the past six months, while those in processing centres and in-person service positions are more apt to have experienced worry and stress. Employees in Newfoundland are also less likely to have experienced worry or stress from mental fatigue at work in the past six months.
- Employees working in the Innovation, Information & Technology business line are least likely to have experienced stress from time pressures or mental fatigue, while those in Employment Insurance are more apt to have done so.
- Correspondingly, those providing service directly to the public, women, those with high school education or less, and indeterminate employees are more likely to agree that time pressures or mental fatigue at work have caused them worry or stress in the past six months.
- Also following this pattern, employees who are 50 to 54 years of age are more likely than others to agree that time pressures or mental fatigue at work have caused them worry or stress in the last six months, while those under the age of 40 are less likely to have experienced worry or stress. Similarly, the proportion of employees who said that time pressures at work have caused them worry or stress in the last six months increases with the length of work experience at SC.
- The proportion that indicate that time pressures or mental fatigue has caused them stress increases with the seniority of their position. This is further underscored by the fact that employees at the EX level are most likely to have experienced stress (followed by those at the PM2 to PM6 levels), while those in AS, CR and CS1-3 positions are less likely to have experienced worry or stress from time pressures or mental fatigue within the past six months.

## Focus Group Findings

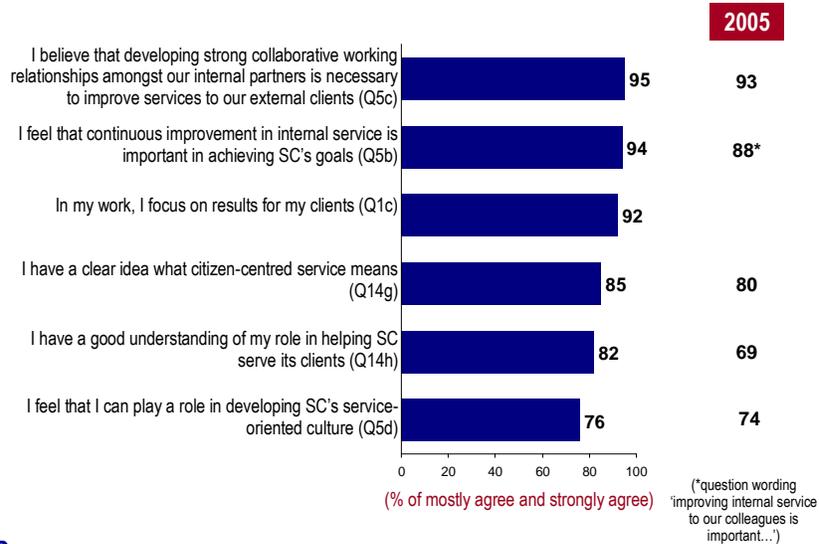
There was also considerable variation in the stress levels and types of stress reported in the focus groups by some participants. A few participants indicated that stress levels are manageable, owing in large part to an effective and supportive manager. Many in the groups agreed on the importance of unit leadership in employees' overall experience of job stress. Some participants in the groups, particularly staff in the region, reported high levels of job stress. Workload is reportedly a key driver of stress, made worse by declining numbers of staff, delays in hiring and, in some units, weak staff/managers. Operational requirements and productivity imperatives (e.g., vis-a-vis call volumes) also contribute to workload-related stress. The organizational supports to assist employees and understand and to do their job were also perceived to require strengthening. Participants complained, for example, about inadequate training and poor computer systems), reported frustration with bureaucratic red tape (e.g., in scheduling annual leave) and poor internal communications (e.g., revision of program guidelines). Together, these factors undermine employee morale and quality of service, which is itself a source of stress for employees (particularly when clients have unrealistic expectations).

# 4. CLIENT SERVICE

Perhaps the most positive results in the survey can be found in the strength of Service Canada employees' commitment to a client service culture. Over nine in ten agree that strong collaborative relationships with internal partners is important to improve services to external clients (96 per cent); that continuous improvement in internal service is important (94 per cent); and that they focus on results for their clients in their work (91 per cent). A large majority of employees also agree that they have a clear idea of the meaning of citizen-centred service (85 per cent), and a good understanding of their role in helping Service Canada serve its clients (82 per cent). Finally, three-quarters agree that they can play a role in developing a service oriented culture (76 per cent), reflecting their commitment to this culture.

Survey results linked to client services also shows some improvement from 2005 results. In particular, more employees believe that they have a good understanding of their role in helping SC serve its clients than was the case in 2005 (an increase from 69 to 82 per cent). Employee understanding of citizen-centred service, and the extent to which they believe that continuous improvement in internal service is important has also grown since 2005 (although there was a slight wording change in the latter that makes comparison marginally more tenuous).

## Service Culture (I)



EKOS Research Associates Inc.

n=10,810

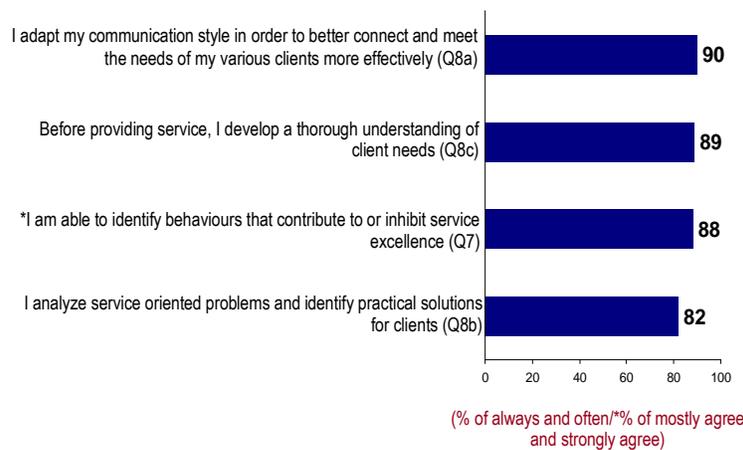
Service Canada Employee Survey, 2007

The commitment to a service culture is pervasive throughout the organization, as there are relatively few significant differences across employee types or variables in terms of their agreement on the first three items (with only a few percentage points of difference from segment to segment). The few variations that can be observed (on the latter three items) include:

- Indeterminate employees, older employees, those with the greatest length of service within SC, and those in processing centres are somewhat less certain than others that they have a clear idea of the meaning of citizen-centred service, or the role they can play in developing a service-oriented culture.
- Similarly, the proportion agreeing that they have a good understanding of the meaning of citizen-centred service, and that they can play a role in developing a service-oriented culture increases with the seniority of their position.
- Similarly, indeterminate employees and those not serving the public are somewhat less likely to agree that they have a sound understanding of their role in helping Service Canada serve its clients, while the youngest employees (under 30), and those with less than five years experience are more apt than others to agree. As well, those at the PE, PM1 and EX level are more apt than others to understand their role in helping SC serve its clients, while those within the CFO and Integrity Services lines are somewhat less apt to report this.
- Employees with university education, and those located in regional and national headquarters positions are more likely, however, to feel that they have a role to play in developing a service-oriented culture.
- Employees at the CR1-3, ES and PM2 levels are somewhat less likely to agree that they focus on results for their clients in their work, as are employees in the Integrity Services business line. Employees within CR classifications and at the PM2 level are also less apt to feel that they can play a role in developing a service-oriented culture.

Employees' strong understanding of and commitment to a service culture is also reflected in their view of the work they perform. Nine in ten Service Canada employees indicate that they always or often adapt their communication style to meet client needs more effectively (90 per cent). A similar number always or often develop a thorough understanding of client needs before providing service (89 per cent); and 82 per cent always or often analyze service oriented problems and identify practical solutions for clients. Finally, the large majority also agree that they are able to identify behaviours that contribute to or inhibit service excellence (87 per cent).

## Service Culture (II)



n=10,810

Service Canada Employee Survey, 2007

- Employees in the Quebec region (and Francophones) are much more likely to agree that they always develop a thorough understanding of client needs before providing service (70 per cent do), and that they can identify behaviours that contribute to or inhibit service. Employees in the Ontario, Quebec and New Brunswick regions, and Francophones are more apt to indicate that they always adapt their communication style to their clients (while those at NHQ are less apt to). New Brunswick employees are also more apt than others to indicate that they develop a thorough understanding of client needs before providing service.
- Employees working in in-person service positions and call centres, term employees and those providing service to the public more often indicate that they always adapt their communication style; develop a thorough understanding of client needs; and analyze problems to identify client solutions compared with employees in other types of positions. They are similarly more apt to agree they can identify behaviours that contribute to or inhibit service.
- The proportion of employees who feel that they are able to identify behaviours that contribute to or inhibit service increases with seniority level (from 86 per cent of junior employees to 97 per cent of executives).

- Women (who are more apt to be in in-person service positions) are more likely than men to indicate that they always develop an understanding of client needs and adapt their communication style to their clients.
- Those in the PM1 classification are most likely to indicate that they always adapt their communication style to their clients (65 per cent say they always do), while those at the FI level are least likely to (36 per cent always do). Those within PE and PM1 classifications are also more apt than others to agree that they always develop an understanding of client needs. Finally, employees within the CR classifications are less likely to feel that they are able to identify behaviours that contribute to or inhibit service, or that they identify practical solutions to problems for clients.
- Employees within the Innovation, Information and Technology, CFO and Business Integration lines are less likely to indicate that they always adapt their communication style to their clients, while those in the Citizen & Community Services and People & Culture line are more apt to indicate that they always develop an understanding of client needs, to agree that they are able to identify behaviours that contribute to or inhibit service, and that they identify practical solutions to problems for clients.

### **Focus Group Findings**

As previously described (e.g., section on stress), many employees in the focus group discussions focused their comments on a perceived increasing organizational focus on volume and lack of consideration for quality of service delivery. Virtually all employees felt that this concern for cost, staffing efficiencies and speed in serving the client comes at the direct expense of providing reasonable or quality service to Canadians.

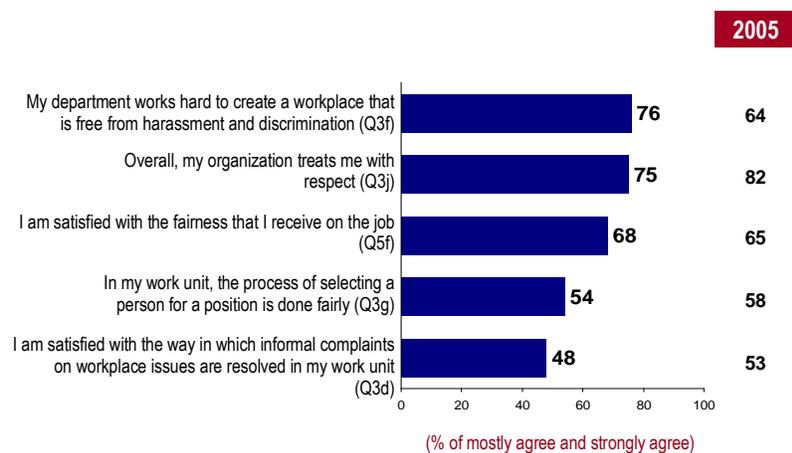
# 5. VALUES, ETHICS AND FAIRNESS

According to survey results, most employees generally feel that Service Canada provides a respectful working environment. Three-quarters of employees surveyed (76 per cent) agree that their Department works hard to create a workplace free of harassment and discrimination, up from 65 per cent in 2005. Similarly, three-quarters agree that their organization personally treats them with respect (74 per cent). On the other hand, it is of potential concern that results in this area have declined since 2005, when 82 per cent agreed that they were treated with respect by their organization.

As with some survey items presented earlier, “SC treats me with respect was examine using regression analysis to explore the most closely aligned themes. In this case, perceived fairness, opportunities for involvement and innovation, and ratings of senior management are at the top of the list.

While the general working environment is seen to be respectful by most employees, there is significantly less satisfaction with fairness on the job and within hiring and complaints processes, according to survey results. Just over two-thirds of employees are satisfied with the fairness they receive on the job (69 per cent). Employees are even less satisfied with the hiring and complaints process. Just over half the employees surveyed feel that the process of selecting a person for a position is done fairly (54 per cent), and only 48 per cent are satisfied with the manner in which informal complaints are resolved in their work unit. Further, these results represent a decline since 2005 in which marginally more employees agreed.

## Fairness, Respect and Equality



- Employees from the Ontario region are less likely than those from other regions to agree with all of these statements concerning fairness and respect within SC. Employees from PEI, on the other hand, are much more likely than others to agree that SC works hard to create a workplace free of harassment and discrimination, and that the process of selection is fair.
- Employees under 30 and those with the least working experience (five years or less) are more apt than older and more experienced employees to agree with all these statements concerning fairness and respect within SC. Similarly, the proportion of employees agreeing with all these statements concerning fairness and respect increases with the level of seniority.
- Employees in processing centres, those providing service to the public, and indeterminate employees are all less likely than others to feel that fairness, respect and equality are apparent at SC (and are less apt to agree with all five statements).
- Employees identifying themselves as a member of a minority group are less apt than others to agree that SC works hard to create a workplace free of harassment and discrimination, that hiring is done fairly, and are less apt to be satisfied with the fairness they receive on the job.
- Francophones are more apt than Anglophones to agree that the organization treats them with respect, and that the process of hiring is fair.
- Employees in the Business Integration, Policy, Partnerships & Corporate Affairs, People & Culture and Marketing & Communications business lines are more apt to express satisfaction with fairness received on the job and that the process of selection is fair. Those in the Business Integration and People & Culture line are also more likely to be satisfied with the resolution of informal complaints.
- There is significant variation in the extent of agreement with these statements across occupational groups and levels:
  - ◇ Those at the EX level are much more likely to agree with all these statements concerning fairness and respect within SC, as are those within the CS4-5 and PE group.
  - ◇ Those in the PM2 category are much less likely to be satisfied with the fairness they receive on the job, to agree that their organization treats them with respect, or that selection is done fairly.
  - ◇ Employees within the CR classification and at the CS1-3 and PM1 levels are also significantly less likely to agree that the process of selection is fair (between 44 and 48 per cent agree with this statement, compared to six in ten or more within other classifications).

## Focus Group Findings

Reflecting the survey findings, the views of focus group participants were mixed on the issue of fairness. Echoing the survey results, dissatisfaction and concern was more pronounced and uniform in the regions, whereas there was greater variation among NHQ employees. Consistently, employees viewed management leadership as a key factor in employees' experience and perceptions of respect and fairness within the organization. Participants also conceded, however, that managing in the department is not an easy task and that many supervisors themselves suffer from a lack of organizational support to effectively do their job (e.g., support from senior management, budget constraints, policy directives 'from above').

While many participants talked about (lack of) fairness in terms of unevenness in the application of rules to different people within the same unit (e.g., squeaky wheel and favouritism). The fairness of staffing and competitions was a central focus of discussion, reflecting the weaker survey results in this area. There were several frustrations voiced in this area, including unfairness and lack of transparency in the hiring process (the outcome of some competitions being a foregone conclusion according to some), more stringent requirements for qualification for internal compared to external applicants, and excessive educational qualifications for some positions (e.g., post secondary degree for call centre positions).

Another source of inequity identified by many participants across the five discussion groups is related to training expenditures. Participants said that a number of training priorities have been established within the organization (e.g., leadership training, training for PM category) which leaves few resources for other needs. While they acknowledge that these targets/needs are valid, it is nonetheless seen as a source of inequity and frustration. Focus on training is also seen by some to go in waves (flavour of the month). As with application of rules and staffing, there was discussion of perceived inequities about who is receiving training (and who is not), within units and also from unit to unit, and region to region.

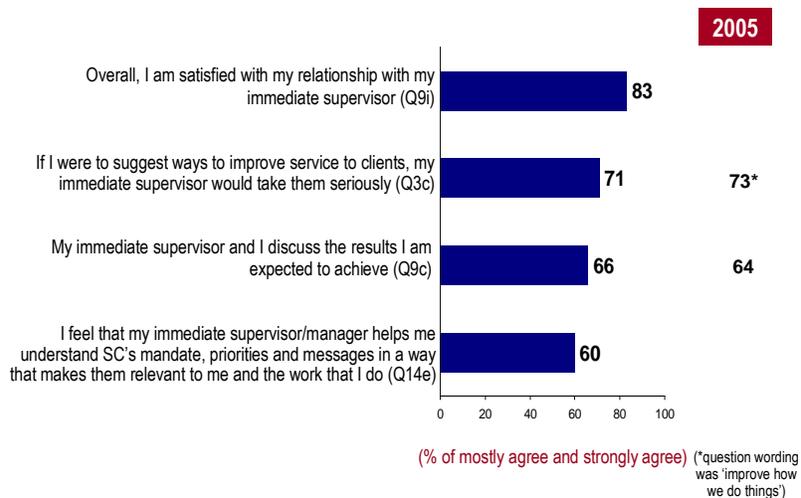
Overall, virtually all participants emphasized the negative and demoralizing impact of unfairness on individual employees, creating a lack of confidence and motivation. Many employees with 20 to 30 years of experience suggested that the current direction of change began about ten years ago, but has intensified in the past four to five years.



## 6. SUPERVISION

According to survey results, most employees demonstrate overall satisfaction with the relationship they have with their immediate supervisor (83 per cent). Seven in ten feel that their supervisor would take their suggestions to improve client service seriously. Two-thirds agree that their supervisor discusses the results they are expected to achieve with them, and 61 per cent indicate that their supervisor helps them to understand Service Canada's mandate, priorities and messages.

### Supervisor Support (a)



n=10,810

Service Canada Employee Survey, 2007

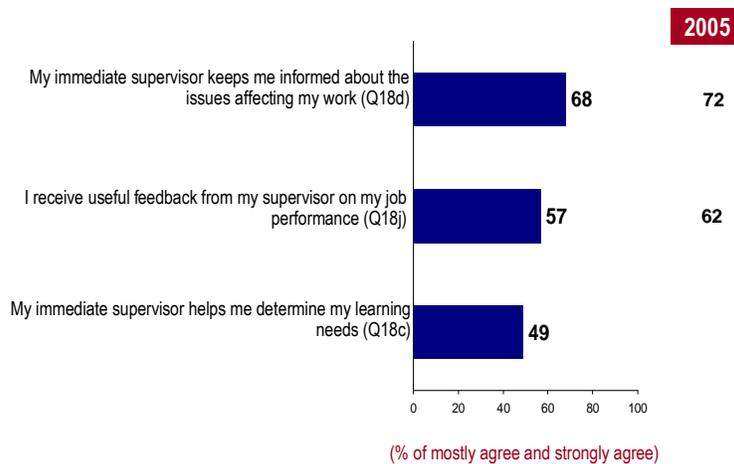
- Employees from the Ontario region are less likely to believe that their supervisor would take their suggestions for improvement seriously, while those in national and regional headquarters positions are much more likely to expect that they would be taken seriously.
- Employees in call centres are more likely than employees from other areas to be satisfied with their relationship with their immediate supervisor, and to agree that they discuss the results they are expected to achieve with their supervisor. Those working in processing centres are less likely than others to agree that their supervisor helps them to understand the SC priorities and mandate.
- Those in the Marketing & Communications and People and Culture business lines are more apt than others to agree that their supervisor helps them to understand the SC mandate and priorities. Those in the Marketing & Communications as well as those in the Citizen &

Community business lines are more likely to agree they discuss the results they are expected to achieve with their supervisor.

- The youngest employees (under 30), and those with five years of work experience or less are more apt than others to express satisfaction with their relationship with their immediate supervisor, and to feel that their supervisor helps them understand the SC mandate and priorities. The proportion of employees who believe that their supervisor would take their suggestions for improvement seriously declines with age and years of experience with SC.
- The proportion that agrees that their supervisor would take their suggestions to improve service seriously increases with level of seniority (from 66 per cent of junior employees to 89 per cent of executives). The same is true for the proportion that agrees they discuss the results they are expected to achieve with their supervisor, or that their supervisor helps them to understand the SC mandate and priorities.
- Similarly, employees in CR classifications and at the PM1 and PM2 levels are less likely to agree that their supervisor would take their suggestions to improve service seriously. Those at the EX level are far more likely to indicate that they discuss the results they are expected to achieve with their supervisor, or that their supervisor helps them to understand the SC mandate and priorities.
- Indeterminate employees are less apt than term and other employees to be satisfied with their relationship with their immediate supervisor or to indicate that their supervisor helps them to understand the SC priorities and mandate; while term employees are more likely than others to agree that they discuss the results they are expected to achieve with their supervisor. Furthermore, indeterminate employees, those providing service to the public, and employees identifying themselves as a minority are all less likely to agree that their supervisor would take their suggestions for improvement seriously.

While employees are, for the most part, satisfied with the overall relationship they have with their supervisor, according to survey results, they are less positive in their ratings of the feedback and practical assistance they receive, as was also the case in 2005. Just over two-thirds agree that their supervisor keeps them informed of issues affecting their work (68 per cent). Only 57 per cent, however, feel that they receive useful feedback on their performance from their supervisor, and less than half (49 per cent) agree that their supervisor helps them to determine their learning needs. This represents a slight decline in the perceived support received from supervisors since 2005. These results would tend to suggest that while employees get along well with their supervisors and benefit from a good day-to-day relationship, the overarching mentoring or guiding aspect of the relationship is often a weaker element.

## Supervisor Support (b)



- Ontario region employees are somewhat less likely to agree with these three statements regarding supervisor support, while employees working in national headquarters are somewhat more apt than others to agree.
- Employees in the Marketing & Communications business line are more apt to agree that they receive useful feedback from their supervisor, or that their supervisor helps them to determine their learning needs.
- As with the previous statements concerning supervisor support, the youngest employees and those with the least work experience (under 5 years) are more apt to agree that their supervisor keeps them informed, that they receive useful feedback from their supervisor, and that their supervisor helps them to determine their learning needs.
- The proportion of employees agreeing with each of these statements also increases with level of seniority of the position.

- Employees working in call centres are more apt than others to agree that they are kept informed by their supervisor, that they receive useful feedback, and that their supervisor helps them to determine their learning needs.
- As with previous statements concerning supervisor support, indeterminate employees are less likely than term and other employees to agree that their supervisor keeps them informed, provides useful feedback, and helps to determine their learning needs (likely because the term positions are occupied by employees with less experience with SC and in more junior positions).
- Those within the CR and PM2 classifications are less likely to agree that their supervisor keeps them informed or provides useful feedback, while those at the EX level are more apt to agree. Those at the PE level are also more apt to agree that their supervisor keeps them informed and provides them with useful feedback.

Although employees are less certain that they obtain useful feedback and guidance from their supervisor on a regular basis, most agree that their immediate supervisor or manager “walks the talk” on issues relating to service excellence and a customer service culture within Service Canada, according to survey results. This again reflects the strong commitment to a service culture within SC. Eight in ten employees agree that their supervisor “walks the talk” in terms of respecting clients (82 per cent) and striving for service excellence (80 per cent). Seven in ten or more feel that their supervisor “walks the talk” in terms of putting the client first (77 per cent), respecting them as a person (76 per cent), and being accountable and transparent (70 per cent).

## Supervisor Commitment

I feel my immediate supervisor “walks the talk” on:



- Employees from the BC region are less likely than others to feel that their supervisor always “walks the talk” on all these issues than other employees from other regions.
- Call centre employees, national headquarters staff and Francophones are more likely than other employees to agree that their supervisor “walks the talk” on all these points, while indeterminate employees are far less likely than term and other employees to agree that their supervisors do so.
- Employees in the Business Integration and Marketing & Communications business lines are more apt to agree with all statements in comparison to employees in other areas.
- Again, the youngest employees and those with the least work experience are more apt to feel that their supervisor demonstrates their support by always “walking the talk” on all these issues.
- Employees at the senior and executive levels are more apt to agree that their supervisors demonstrates a respect for clients, striving for service excellence, being accountable and transparent and putting the client first in comparison to junior and intermediate level employees. Those at the junior level are least likely to agree that this happens in terms of respecting them as a person.
- Women are more likely than men to believe that their supervisor always “walks the talk” in terms of service excellence and putting clients first.
- Employees at the PM2 level are much less likely to agree with all these statements in comparison to employees within other occupational groups and levels.

### **Focus Group Findings**

Many focus group participants expressed concerns about the quality of supervision at Service Canada. Frequent turnover in management positions (and delays in hiring positions) was a common concern, as was managers’ heavy workload, which prevents them from attending to aspects of management such as supporting, mentoring and developing their employees. For some, the absence of a supervisor on-site was problematic, contributing to a lack of communication and inadequate supervision of staff. As noted elsewhere, the time available to managers and staff to meet as a group is perceived to have eroded significantly, affording few opportunities for managers to engage employees and share information. This was noted to unhealthy for the organization as it grapples with organizational changes and deals with succession issues as baby boomers within the department retire over the next years.

As part of the focus group discussion, participants were asked to identify what they consider to be “ideal” characteristics of a supervisor. They indicate that these characteristics could be attributed to either a team leader or director. Characteristics of a good supervisor identified include:

- People skills – open and approachable, respectful of people, supportive and encouraging, not judgmental, good communication skills, able to walk the middle line (not too friendly or too distant – must command respect), recognizes work of employees
- Collaborative – asks for opinions and is a good listener, a good team player (pitches in when necessary)
- Impartiality and consistency in judgments, fair and transparent
- Physical presence or proximity: With changes in the organizational structure (to business lines, horizontal management) and reductions/cutbacks, participants note that managers are managing more and more from a distance. Employees may see their supervisor/manager once a month or less.
- Coaching and mentoring: Participants further stressed the importance that supervisors know the individuals they are managing, their strengths and aspirations. They considered mentoring and guidance to be an extremely important role of the supervisor, but again stressed the need for a supervisor to be available and to know their employees to be in a position to provide this support effectively.
- Willing to go to bat for employees/unit – courage, power to make it happen/be heard
- Lead by example (walk the talk): for example, if they say that they support work-life balance, then that should be demonstrated by their actions;
- Interested in employees – career development, training, planning
- Interested in unit, not just on a career ladder, jumping from unit to unit (take time to get to know the work and people)
- Empowering; providing guidance, rather than micromanagement
- Bilingualism was also cited specifically in the Quebec region

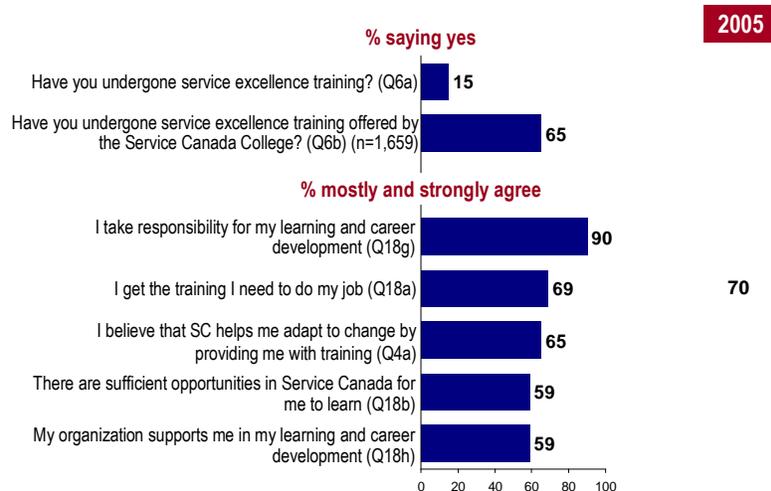
# 7. TRAINING AND CAREER DEVELOPMENT

According to survey results, a total of 15 per cent of Service Canada employees have undergone service excellence training. Of these, 65 per cent (or just under one in ten Service Canada employees overall) have undergone service excellence training offered by the Service Canada College.

The vast majority of employees in the survey agree that they take responsibility for their learning and career development (91 per cent). Just over two-thirds (69 per cent) agree that they receive the training needed to do their job, which is virtually identical to 2005 results. Only six in ten, however, agree that there are sufficient opportunities at Service Canada for them to learn, or that the organization supports them in their learning and development.

Two-thirds of employees agree that Service Canada helps them to adapt to change by providing training (66 per cent). Slightly fewer feel that they are assisted by advance notice of upcoming changes (58 per cent).

## Learning and Development

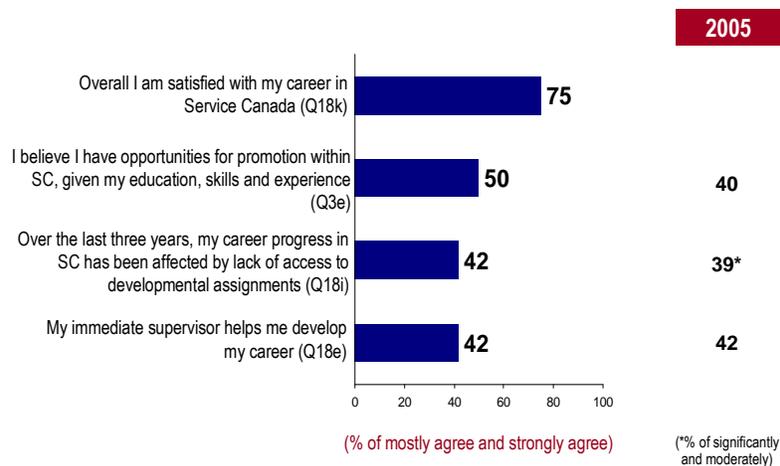


- Employees working in in-person service positions and call centres are much more likely than others to have undergone service excellence training (25 and 34 per cent have respectively), as are employees providing service to the public (23 per cent), junior employees, francophones, and employees in the Alberta, Saskatchewan, Quebec, and New Brunswick regions. Furthermore, those within the PE and PM1 classifications are more apt to have obtained service excellence training, as are those within the People and Culture business line.
- Employees from the Saskatchewan and Newfoundland regions are most likely to have received this training from the Service Canada College (90 and 85 per cent have respectively), followed by those in Manitoba (76 per cent) and Nova Scotia (77 per cent). Furthermore, women, junior level employees, those who provide service to the public, employees from call centres, those at the PE and PM1 levels, and in-person service positions are all more apt to indicate that they have undergone service excellence training specifically from the Service Canada College; while those from national headquarters, with university education, employees aged 55 or older and those with 20 years experience or more are less apt to have obtained training from this source.
- Those in in-person service positions and at national headquarters are more likely than others to agree that there are sufficient opportunities to learn within SC, while those in processing centres are less likely to agree that SC supports their development or that their supervisor helps them to determine their learning needs. Those providing service to the public are also less apt than others to agree that the organization supports them in their career development.
- Women, those with high school education and term employees are more apt than others to agree that they get the training needed to do their job. Indeterminate employees are less likely than others to agree that they have sufficient opportunities to learn or that their supervisor helps them to determine their learning needs.
- Employees in the Ontario region are less likely to agree that they obtain the training needed; and those in both Ontario and Quebec are less apt to agree that there are sufficient opportunities to learn within SC, or that their organization supports them in their career development.
- The youngest employees and those with the least work experience are more apt than others to agree that there are sufficient opportunities to learn within SC, that their organization supports them in their development, and that their supervisor helps them to determine their learning needs.

Overall satisfaction among employees with their career at Service Canada is fairly strong at 75 per cent, according to survey results. Only half, however, feel that they have opportunities for promotion within the Department given their education, skills and experience. Other analysis (presented later in this report) suggests that this weaker finding is at least as related to a perception of fairness in the Department than it is about career trajectory. Furthermore, over four in ten agree that their career progress in Service Canada has been affected by lack of access to developmental assignments. Similar to results obtained for training, less than half the employees surveyed agree that their immediate supervisor helps them to develop their career (43 per cent).

As with some other items a regression analysis was conducted to explore the types of themes that are most closely connected with career development, using the item "I am satisfied with my career in the SC". The themes most closely associated with this item are perception of fairness and a perception of having the training and tools (e.g., information, technology/equipment) to do one's job are at the top of the list.

## Career Development



- Employees in the Quebec region are more positive about their career at SC than other employees, and more apt to agree that their supervisor helps them to develop their career; while those in Ontario are less positive, and less apt to agree that they have opportunities for promotion, or to agree that their supervisor helps them with career development.
- Employees in call centres, women, those employed in national headquarters, and those not serving the public are also more apt to agree that they have opportunities for promotion. Employees in national headquarters are also more likely than others to agree that their

supervisor helps them develop their career, while those in processing centres are less apt to agree with this statement.

- Those employed in the People and Culture line are most likely to express satisfaction with their career at SC. Those in the Business Integration, People & Culture, and Marketing & Communications are all more apt to agree that they have opportunities for promotion, and to agree that their supervisor helps them to develop their career. Those in People & Culture are least apt to feel that their progress has been hampered by a lack of developmental opportunities, while those in Innovation, Information and Technology are much more likely to believe that it has.
- Again, the youngest employees and those with less than five years experience with SC are more apt than others to agree that they are satisfied with their career in SC, that they have opportunities for promotion, and that their immediate supervisor helps to develop their career. Employees between the ages of 30 and 50, and those with between six and 20 years experience are more apt to feel, however, that their career progress has been affected by lack of developmental assignments.
- The proportion that agree that they have opportunities for promotion, or that their supervisor helps to develop their career increases with the seniority level of the employee; while the inverse is true for the number who believe that their progress has been impeded by a lack of developmental assignments.
- Francophones and term employees are more likely than others to express satisfaction with their career, to agree that they have opportunities for promotion, and that their supervisor helps them develop their career; while indeterminate employees more often agree that their progress has been affected by a lack of opportunities.
- Employees with a university education are less likely to express satisfaction with their career but are more apt to feel that they have opportunities for advancement.
- There is significant variation in the response to career development questions based on occupational group and level:
  - ◇ Employees in the PM2 classification are less likely to be satisfied with their career, their opportunities for promotion or that their manager has helped them to develop their career, and more apt to agree that their progress has been affected by a lack of developmental assignments.
  - ◇ Those in the EX classification are more apt to be satisfied with their career, their opportunities for promotion, to agree that their manager has helped them to develop their career, and less apt to agree that their progress has been affected by a lack of developmental assignments.
  - ◇ CR and CS1-3 employees are less apt to feel that they have opportunities for promotion or that their manager helps them to develop their career.

- ◇ FI's are also more apt to agree that their supervisor helps them to develop their career, and that they are satisfied with their career. PE's and CS4-5's are also more apt to express satisfaction with their career, and PE's are also more apt to agree that they have opportunities for promotion.
- Those identifying themselves as a minority are less apt to express satisfaction with their career, to believe that they have opportunities for promotion, or to agree that their supervisor helps them to develop their career, and are more likely to agree that their progress has been affected by a lack of opportunities.

### **Focus Group Findings**

As previously described, some focus group participants perceived a gap in training for those in service positions, particularly as it relates to handling of complex cases. Time constraints also prevent many employees from accessing electronic or on-line training, and as a result employees rely on each other for coaching and support through various service scenarios. While participants generally expressed an interest in career planning and training for career development, there is perceived to be limited organizational support for training that is not directly job related

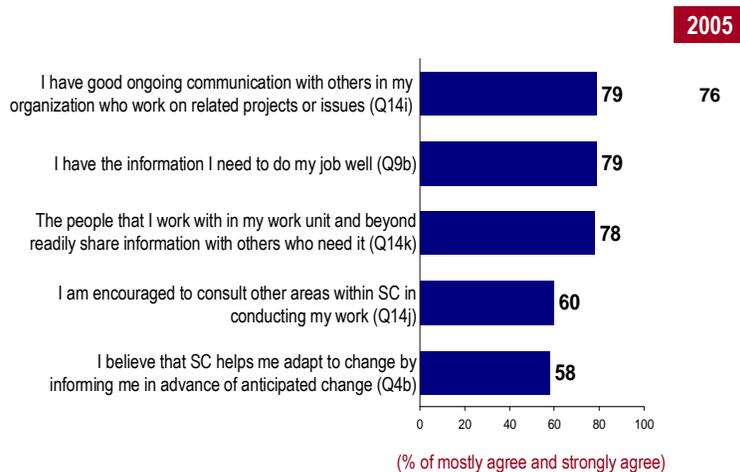
Again, the experience varied somewhat across participants, dependent upon the management of their unit.



## 8. COMMUNICATIONS

According to survey results, internal communications within Service Canada are evaluated positively by most employees. Close to eight in ten (79 per cent) agree that they have good ongoing communications with others in their organization working on related projects or issues, and the same number (79 per cent) agree that they have the information they need to do their job well. Similarly, most agree that people within their work unit and beyond regularly share information (78 per cent). While most employees feel that there is ongoing communication and information sharing within Service Canada, fewer (60 per cent) believe that they are actively encouraged to consult other areas within Service Canada in conducting their work. A similar proportion (58 per cent) says that SC helps them to adapt to change by informing them in advance.

### Internal Communications (a)



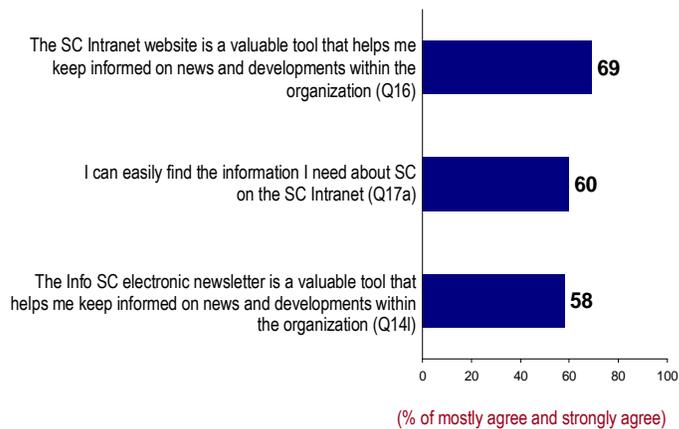
- Employees working in the PEI, or Quebec region, EX's and Francophones are much more likely to agree that they have good ongoing communication with others in their organization who work on related projects or issues. Also, more in agreement than others is an AS, CS 4-5, ES, PE and PM 5-6. Employees working in Marketing & Communications, Policy, Partnerships & Corporate Affairs, and the People & Culture branches are also more inclined to agree there is good ongoing communication with others.
- PEI and Newfoundland region employees, term employees and those working within Pensions and People & Culture branch are more apt to agree they have the information they need to do their job well. However, CS 4-5, FI, PM 2 and PM 5-6 level employees and Integrity Services,

CFO, and Innovation, Information & Technology branch employees are all more apt to disagree.

- Once again, PEI region employees and EXs are more likely to agree that information is readily shared with others who need it and they are encouraged to consult other areas within SC in conducting their work. Also reporting this positive view that people readily share information with those who need it are CS 4-5 and PE's and People & Culture. Those sharing the notion of encouragement to consult other areas when conducting work are those at the intermediate and senior levels, and those at an AS, CS 4-5, ES, FI, PE, PM 3-6 occupational group and/or levels.
- Employees working within the National Headquarters and Regional Headquarters area are most likely to agree that they are encouraged to consult other areas within SC in conducting their work; while call centre and processing employees, and those offering service to the public are more likely to disagree.
- Call centre and processing centre employees, and those offering service to the public are less apt to agree that they have good ongoing communications with others in SC, but are more inclined to agree that they have the information needed to do their job.
- The youngest employees (under 30) are more apt than other age cohorts to agree they have good ongoing communication with others who work on related projects, that the people they work with in their unit and beyond readily share information, and that they are encouraged to consult other areas within SC in conducting work.
- Indeterminate employees are less apt than others to agree that they have good ongoing communication with others working on related projects or issues, they have the information they need to do their job well, and the people they work with in their work unit and beyond readily share information with others.
- Employees working in the Manitoba region, term employees, those who have worked less than 5 years at SC, CR 1-3, CS 1-5, EX's and employees in Innovation, Information & Technology, People & Culture and Marketing & Communications are all more apt to believe that SC helps them adapt to change by informing them in advance of anticipated change. Those more apt to disagree are at the FI, PM 2-6 level and/or working at Integrity Services, CFO or Operations (other) branch.

The evaluation of the Service Canada Intranet in the survey is somewhat less positive than that of internal communications more generally. Seven in ten agree that the Intranet is a valuable tool helping them keep informed on news and developments within the organization (69 per cent). Six in ten agree that they can easily find the information they need on the Intranet, and slightly fewer (57 per cent) agree that the Service Canada electronic newsletter is a valuable tool in terms of keeping them informed.

## Internal Communications (b)



n=10,810

Service Canada Employee Survey, 2007

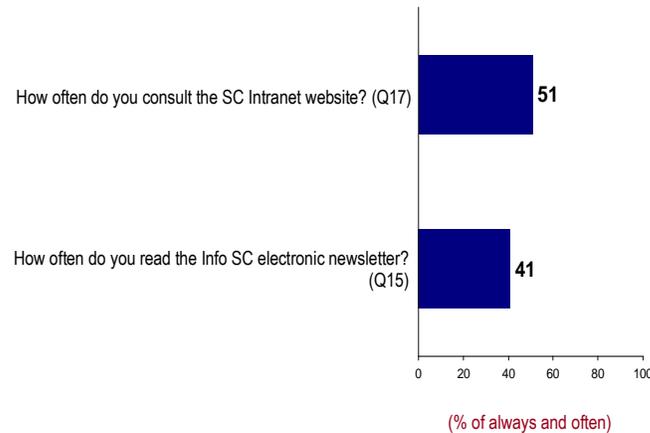
- Men, employees at either the Senior or EX level, those within the ES occupation group, employees in Integrity Services or Business Integration branch, or the BC region, as well as employees with a university education are much less likely to agree that the SC Intranet website is a valuable tool. Alternatively, those in the New Brunswick region, employees under 30 years of age, those who have worked for SC for less than 5 years, AS's, CR 1-3's and FI's, Francophones and employees in Citizen & Community business line are more apt to agree that it is a valuable tool that keeps them informed on news and developments within the organization.
- Employees in the NHQ region are more apt to disagree that information needed about SC is easily found on the SC Intranet. Also more likely to disagree are indeterminate employees, those university educated, men, those at the senior level, as well as those at the ES, FI, PE, PM 2 and PM 5-6 level. However, younger employees (under 30), those who have been working for SC less than 5 years, those working at an in-person service position, and those providing service to the public are all more likely to agree that information can be found easily using the SC Intranet. Regionally, those in Saskatchewan and all of the Atlantic provinces/regions are more apt to agree. Also in agreement that information can easily be found are those at the CR 1-6 and PM 1 levels.

- All NHQ employees, New Brunswick region employees, Francophone employees, those who have worked for SC for less than 5 years, term employees and those at the AS's, CS 1-5's, FI's and PE's are more apt to agree that the Info Service Canada electronic newsletter is a valuable tool that helps keep them informed on news and developments within the organization. Those working in a processing centre are least likely to agree along with those at the ES, PM 2-6 groups and/or levels.

The moderate assessment of the usefulness of the Service Canada Intranet and electronic newsletter is reflected in its use as measured by the survey. Just over half of Service Canada employees (51 per cent) always or often use the Intranet, while 41 per cent often or always read the electronic newsletter.

## Internal Communications (c)

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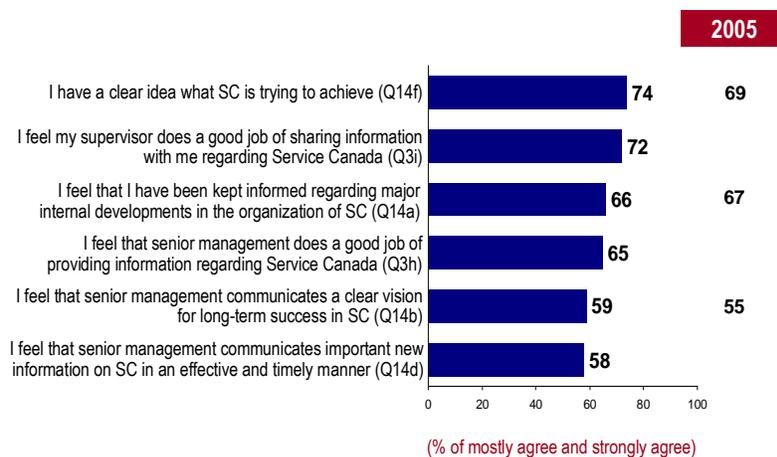
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Service Canada Employee Survey, 2007

- Employees who have been working for SC less than 5 years, those who work at an in-person service centre, women, term employees, those at the PM 1 level, as well as NHQ employees in Employment Insurance and Policy, Partnerships & Corporate Affairs are all more likely than others to consult the Intranet website. Those employees who work in a processing centre and those at the CS 1-3 level are the least likely to do so.
- Employees working at NHQ, those in the Saskatchewan region and those at the senior level are far more likely than those in BC, Alberta, Manitoba and Ontario to read the Info Service Canada electronic newsletter, either always or often. Those at the AS, CS 1-5 and PE levels are also more apt to read the Info Service Canada electronic newsletter, whereas, those who are under the age of 30, those working in an in-person service position, call centre or processing centre are far less likely to read it on any regular basis.

According to survey results, most employees believe that they have a clear idea of what Service Canada is trying to achieve (74 per cent). Similarly, over seven in ten agree that their supervisor does a good job of sharing information with them (72 per cent). However, employees are somewhat less apt to agree that they are kept informed by senior management. Two-thirds agree that they have been kept informed regarding major internal developments, and 65 per cent agree that senior management does a good job of providing information. Less than six in ten feel that senior management communicates a clear vision for long-term success (59 per cent), or communicates important information in an effective and timely manner (58 per cent).

## Communications Culture



n=10,810

Service Canada Employee Survey, 2007

- Employees who have worked for SC for less than 5 years, term employees, the youngest employees (under 30), and those at the EX level are more apt to agree that they have a clear idea of what SC is trying to achieve and their supervisor does a good job of sharing information with them; whereas those who work in a processing centre are the least apt to agree. Also agreeing they have a clear idea what SC is trying to achieve are AS and PM 2 level employees and employees in Marketing & Communications, and People & Culture business lines. In terms of information shared by supervisor regarding SC, employees in Nova Scotia, senior level employees, CS 4-5's and PM 5-6's and employees in Business Integration, Policy, Partnerships and Corporate Affairs and Marketing & Communications all tend to agree more than others, while those in PEI, and those at the PM 2 level, those working within Integrity Services and CFO business lines tend to disagree.
- Once again, sharing similar views, employees who have worked for SC for less than 5 years, term employees, those under 30 and those at the EX level are more likely than others to agree

that they have been kept informed regarding major internal developments in the organization, that senior management does a good job of providing information, communicates a clear vision for long-term success and communicates important new information on SC in an effective and timely manner.

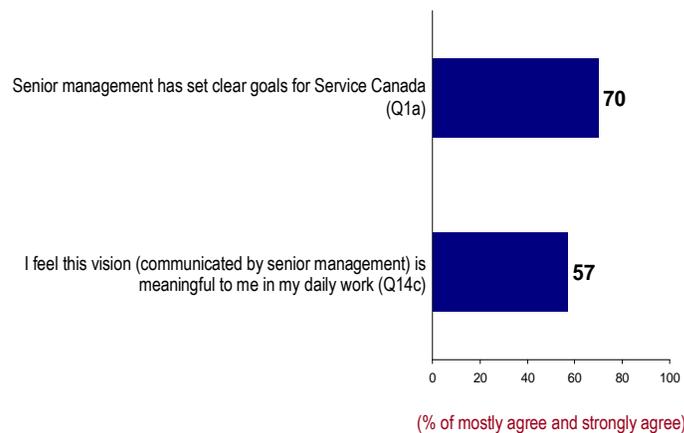
- Employees in the Saskatchewan region are more apt than other regions to feel they are not kept informed regarding major internal developments in the organization, nor does senior management communicate a clear vision for long-term success. On the other hand, the New Brunswick and Newfoundland region employees are more apt to agree that a clear vision is communicated and senior management communicates important new information in an effective and timely manner. Manitoba employees are also more likely to agree that information is delivered in both a timely and effective manner.
- NHQ employees are more apt to agree that senior management communicates a clear vision for long-term success in SC and they communicate important new information in an effective and timely manner, while employees between the ages of 50-54 are more apt to disagree. Senior level employees are also more apt to disagree that senior management communicates a clear vision for long-term success.
- While AS's, CS1-5's and employees in Innovation, Information & Technology are more likely to agree that they are kept informed of major internal developments, FI's, PM 2-6's and employees in Business Integration and CFO business lines are less likely to agree. Similarly, those at the AS's and CS 1-5's and those working at Marketing & Communications branch are more inclined to agree that senior management does a good job providing information, however, those at the PM 2 level and those at Integrity Services branch are less likely to agree.
- In terms of senior management communicating a clear vision for long-term success in SC, the AS, CR 1-3, CS 1-5 and People & Culture, Innovation, Information & Technology and Marketing & Communications business lines tend to agree, while the PM 2-6 level and Policy, Partnerships & Corporate Affairs and Operations (other) tend to disagree more than others. Also, agreeing that senior management communicates important new information in an effective and timely manner are the AS, CS 1-5 level employees and Innovation, Information & Technology, People & Culture and Marketing & Communications business line employees, while those at the ES, FI and PM 2-6 level and Business Integration branch tend to disagree.

## Focus Group Findings

Although not formally addressed in the focus groups, discussions under the other themes indicated a perception among employees of a lack of communications about changes that have been taking place in the organization over the past few years. Participants feel removed from the change process in terms of understanding the rationale for changes, and the implications of their implementation. Department-wide communications were viewed as lacking, as well as there being a deficit at the unit level (e.g., lack of time for team meetings), leading to an erosion of opportunities to learn and discuss what is happening in the unit and how to improve (and understand and react to change).

Based on the survey results, and in line with the moderate results regarding communications by senior management, seven in ten employees agree that senior management has set clear goals for Service Canada. Of concern, only 57 per cent of employees feel that this vision is meaningful to them in their daily work, suggesting that there is some disconnect between the corporate vision and day to day work or functions.

## Goals and Vision



- Younger employees, those working for SC for under 5 years and term employees agree more than others that senior management has set clear goals for SC, while those working outside of National and Regional Headquarters (especially those in the Saskatchewan and PEI region) are less apt to agree. Those employees within the occupation group AS and CS 1-5 agree more than others while those at a PM 2 or PM 5-6 level tend to agree less. Among those who are most likely to agree that senior management has set clear goals are working at the Innovation, Information & Technology and Marketing & Communications branches. Those who are more apt to disagree are at Policy, Partnerships & Corporate Affairs branch.

- Not surprisingly, those who have worked for SC for under 5 years and term employees are more apt to feel this vision is meaningful to them in their daily work while those who work outside of National and Regional Headquarters are less apt to feel this way, along with male employees. Employees at the EX level, those within the occupations group and level CS 4-5 and PE as well as those at People & Culture and Marketing & Communication branches tend to agree more than others that this vision is meaningful in their daily work while those at the PM 2 level tend to disagree.

### **Focus Group Findings**

Several participants in the focus groups commented on having participated in a vision exercise while attending service excellence training in Regina. They indicated that the SC vision imparted to them was lofty, and based on quality in customer service (a view they shared as front-line individuals dedicated to client service). At the same time they said that this vision may not be shared throughout the actual working level by middle management, some of whom just want to see clients served and emphasize numbers over quality.

## 9. TYPOLOGY OF SERVICE CANADA EMPLOYEES

In addition to the basic analyses cited throughout the report, a typology of Service Canada employees was created. The typology groups SC employees into segments of people with similar attitudes. The methods used are factor and reliability analyses (leading to the computation of several indices presented earlier in the report), and cluster analysis.

A total of eight indices were created using a range of items from the survey. The following table identifies each index, along with its composition from the survey.

### Composition of Indices:

Indices	Items included in the Indices
Personal Relationship with supervisor Index	18c – My immediate supervisor helps me determine my learning needs
	18e – My immediate supervisor helps me develop my career
	18j – I receive useful feedback from my supervisor on my job performance
	18d – My immediate supervisor keeps me informed about the issues affecting my work
	9c – My immediate supervisor and I discuss the results I am expected to achieve
	18f – My manager provides advice on how to provide better client service
	14e – I feel that my immediate supervisor/manager helps me understand SCs mandate, priorities and messages in a way that makes them relevant to me and the work that I do
	9i – Overall, I am satisfied with my relationship with my immediate supervisor
3i – I feel that my supervisor does a good job of sharing information with me regarding SC	

Well-being Index	3e – I believe I have opportunities for promotion within SC, given my education, skills and experience
	5f – I am satisfied with the fairness that I receive on the job
	3g – In my work unit, the process of selecting a person for a position is done fairly
	3f – My department works hard to create a workplace that is free from harassment and discrimination
	3j – Overall, my organization treats me with respect
	18k – Overall, I am satisfied with my career in SC
	5e – I feel that SC promotes my wellbeing in the work place
Innovation and involvement Index	2af – I am encouraged to be innovative in my work
	2ag – I am encouraged to be innovative in providing service to my clients
	3a – I am satisfied with the degree of involvement I have in decisions that affect my work
	3b – I am satisfied with the degree of involvement I have in decisions that affect the quality of service I provide to my clients
	1b – I create innovative solutions tailored to client needs
Training and Availability of Technology Index	18a – I get the training I need to do my job
	4a – I believe that SC helps me adapt to change by providing me with training
	18b – there are sufficient opportunities in SC for me to learn
	9b – I have the information I need to do my job well
	9a – I have the technology, equipment and other tools I need to do my job well
	18h – My organization supports me in my learning and career development
Team Communications Index	14k – The people that I work with in my work unit and beyond readily share information with others who need it
	14i – I have good ongoing communication with others in my organization who work on related projects or issues
	5g – In my work unit, we work cooperatively as a team

Work/Family Balance Index	9e – I can balance my personal, family and work needs in my current job
	9d – I can complete my assigned workload during my regular working hours
Senior Management Index	14b – I feel that senior management communicates a clear vision for long-term success in SC
	14d – I feel that senior management communicates important new info on SC in an effective and timely manner
	14a – I feel that I have been kept informed regarding major internal development in the organization of SC
	3h – I feel that senior management does a good job of providing information regarding SC
	1a – Senior management has set clear goals for SC
	14f – I have a clear idea what SC is trying to achieve
	4b – I believe that SC helps me adapt to change by informing me in advance of anticipated change
Supervisor's commitment to SC goals Index (I feel my immediate supervisor "walks the talk" on...)	2c – respecting our clients
	2d – striving for service excellence
	2a – putting the client first
	2e – being accountable and transparent
	2b – respecting me as a person

Each of the five segments is described in the next table, according to the average score of the group on each of the five measures used to create the typology. Each score is followed by an indication of whether the score is well above average (++), above average (+), average, below average (-) or well below average (--) when compared with the full sample.

### Profile of Segments by Indices

Indices	Total	Segments				
		Strongly Contented	Marginally Positive	Issues with Supervisor	Frustrated	Extremely Discontented
Personal Relationship with Supervisor Index	2.0	9.2 (++)	3.6 (++)	- 3.5 (--)	- 1.0 (--)	- 8.7 (--)
Well being Index	2.4	9.3 (++)	4.5 (++)	0.3 (--)	- 1.8 (--)	- 8.4 (--)
Innovation and Involvement Index	1.0	8.7 (++)	2.5 (++)	- 3.3 (--)	- 4.4 (--)	- 8.7 (--)
Training and Technology Availability Index	3.5	8.9 (++)	4.6 (++)	3.3 (avg.)	- 1.6 (--)	- 5.0 (--)
Team Communication Index	5.7	10.4 (++)	6.6 (++)	4.4 (--)	3.0 (--)	- 2.9 (--)
Work/Family Balance Index	2.9	4.7 (++)	3.1 (avg.)	2.7 (avg.)	1.7 (--)	0.1 (--)
Senior Management Index	2.4	8.3 (++)	3.5 (++)	2.5 (avg.)	- 3.8 (--)	- 6.3 (--)
Supervisor's Commitment to SC Goals Index	6.8	12.6 (++)	9.7 (++)	- 2.4 (--)	8.4 (++)	- 6.2 (--)

Each segment of the typology is described one by one in more detail in the following sections.

## 9.1 SEGMENT ONE: THE STRONGLY CONTENTED

This segment represents the second largest share of the SC employee population, who completed the Service Canada Culture Survey (27 per cent) in 2007. They have the highest satisfaction ratings across all indices and tend to hold extremely positive views on a range of fronts. Ratings are much higher in terms of their personal relationship with their supervisor (99 per cent *versus* 64 per cent in the overall sample), they are the most positive about senior management (96 per cent scored high *versus* 67 per cent overall), and are also extremely positive in rating their supervisor's commitment (100 per cent *versus* 81 per cent overall). They are much more likely to be positive on the well-being index particularly in terms of fairness and perceived opportunities (99 per cent *versus* 71 percent overall), opportunities for employee innovation and involvement (98 per cent *versus* 59 per cent overall), as well as in terms of the availability of training and technology (99 per cent *versus* 76 per cent). They are the most fulfilled group in terms of team communications (99 per cent *versus* 84 percent overall) and score well above average on the work and family balance index (91 per cent *versus* 84 per cent).

- This group is distinguishable from the others by a highly positive view of their supervisor's commitment to SC goals, having 'walked the talk' on respecting clients, putting the client first, striving for service excellence and in being accountable and transparent. They are also more apt to feel their supervisor respects them as people, has kept them informed about issues affecting their work, and does a good job of sharing information regarding SC. Overall, they are extremely satisfied with the relationship they have with their immediate supervisor.
- They are the most satisfied group in terms of team communications, including sharing information with others who need it, having good ongoing communications with those working on related projects, as well as, working cooperatively as a team in their work unit.
- Also, they are the most likely of all segments to feel that the organization treats them with respect.
- One-third of employees in this segment currently work at National Headquarters. Half of this group has worked at SC for less than ten years, thirty per cent having worked there for less than five. Over half (59 per cent) do not provide service directly to the public as a regular part of their job. This segment has a younger pool of employees compared to other groups, with one in ten under 30 years of age. The majority (73 per cent) are women and there is a higher than average concentration of term and casual employees.

## 9.2 SEGMENT TWO: THE MARGINALLY POSITIVE

This segment represents the largest share of Service Canada employees (32 per cent) who tend to differ from the first segment (above) in not being as positive, although they are generally more positive than average. Overall, they have an above average score on a majority of the indices when compared to all SC employees. Ratings from this segment on supervisor's commitment to SC goals (99 per cent *versus* 81 per cent overall) and personal relationship with supervisor (81 per cent *versus* 64 per cent overall) are much higher than average, although the senior management index rating (79 per cent *versus* 67 per cent overall) is only modestly higher than that of other segments. They also score above average on team communications (93 per cent *versus* 84 overall), training and technology availability (88 per cent *versus* 76 per cent), innovation and involvement (74 per cent *versus* 59 per cent), as well as the well being index (91 per cent *versus* 71 per cent). Their work and family balance index score is average compared to other groups (88 per cent *versus* 84 per cent). In summary, they are satisfied with team communications, and the training and technology that are available to them, as well as any innovation and involvement they have in their present job, although work and family balance is average compared to other segments.

- This group tends to be slightly more positive than other groups, on average, and tend to reflect similar views as those in the Strongly Contented segment. Overall, they are pleased with the relationship with their immediate supervisor and feel that their organization treats them with respect.

- Also mirroring those in segment one (above), although not quite as highly, they rate their supervisor's commitment to SC goals highly in terms of respecting clients, striving for service excellence, putting the client first and respecting them as a person.
- Employees in this segment tend to work at National Headquarters and there is a higher than average concentration of employees in Quebec than other segments. One-quarter have been working at SC for less than five years, one-fifth work in the area of Employment Insurance and like segment one work in the area of National Headquarters and in-person service. Over half (58 per cent) do not provide service directly to the public and tend to hold indeterminate positions (89 per cent). More have a Bachelor's degree (30 per cent). On average, they are between the ages of 30 and 54 and more often are women.

### 9.3 SEGMENT THREE: ISSUES WITH SUPERVISORS

This group comprises 14 per cent of Service Canada employees. This group is generally somewhat negative in their views across a range of issues, including well being, opportunities for innovation and involvement, and team communications. They are most notably dissatisfied, however, with their supervisor, including their relationship with their supervisor (76 per cent dissatisfied *versus* 35 per cent overall) and their perception of their supervisor's commitment (63 per cent *versus* 18 per cent).

- They have a lower score than most other groups on the personal relationship with supervisor index, but more specifically, feel disadvantaged in terms of their immediate supervisor being accountable and transparent. They do not believe their supervisor helps them determine learning needs or develop their career. They are also dissatisfied with the ability of their manager to give advice on how to provide better client service.
- While they are reasonably happy with the technology, equipment and tools they have to do their job, they are dissatisfied with their degree of involvement, as well as the level of encouragement to be innovative, whether in their work or in providing service to clients (perhaps driven by their more fundamental dissatisfaction with their supervisor).
- Their most significant concern in terms of well being relate to their opportunity (or lack of opportunity) for promotion given their education, skills and experience as well as the process of selecting a person for a position being done in a fair manner. Again, it is reasonable to assume that these are driven, at least in part, by their views of their supervisor.
- Supervisors in this segment typically hold indeterminate positions (94 per cent) and tend to work in the area of in-person service (28 per cent), National Headquarters (24 per cent), or at a processing centre (21 per cent). Over half of this segment provides service directly to the public as a regular part of their job. They are more often women (71 per cent), and over 40 years of age (with the greatest number of all segments having employees who are 55 years and over).

## 9.4 SEGMENT FOUR: THE FRUSTRATED

This segment comprises 16 per cent of Service Canada employees and tends to be slightly more dissatisfied than they are satisfied on most items. Individuals in this group are characterized by lower scores on most indices when compared to other groups, although they generally rate higher than the extremely discontented. While providing a higher than average score on supervisor commitment to SC goals (99 per cent *versus* 81 overall), their personal relationship with supervisor and perception of senior management are extremely low (46 per cent satisfied *versus* 64 per cent, and 26 per cent *versus* 67 per cent, respectively). Their rating of work and family balance is also below average (75 per cent *versus* 84) as is their perceived well being (42 per cent *versus* 71 per cent overall). While they are able to complete their work during work hours and it does not interrupt or interfere with their personal and family life, they are less satisfied with the respect they receive and the opportunities they have on the job. Also, they are less satisfied than average in terms of on the innovation and involvement index (73 per cent dissatisfied *versus* 40 per cent overall) and with the availability of training and technology (57 per cent displeased *versus* 25 per cent overall). While they are not the most dissatisfied among the segments, they do regard their positions as lacking any forward motion or movement toward improving their present circumstance. They are not as dissatisfied as some with team communications (76 per cent *versus* 84 per cent overall) which may help with their day-to-day frustrations on the job.

- This group is quite similar to the other two dissatisfied segments, but provide a positive ranking of supervisors' commitment to SC goals in terms of "walking the talk" on respecting clients, striving for service excellence, putting the client first and respecting them as a person.
- They are distinguishable, however, from the other segments in their negative view of senior management's lack of communication of a clear vision for long-term success and providing important new information on SC in an effective and timely manner. They feel disgruntled with senior management's lack of effort to help them adapt to change by informing them in advance of anticipated change.
- This group does not believe their supervisor helps to develop their career, and they do not see sufficient opportunities for promotion given their education, skills and experience, or for learning, nor does their organization support their learning and career development in their view. Furthermore, they do not believe that SC promotes their well being in the work place.
- Similar to the other discontented segments, they are discouraged from being innovative and lack involvement in decisions affecting their work and the quality of service provided to clients. Once again, this has lead to further disappointment and the second lowest score on the innovation and involvement index.
- Over one-quarter (26 per cent) of this segment works in the Ontario region. Most likely they have worked at SC between six to ten years. Like segment two, most work in the area of in-person service (26 per cent), at National Headquarters (23 per cent), or at a processing centre

(21 per cent). More individuals tend to provide service directly to the public on a regular basis, compared to other employees segments; they are more likely to be at a PM 1 or 2 occupational group and level; and most (93 per cent) hold indeterminate positions. They are most likely to be between the ages of 30 and 54 and most likely to be women (71 per cent).

## 9.5 SEGMENT FIVE: THE EXTREMELY DISCONTENTED

This segment comprises only 11 per cent of Service Canada employees and is characterized by the least positive views across all indices, and in particular hold extremely negative views of supervisors and senior management. Their ratings are much lower than other segments on the personal relationship with supervisor index (95 per cent scoring low *versus* 35 per cent in the overall sample). They are the most unhappy with senior management (82 per cent scored low on the senior management index *versus* 33 per cent overall), and are entirely negative in rating their supervisors' commitment to SC goals (84 per cent scored low compared with 18 per cent overall). They are seemingly very unhappy in terms of well-being, (95 per cent dissatisfied *versus* 28 per cent overall), the training and technology that is available (79 per cent rating low *versus* 25 per cent), and are the least likely to see opportunities for employee innovation and involvement (94 per cent unhappy *versus* 40 per cent overall). They are the most frustrated group in terms of team communications (62 per cent unfulfilled *versus* 15 per cent overall) and ratings are also poor regarding work and family balance (39 per cent discontented *versus* 16 per cent overall).

- This group tends to reflect the most negative views on the personal relationship with supervisor, more specifically, feel strongly that their immediate supervisor is not accountable or transparent. They also do not believe their supervisor helps them determine learning needs nor to develop their career.
- In terms of innovation and involvement, they do not feel encouraged to be innovative nor have any degree of involvement in decisions in relation to their work or the quality of service provided to clients. Also, they express their displeasure with their manager's ability to give advice on how to provide better client service.
- Also distinguishing them from the other segments is their rated well being in terms of the process of selecting a person for a position being done fairly, as well as, SC promoting their well being in the work place. Both items scored extremely low.
- This segment is most highly concentrated in the Ontario region; they are more likely (24 per cent) than other segments to have worked at SC between six to ten years; and are more likely to work at a processing centre, than other segments or at in-person service areas. Half of these individuals occupy positions where they work directly with the public as a regular part of their job. They are more apt to be between the age of 40 to 54; have more men than other groups (33 per cent); more tend to be in PM 2 positions (compared to other groups); and also tend to be in indeterminate positions. Unlike other segments, there are more persons with a disability (9 per cent *versus* 5 per cent overall).