

# State of the FI Community Survey

2015 Results

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Ottawa, ON



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## Survey Highlights & Notes

## Highlights

### Professional development

- Only half of FIs requested to attend professional development initiative(s) in the last 12 months
- Nearly half of FIs (46%) feel that their opportunities for professional development have decreased or slightly decreased in the last 5 years
- Language training and management/soft skills training are the most sought-after forms of professional development
- Among FIs who have requested language training in the past 12 months (28%), 38% had their requests denied, while 62% had their requests approved
- FIs have mixed to positive feelings about their opportunities for professional development (see [Question 15](#))

### Work/life balance

- Nearly 1 in 3 FIs have worked 30 hours of overtime or more in the last 12 months, yet only half this number (16%) have claimed 30 hours or more
- 59% of FIs claimed 9 hours or less of overtime in the last 12 months, despite an average of 10-19 overtime hours worked
- Nearly half of FIs have requested flexible working arrangements, with 70% of those requests being either for a compressed schedule or telework
- FIs have mixed feelings about work/life balance (see [Question 34](#))

### Survey respondent demographics

- More than half of the FI Community identifies as female (58%), while 42% identify as male
- 79% of FIs hold a Bachelor's degree
- Over half of FIs either hold a CPA, CA, CGA and/or CMA designation (47%) or are in pursuit of a designation (7%)
- Over 1 in 3 of FIs have served less than 10 years in the public service, whereas nearly 2 in 3 have served 10 years or more

### Leave

- 80% of FIs have gone to work sick in the last 12 months, averaging 4-6 sick days worked in the last 12 months
- 60% of FIs reported going to work sick due to heavy workload/deadlines
- In the past 5 years, 13% of FIs have used up all their earned sick leave credits in a calendar year, and 5% have requested an advance of sick leave credits
- Approximately 2 in 3 requests for an advance of sick leave credits are approved

## Job satisfaction / general

- In general, FIs enjoy their jobs and feel they have good or excellent relationships with their colleagues/supervisors, but have mixed feelings about their department's work environment (see [Question 36](#))
- Salary, work/life balance and positive working environment are the most important values for FIs
- More than half of FIs would leave their department for a similar department in at least one category (see [Question 38](#))
- More than half of FIs would leave the FI group for a better salary

## Notes

- For each question, the exact wording of the survey question as seen by respondents is listed in the title of the graph
- The number of responses from each group for each question is indicated below the graph (ex. N: 1456)
- Analysis of each question and its graphs are included below the question on the same page
- All graphs and data listed is raw and, unless otherwise indicated for anonymity purposes, no data was altered or omitted
- All comparisons to the Public Service Evaluation Survey (PSES) are made to the 2014 results

## **State of the FI Community Survey Method**



## Purpose

- Collect key demographics on the FI Community
- Determine FI satisfaction with professional development opportunities, leave and work/life balance
- Segment these results per various demographics (ex. FI level, department, gender)

## Audience

- ACFO staff and Board of Directors
- Departmental representatives
- FIs
- Senior staff at the departmental level (ie in LMCCs)

## Respondents

- Sample size: Approximately 3900 FIs in the federal public service contacted (all FIs with known contact information contacted)
- Population: approximately 4550 FIs in the federal public service represented by ACFO

## Technique

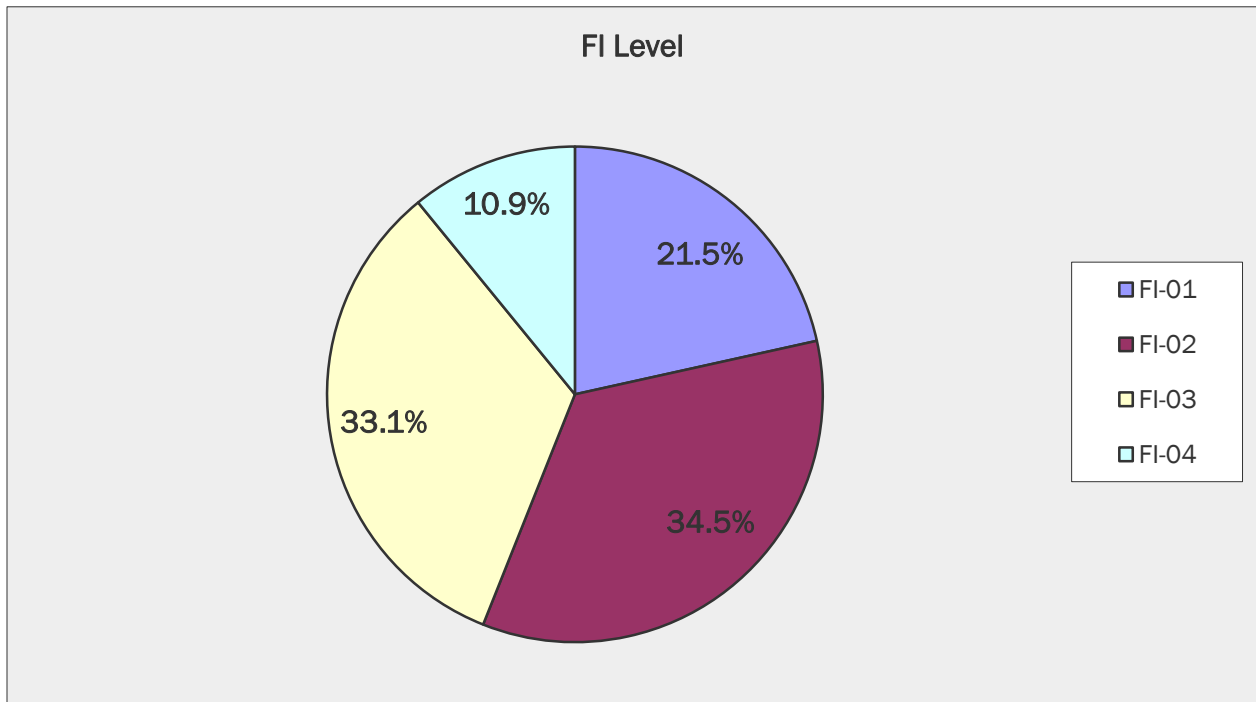
- Initial communique about survey posted on website and sent by email 09-08-2015
- Survey emailed out to all members with emails on file 09-22-2015
- Follow-up emails sent 09-29-2015 and 10-20-2015
- Survey closed on 10-30-2015

## Analysis

- Total survey responses: 1456 responses
- 1107 responded in English, 349 responses in French
- 37% response rate among those contacted
- 32% of all FIs in the public service completed the survey
- Statistical significance: 95% confidence +/- 3% (highly reliable)

## **Section 1 – Demographics**

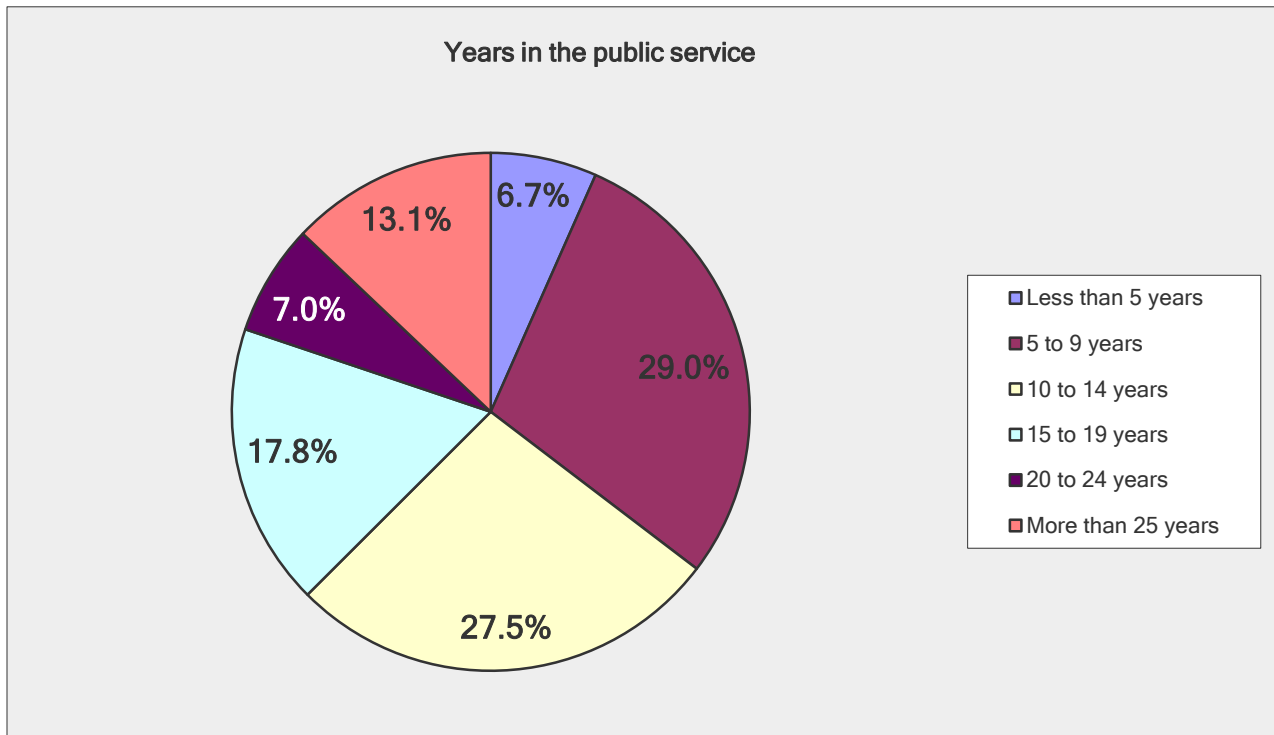
## Question 1: FI Level



N: 1449

Over 2/3 of FIs in the public service (68%) are either FI-02s or FI-03s, while 1/3 FIs (32%) are either FI-01s or FI-04s.

## Question 2: Years in the Public Service



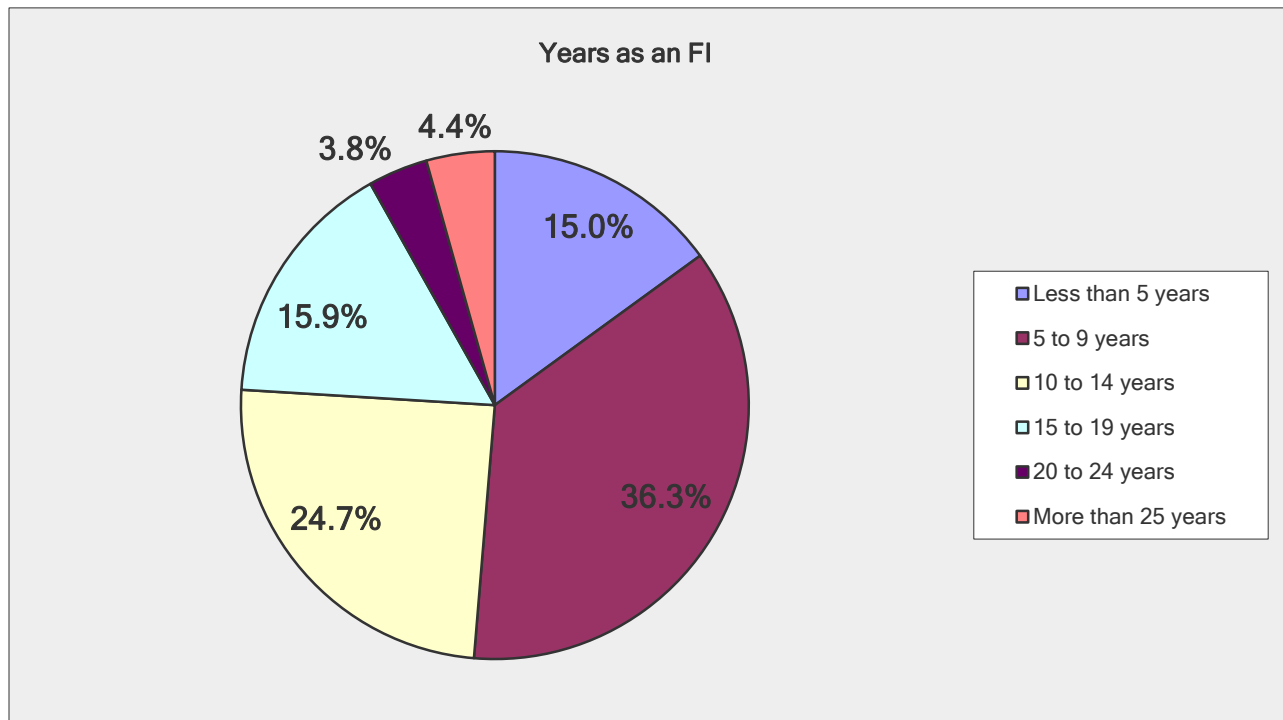
N: 1446

Over 1/3 of FIs (36%) has served less than 10 years in the public service, whereas nearly 2/3 (63%) have served 10 years or more. Nearly 40% of FIs have served 15 years or more, and 20% have served 20 years or more.

Based on results from the Public Service Employee Survey, 47% of public servants have served 10 years or less (while 36% of FIs have served 9 years or less), and 23% have served 20 years or more (compared to 22% of FIs). Since the State of the FI Community's intervals for this question are slightly different in comparison to the PSES, it is evident that there are fewer FIs who have served a short tenure in the public service, a greater proportion who have served between 10-20 years, and a comparable proportion have served 20 or more years.

Therefore, the FI group is a group devoted to the public service, with the middle response being 10 to 14 years of service. An average cannot be given, as the intervals are not even.

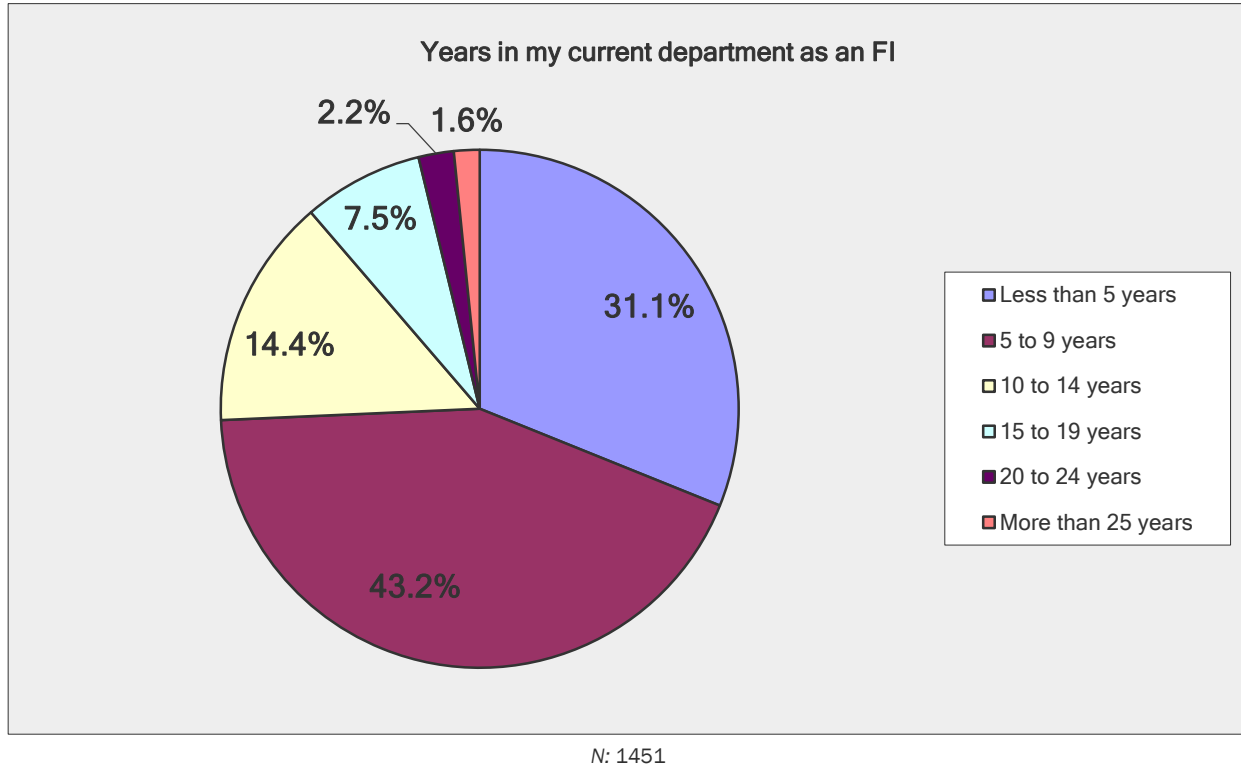
### Question 3: Years as an FI



N: 1448

While over 50% of FIs in the public service have been FIs for 9 years or less (51%), the other 1/2 (49%) have served 10 years or more. Furthermore, 1/4 of FIs have been FIs for 15 years or more (24%), and 8% of FIs have been FIs for 20 years or more.

## Question 4: Years in my current department as an FI



Compared to Question 3, FIs have served a much shorter tenure in their current department compared to serving as an FI or serving in the public service; 3/4 of FIs (74%) have served 9 years or less for their current department, and only 1/4 (26%) have served 10 years or more. Though, generally, FIs are loyal to the public service and to the FI group, there is a much lower probability of FIs staying in one department for their entire career.

Furthermore, it should be noted that this question asks about years in their current department as *an FI*. This could explain why there are much fewer FIs who have served as an FI in their department for more than 10 years, since it is prompting respondents about one specific classification in one specific department.

## Question 5: Department, agency or organization

Department, agency or organization		
Answer Options	Response Percent	Response Count
Administrative Tribunals Support Service of Canada	0.4%	5
Atlantic Canada Opportunities Agency	0.3%	4
<b>Canada Border Services Agency</b>	3.5%	48
Canada School of Public Service	0.6%	8
Canadian Dairy Commission	0.1%	2
Canadian Environmental Assessment Agency	0.1%	1
Canadian Grain Commission	0.3%	4
Canadian Human Rights Commission	0.1%	1
Canadian Northern Economic Development Agency	0.1%	1
Canadian Radio-television and Telecommunications Commission	0.1%	1
Canadian Space Agency	1.2%	16
Canadian Transportation Accident Investigation and Safety Board	0.1%	1
Canadian Transportation Agency	0.3%	4
Civilian Review and Complaints Commission for the Royal Canadian Mounted Police	0.2%	3
<b>Correctional Service of Canada</b>	5.9%	82
Courts Administration Service	0.2%	3
<b>Department of Aboriginal Affairs and Northern Development</b>	4.3%	60
<b>Department of Agriculture and Agri-Food</b>	2.2%	31
<b>Department of Canadian Heritage</b>	1.5%	21
<b>Department of Citizenship and Immigration</b>	1.7%	23
<b>Department of Employment and Social Development</b>	10.5%	146
Department of Finance	0.3%	4
<b>Department of Fisheries and Oceans</b>	2.0%	27
<b>Department of Foreign Affairs, Trade and Development</b>	4.6%	63
<b>Department of Health</b>	5.6%	78
<b>Department of Industry</b>	2.2%	31
<b>Department of Justice</b>	2.7%	38
<b>Department of National Defence</b>	9.3%	129
<b>Department of Natural Resources</b>	2.3%	32
Department of Public Safety and Emergency Preparedness	0.5%	7
<b>Department of Public Works and Government Services</b>	11.1%	154
<b>Department of Transport</b>	3.6%	50
<b>Department of Veterans Affairs</b>	1.5%	21
Department of Western Economic Diversification	0.7%	10
<b>Department of the Environment</b>	2.1%	29
Economic Development Agency of Canada for the Regions of Quebec	0.9%	13
Federal Economic Development Agency for Southern Ontario	0.4%	6
Immigration and Refugee Board	0.1%	1
Library and Archives of Canada	0.7%	9
NAV Canada	0.4%	6
Office of Infrastructure of Canada	0.4%	5

Office of the Chief Electoral Officer	0.8%	11
Office of the Co-ordinator, Status of Women	0.1%	1
Office of the Director of Public Prosecutions	0.1%	2
Office of the Governor General's Secretary	0.2%	3
Office of the Superintendent of Bankruptcy	0.1%	1
Offices of the Information and Privacy Commissioners of Canada	0.1%	2
Parole Board of Canada	0.2%	3
Patented Medicine Prices Review Board	0.1%	1
Privy Council Office	0.4%	5
Public Health Agency of Canada	0.4%	6
Public Service Commission	0.2%	3
<b>Royal Canadian Mounted Police</b>	5.0%	69
Royal Canadian Mounted Police External Review Committee	0.1%	2
<b>Shared Services Canada</b>	3.2%	44
Staff of the Supreme Court	0.1%	1
<b>Statistics Canada</b>	1.4%	20
<b>Treasury Board Secretariat</b>	2.3%	32

For reasons of brevity, departments, agencies or organizations with 0 responses were omitted.

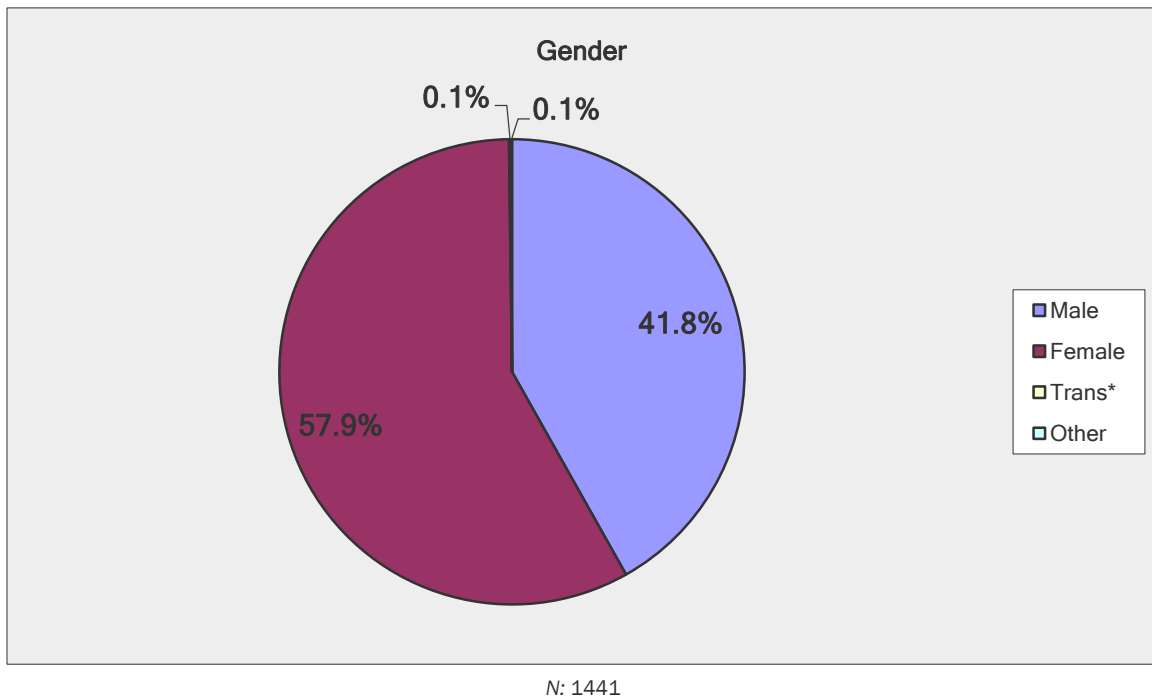
Of the 1384 respondents who responded to Question 5 (72 skipped), 58 departments were represented.

The departments with the largest amount of responses were Public Works and Government Services (154 responses, 11.1% of the response), the Department of Employment and Social Development (146 responses, 10.5% of the response), and the Department of National Defence (129 responses, 9.3% of the response).

There were 21 departments with a minimum of 20 completions (bolded) and a confidence rating of +/- 20%. These are two numbers deemed to meet the minimum to both guarantee anonymity and representativeness of a population.



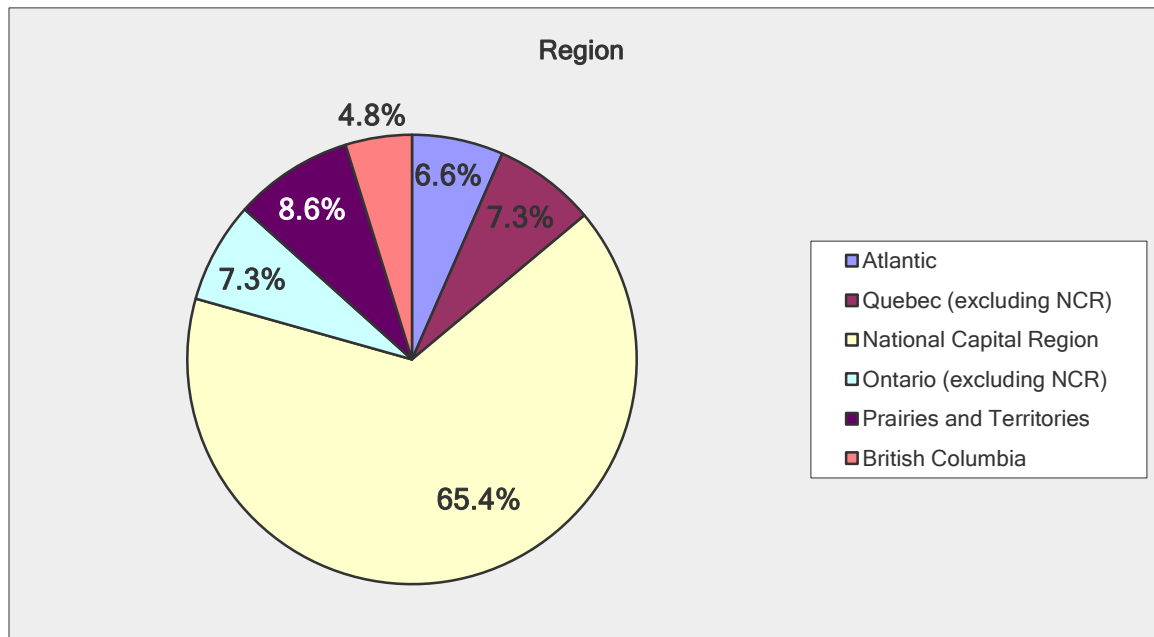
## Question 6: Gender



More than half of the FI Community identifies as female (58%), while 42% identify as male. Two respondents identified as trans\*, while one responded as other.

According to the PSES, this is nearly on-par with the public service as a whole, where the divide between females and males is 57%/43% respectively. The survey does not prompt respondents about identifying as trans\* or other.

## Question 7: Region

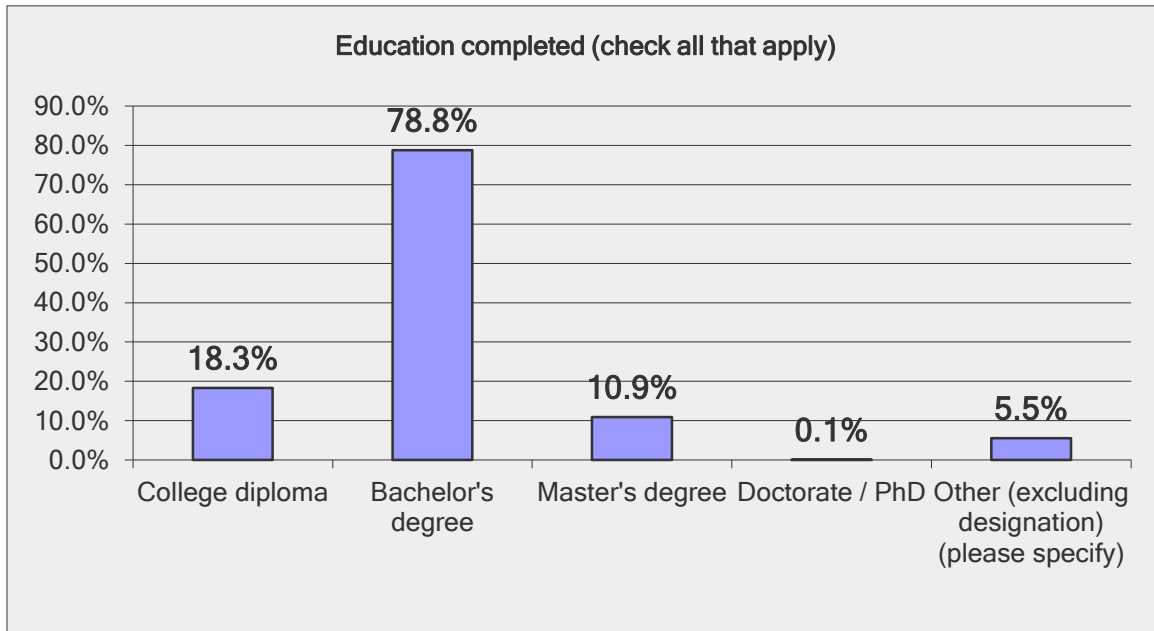


N: 1444

2/3 FIs in the public service (65%) are located in the National Capital Region (NCR), and over 1/3 are located in the regions. Amongst the regions, the spread is almost equal, with less than 4 percentage points spanning between British Columbia (4.8%) and the Prairies and Territories (8.6%).

Compared to the 2014 PSES results, approximately 44% of public servants are located in the National Capital Region. Therefore, 33% more FIs are located in the National Capital Region compared to the rest of the public service.

## Question 8: Education completed



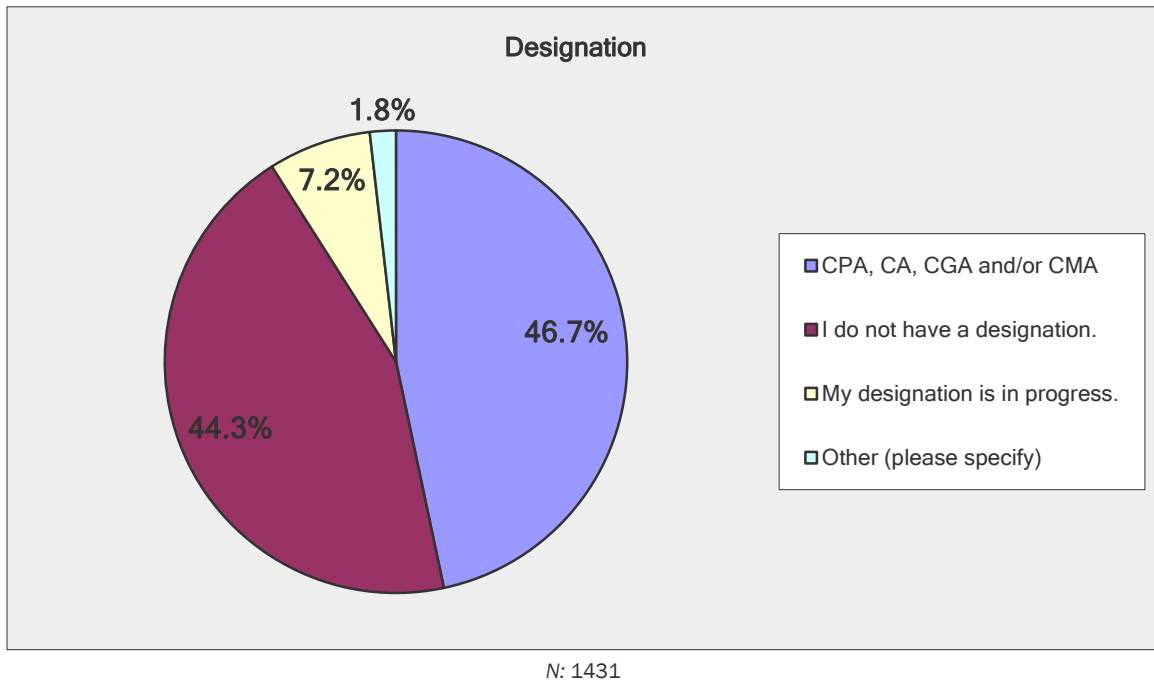
N: 1442

Nearly 4/5 of FIs hold a bachelor's degree, while only 1/ 5 hold a college diploma. Very few FIs hold a Doctorate or PhD, while 11% hold a Master's degree.

Education listed in the "other" category includes: some university, college certificate, certificate in accounting.

For education completed, it is difficult to compare the results to the PSES, as this question asks respondents to indicate their highest level of education completed, and not simply any form of education they have completed. However, it should be noted that, of the 1456 survey respondents, 1442 answered Question 8, and therefore the entire FI classification has completed some form of post-secondary education. In addition, according to the PSES, nearly half (48%) of the public service indicated their highest form of education is either high school, a college diploma or a certificate below the bachelor level, while only approximately 20% of FIs in Question 8 indicated they have completed either a certificate or college diploma. Finally, while FIs are more educated in terms of bachelor's degrees, approximately 21% of the public service holds a post-graduate degree, while only half that proportion (11%) hold a post-graduate degree.

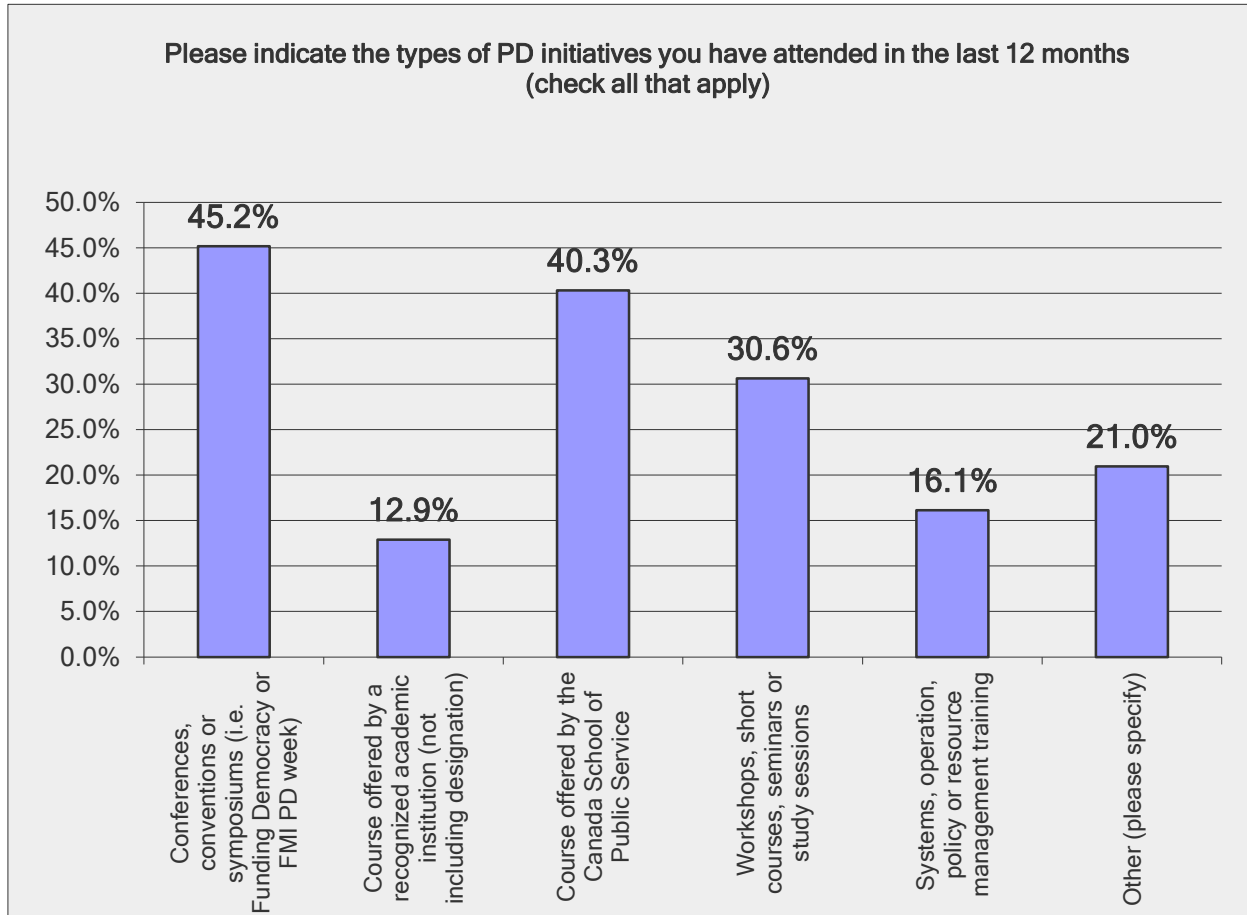
## Question 9: Designation



Over half of FIs (54%) either hold a CPA, CA, CGA and/or CMA designation (approximately 47%) or are in pursuit of a designation (approximately 7%).

## **Section 2 – Professional development**

## Question 10: Types of PD initiatives FIs have attended

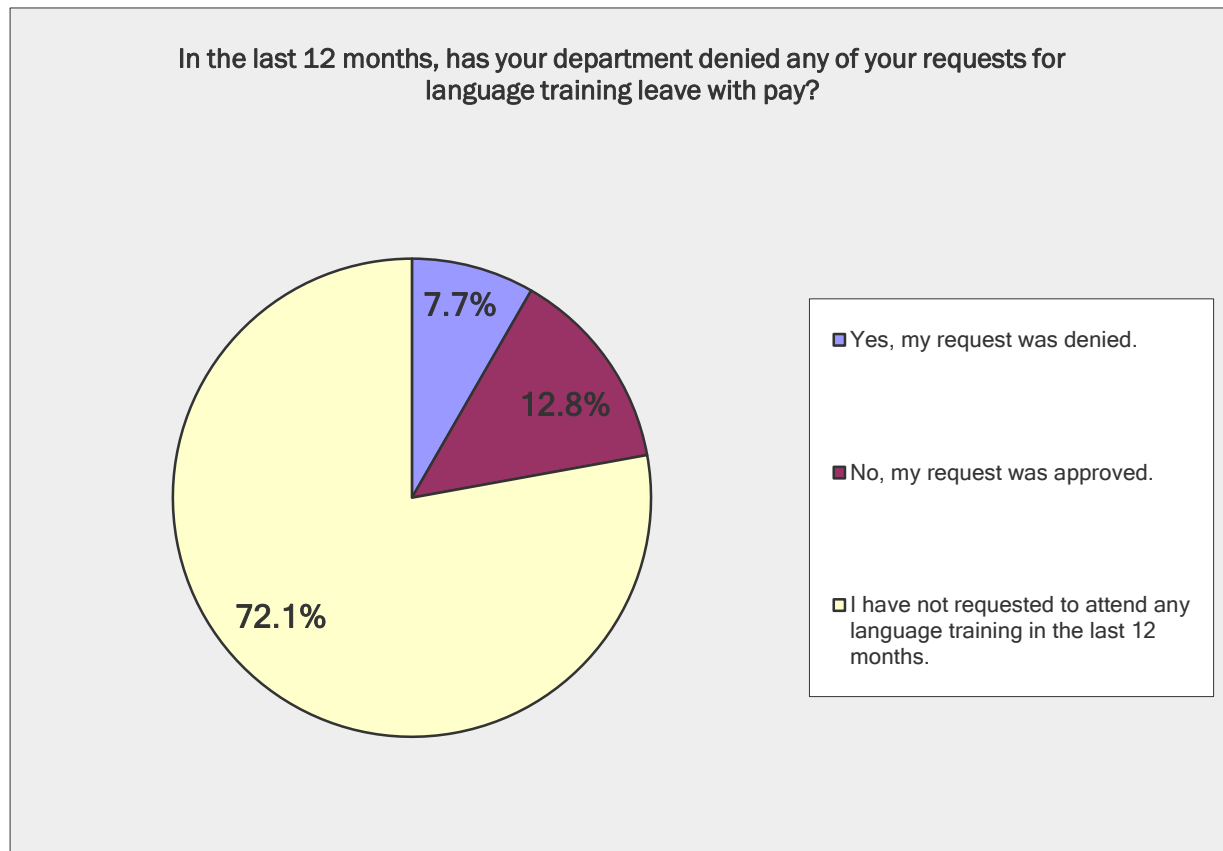


N: 1257

Of the 1456 survey respondents, 1257 answered this question (86%). Therefore, it can be assumed that nearly 40% of FIs have attended one of the PD initiatives listed above, the largest being a conference, convention or symposium (45.2% of Question 10 respondents) and courses offered by the Canada School of Public Service (CSPS).

In the 'other' category, there were several different initiatives listed, and among the most popular were CPA courses, language training, and SAP training.

## Question 11: Language training approval



Of the 1351 FIs who responded to this question, 72% have not attended language training in the last 12 months. However, of those who requested language training (28%), approximately 38% had their requests denied, while 62% had their requests approved. This means that more than 1 in 3 FIs who request language training have their requests denied.

## Question 12: Reasons for language training request denials (open-ended)

Reason given	Tally	Percentage
Operational requirements	6	5.3%
Budget	38	33.6%
Not offered/supported by department	13	11.5%
Not deemed essential or necessary for position	5	4.4%
No reason given	4	3.5%
Other	47	41.6%

N: 113

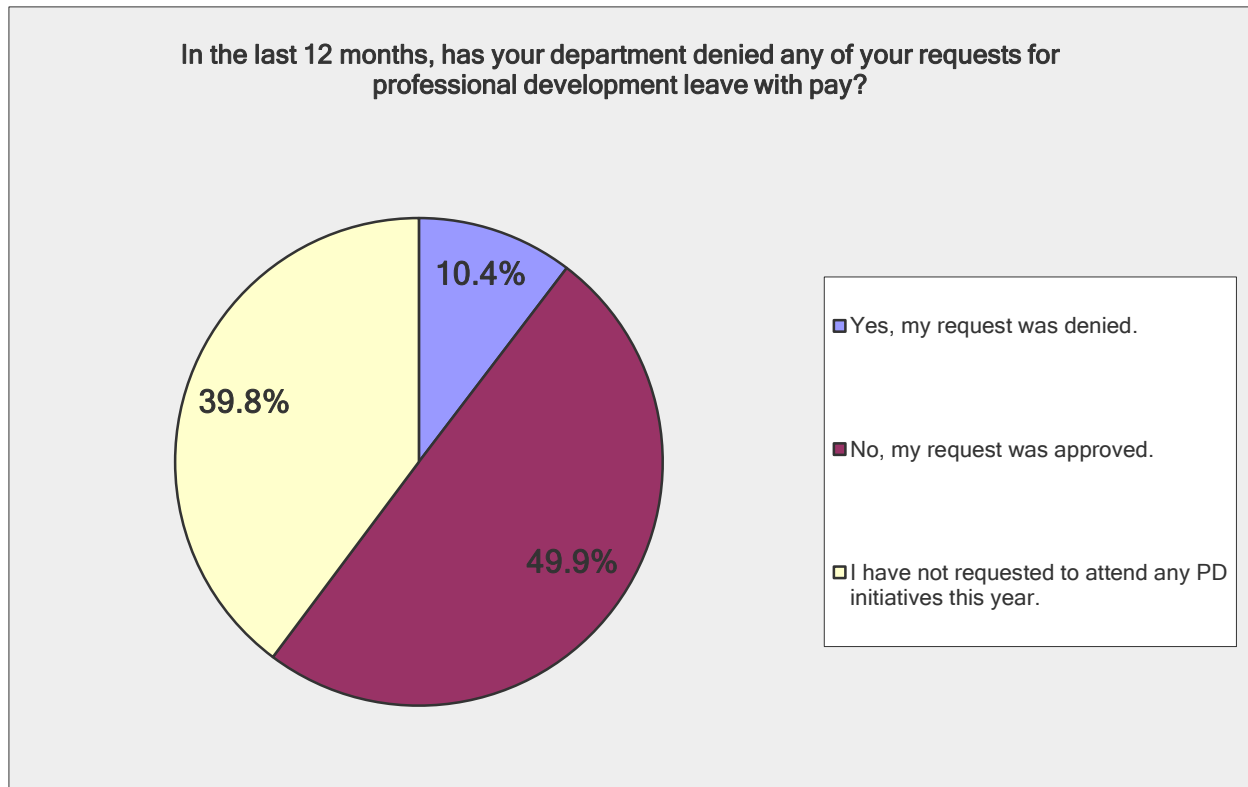
Although only 104 FIs answered in question 11 that their language training request had been denied, 113 FIs responded to Question 12, which was an open-ended text box prompting respondents to provide the reason for rejection given to them by their department/supervisor.

Due to the specificity of responses and for anonymity purposes, the exact responses will not be given and each response was put into a general category. Only the categories numerous and general enough to guarantee anonymity are listed above.

1/3 of Question 12 responses cited budget or lack of funding as a reason for denial, which was by far the most numerous response.



## Question 13: Professional development approval



According to the 1350 responses from Question 13, 50% of FIs in the public service did not request to attend any professional development in the last 12 months. Also, of the 813 FIs who did request to attend professional development initiatives, 83% had their requests approved (50% of the total response) and 17% had their requests denied (10% of the total response). Therefore, only half the FI Community attended professional development initiative(s) in the last 12 months.

## Question 14: Reasons for professional development request denials (open-ended)

Reason given	Tally	Percentage
Operational requirements/workload	9	6.5%
Budget/funding	38	27.3%
FMI PD Week related	25	18%
Not deemed essential or necessary for position	8	5.8%
FI denied for not having a designation	5	3.6%
Other	54	38.8%

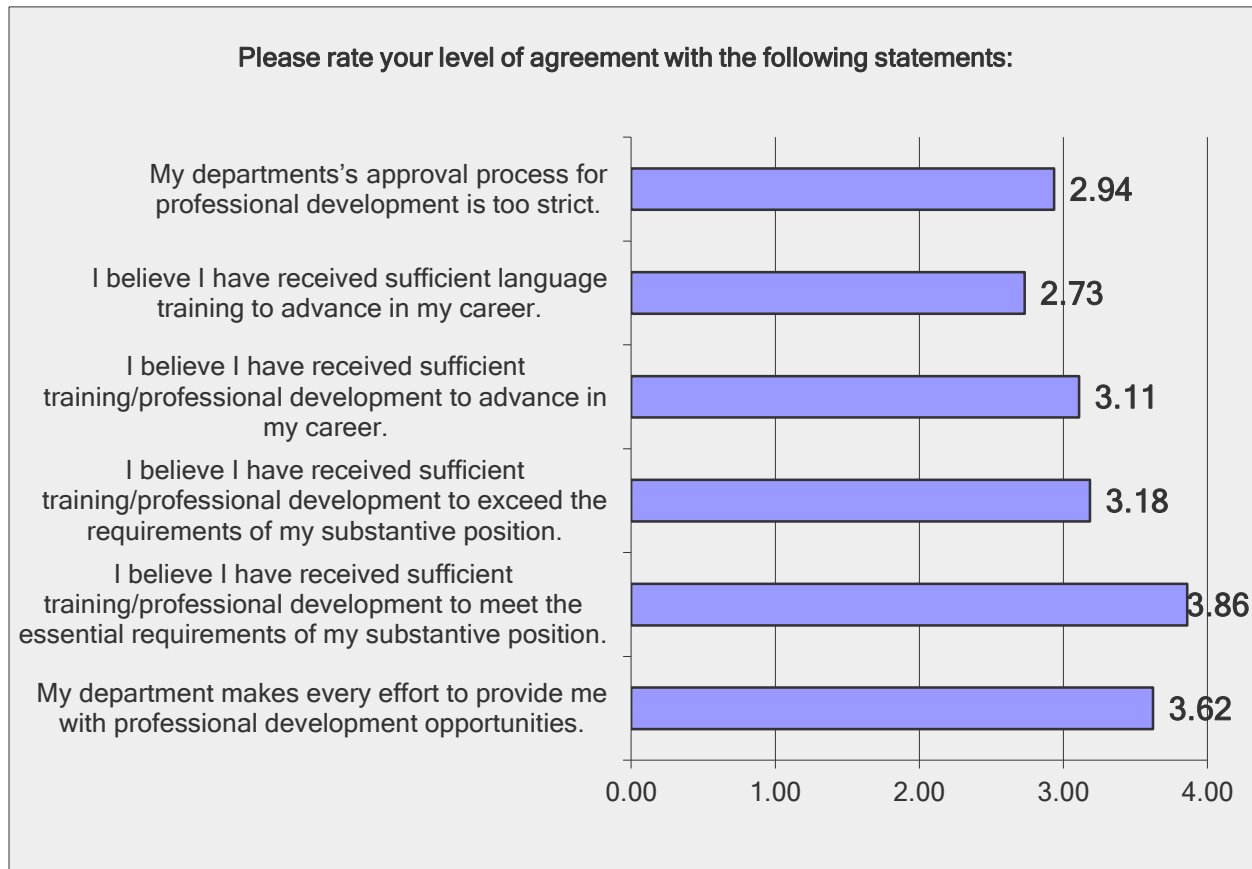
N: 139

Of the 140 FIs who responded in Question 13 that their professional development request had been denied, 139 FIs responded to Question 14, which was an open-ended text box prompting respondents to provide the reason for rejection given to them by their department/supervisor.

Due to the specificity of responses and for anonymity purposes, the exact responses will not be given and each response was put into a general category. Only the categories numerous and general enough to guarantee anonymity are listed above.

Over 1/4 of responses cited budget or funding as an issue, which was by far the most numerous response.

## Question 15: Opinion statements on professional development

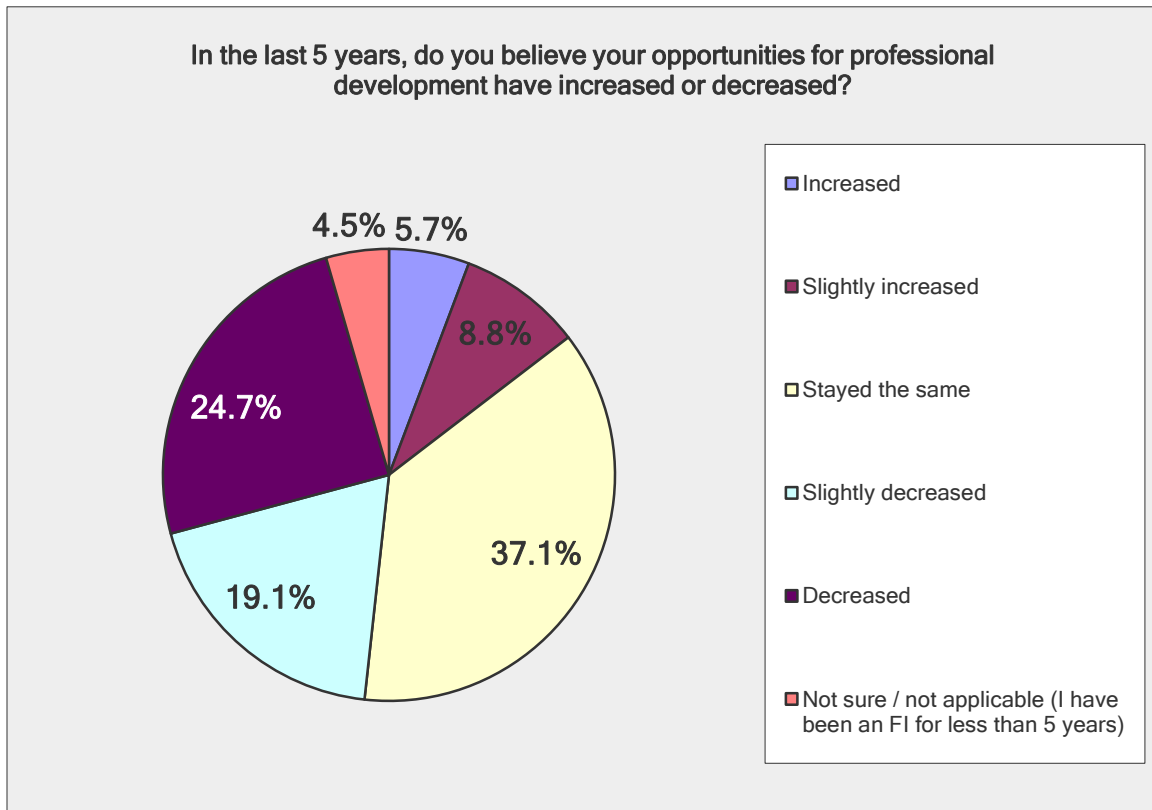


Question 15 was asked on a scale of 1 to 5, with 1 serving as 'strongly disagree' and 5 as 'strongly agree'.

In general, FIs have mixed feelings about their department's approval process for professional development requests, their level of language training and professional development to advance in their career, and the level of professional development they have received to exceed the requirements of their substantive position. These questions, when rounded, all had an average response of 3 out of 5 (neither agree nor disagree).

However, FIs feel generally positive about meeting the essential requirements of their position and the effort their department makes to provide them with professional opportunities. Both these questions, when rounded, had an average response of 4 out 5 (agree). The 2014 PSES (Question 5) also reflected this.

## Question 16: Professional development change over time



FIs also feel that, in general, professional development opportunities have decreased over the last 5 years; of the 1296 respondents in this question (excluding those who answered 'not sure/not applicable'), nearly half (46%) feel that their opportunities have decreased or slightly decreased in the last 5 years. Furthermore, of those 1296 respondents, only 15% feel opportunities for professional development have improved, and 39% believe opportunities have stayed the same.

## Question 17: Types of desired professional development (open-ended)

Type of professional development initiative	Tally	Percentage
Soft skills training (ie management, communication, leadership, HR)	122	18.8%
Acting/job shadowing/job rotation positions	38	5.8%
Language training	190	29.2%
FMI courses/PD Week	33	5.1%
University degree	29	4.5%
Excel training	19	2.9%
General conferences/workshops (excluding FMI PD week)	5	0.8%
Canada School of Public Service courses	10	1.5%
Technical training (ie SAP, financial systems)	24	3.7%
CPA designation/courses	24	3.7%
Project management training	12	1.8%
Other	144	22.2%

N: 650

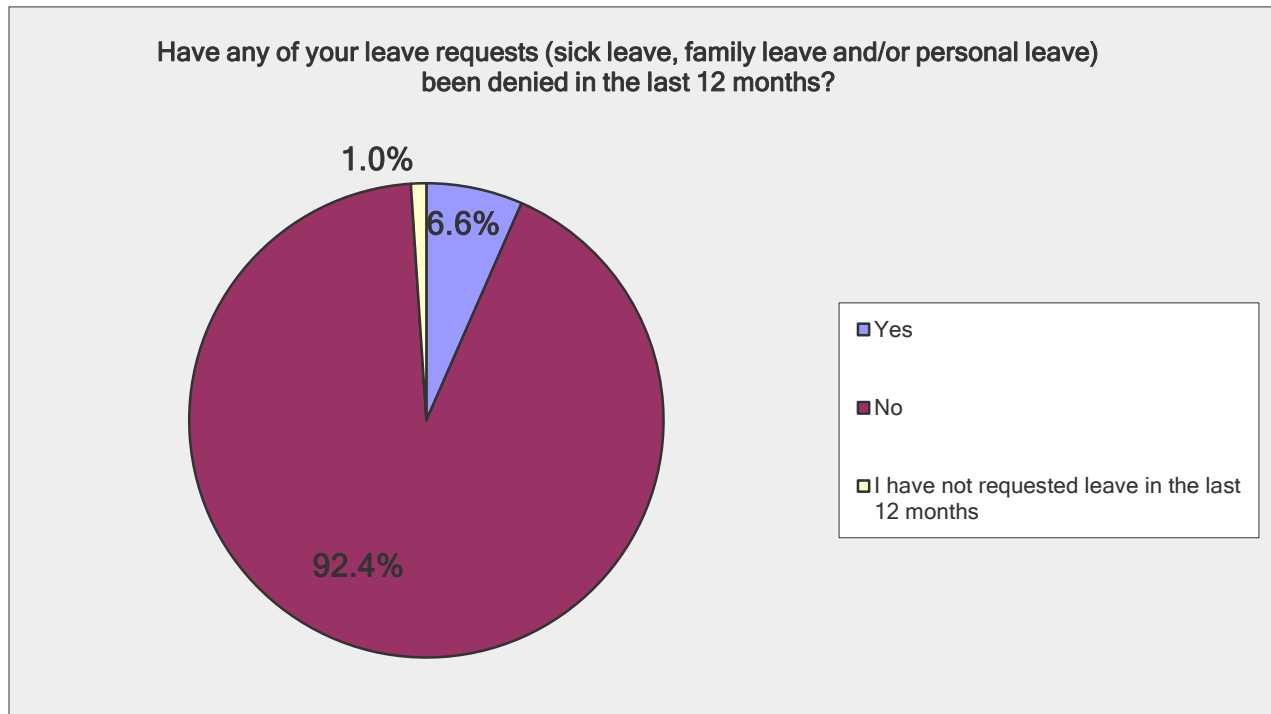
For this question, an open-ended question about what kinds of professional development initiatives FIs would be interested in was asked and the responses were categorized in order to guarantee anonymity.

As shown above, there were several suggestions given among the 650 responses to the question, with many of them referencing more than one category. The percentages above therefore demonstrate the divide of mentions from each category and not the divide of mentions amongst the 650 responses.

The largest interest exists in full-time language training, with nearly 30% of suggestions mentioning language training. Soft skills training also received top mentions, with nearly 20% of suggestions mentioning these topics. Therefore, half of all comments mentioned language training and soft skills training as desired professional development opportunities.

## **Section 3 – Leave**

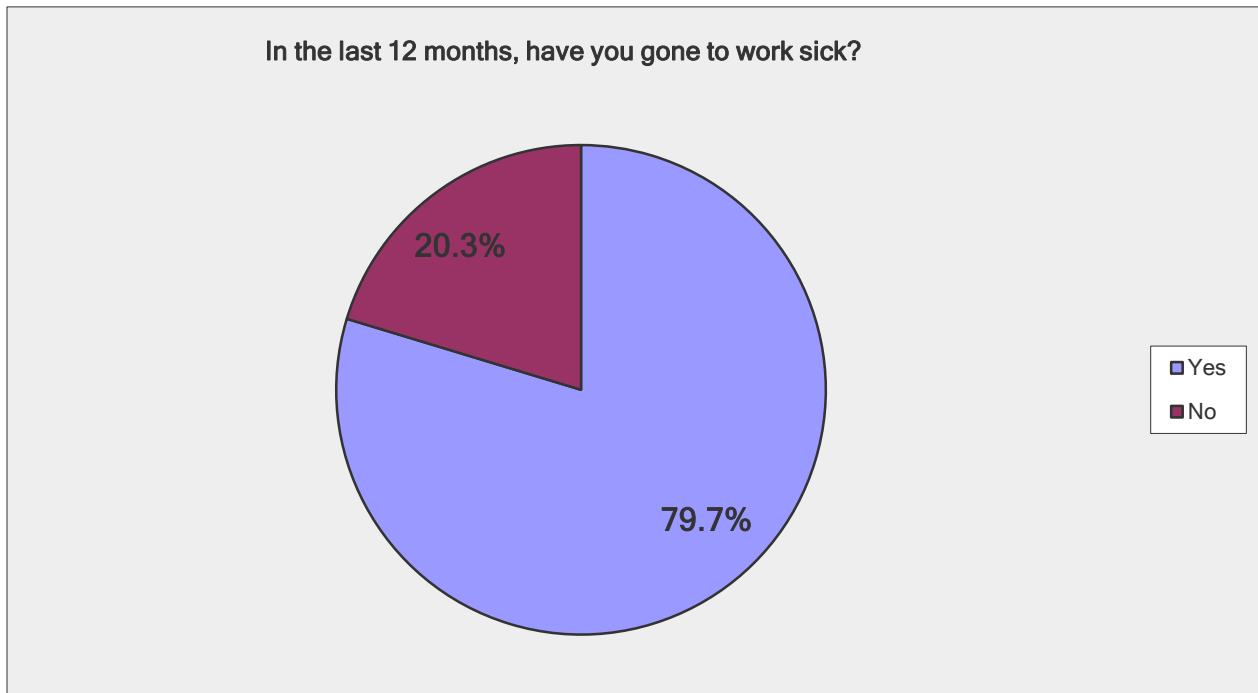
## Question 18: Leave request approval



According to the 1338 responses from Question 18, only 1% of FIs have not requested leave in the last 12 months. Of the remaining 99%, approximately 92% had their leave requests approved in the last 12 months, while 8% had their requests denied (approximately 7% of the total response).

Question 19 prompted the FIs who responded that their request(s) had been denied to list the reason for rejection. There were 91 responses to this question, although only 88 respondents indicated their requests had been denied. Of these 91 responses, only two categories emerged: 20 responses (22%) indicated operational requirements as a reason, and 10 responses (11%) indicated a mistrust from managers or the requirement of a doctor's note. The other responses were too specific to categorize or to guarantee anonymity.

## Question 20: Going to work sick

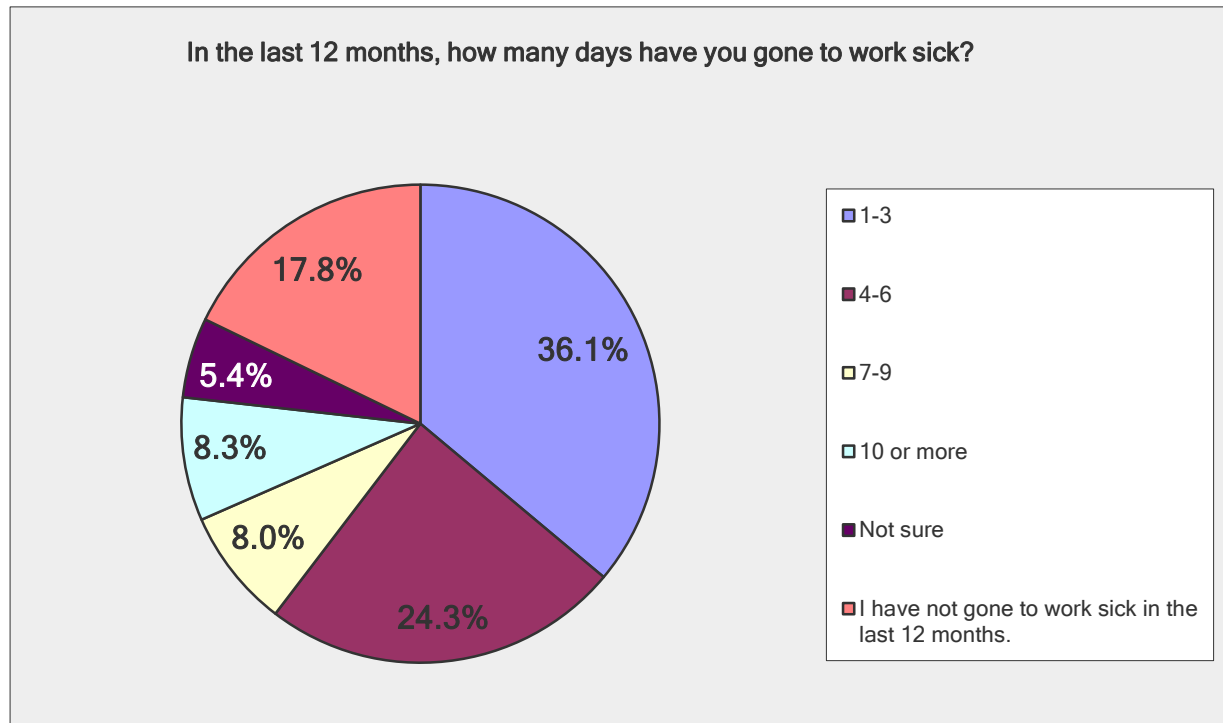


N: 1329

According to the 1329 responses from Question 20, 80% of FIs have gone to work sick in the last 12 months, whereas only 20% have not.



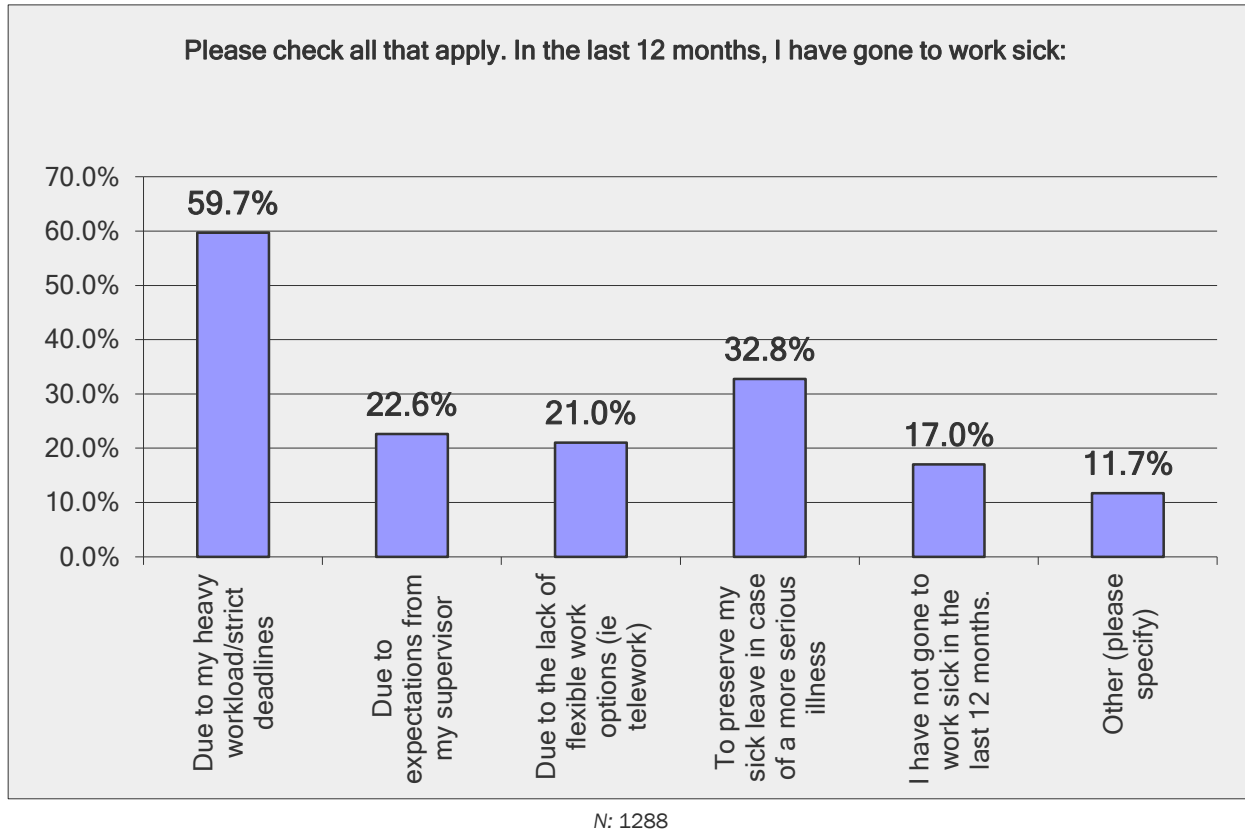
## Question 21: Days gone to work sick



Over 1/3 FIs (36%) have gone to work sick 1-3 days. Another 1/3 (32%) have gone to work sick between 4 and 9 days. Finally, 8% of FIs have gone to work sick 10 days or more.

Therefore, among those who have gone to work sick, nearly half (47%) have worked 3 sick days or less, while the other half (53%) have worked sick 4 days or more.

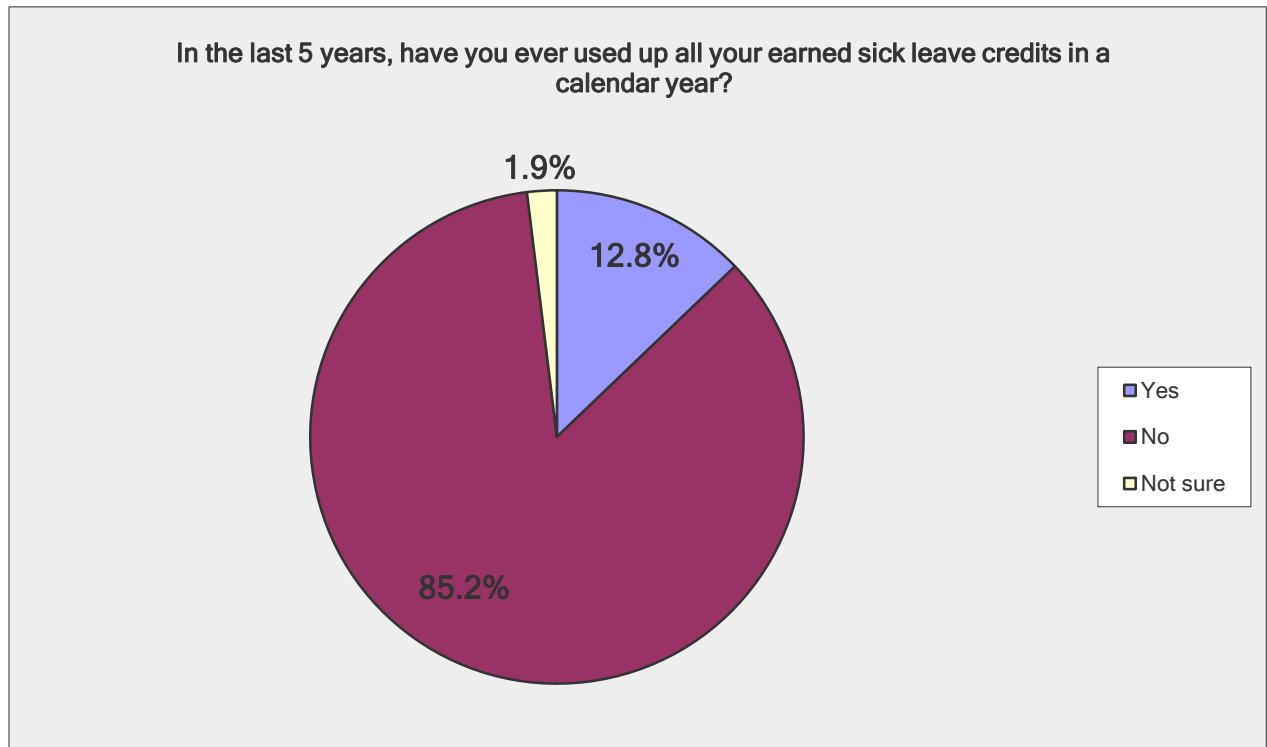
## Question 22: Reasons for going to work sick



Amongst the 1069 respondents to Question 22 who went to work sick, nearly 3/4 (72%) went to work sick due to their heavy workload or strict deadlines. The next highest response amongst those 1069 was in order to preserve their sick leave in case of a more serious illness (39.5%). While the percentages of reasons for going to work sick add up to nearly 150%, it is clear that a number of FIs who go to work sick have gone to work sick for a number of reasons, rather than just one, with the most common being heavy workloads.

In the 'other' category, of the 151 reasons indicated from FIs, the most numerous included personal integrity (going to work sick due to personal work ethic, guilt, etc) (23%), not being sick 'enough' to miss work (13%), and operational requirements (7%).

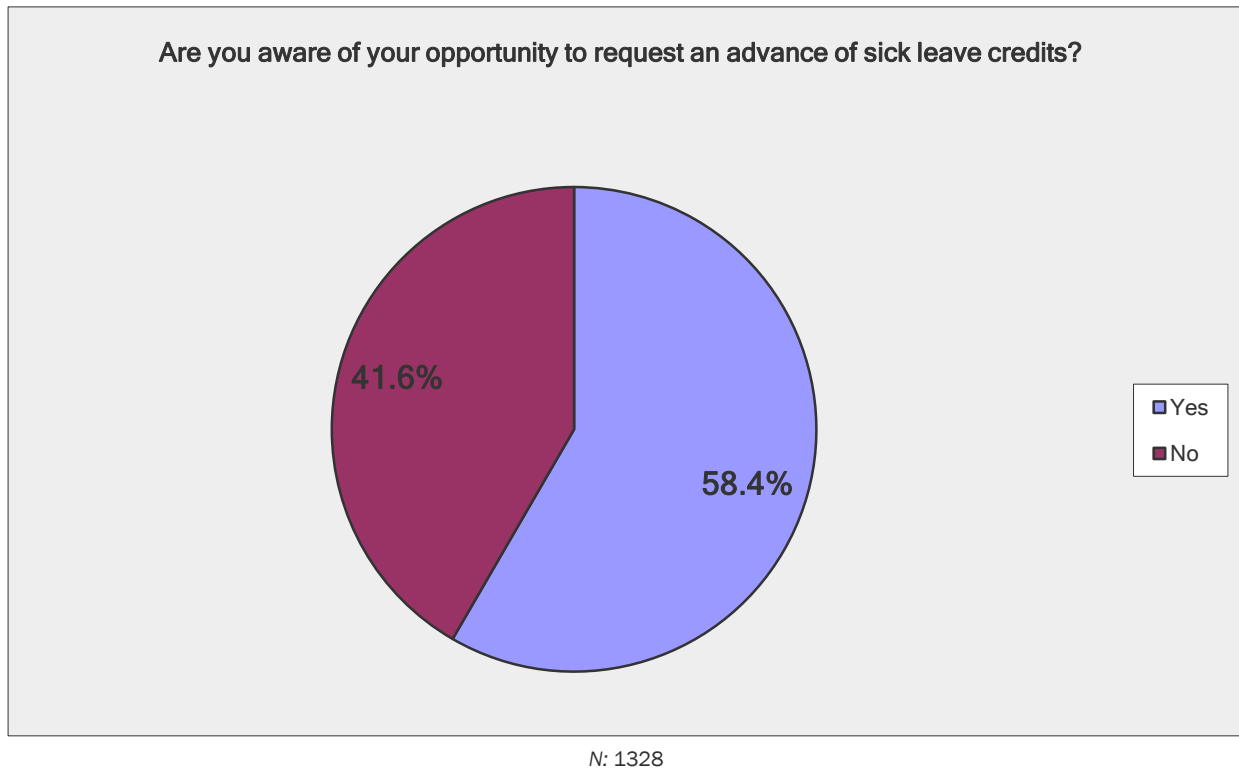
## Question 23: Usage of sick leave credits



N: 1339

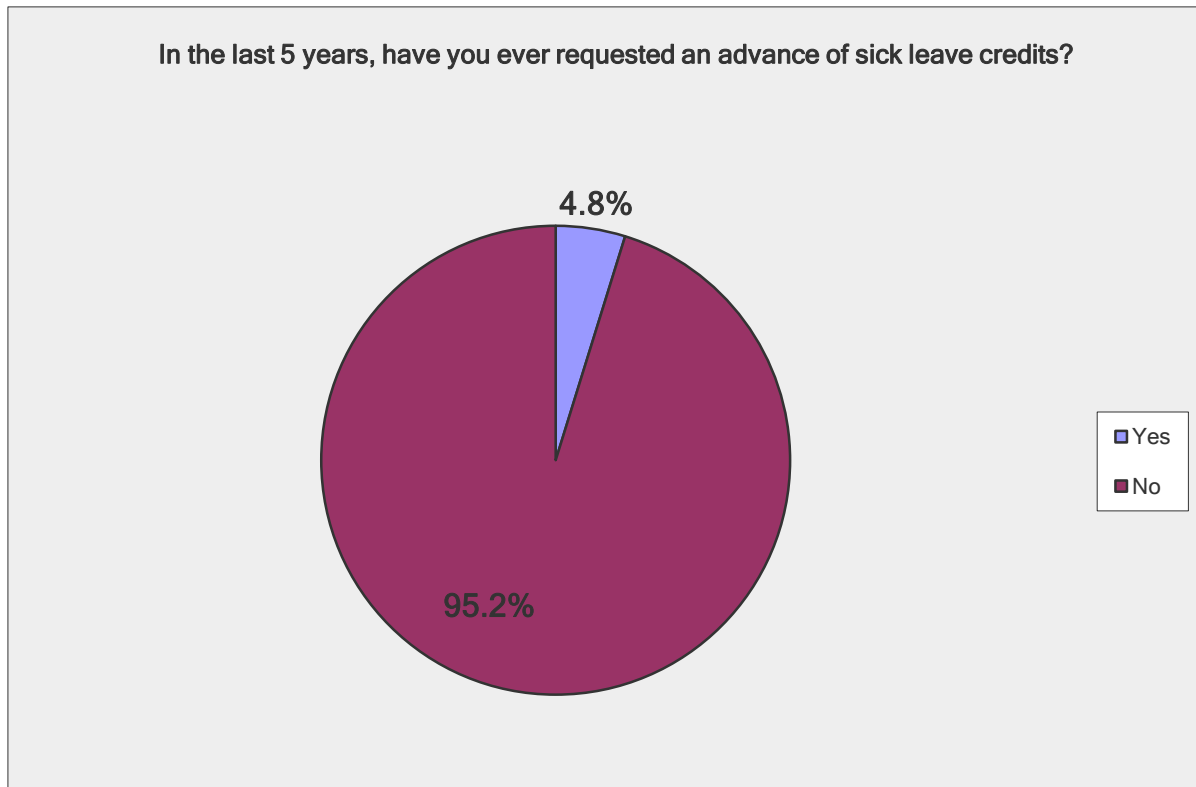
Based on the 1339 responses from FIs in Question 23, approximately 13% of FIs used up their allotted sick leave credits, while 85% have not.

## Question 24: Awareness about sick leave advances



Based on the 1328 responses from Question 24, nearly 60% of FIs are aware of their opportunity to request an advance of sick leave credits, while over 40% of FIs were not aware.

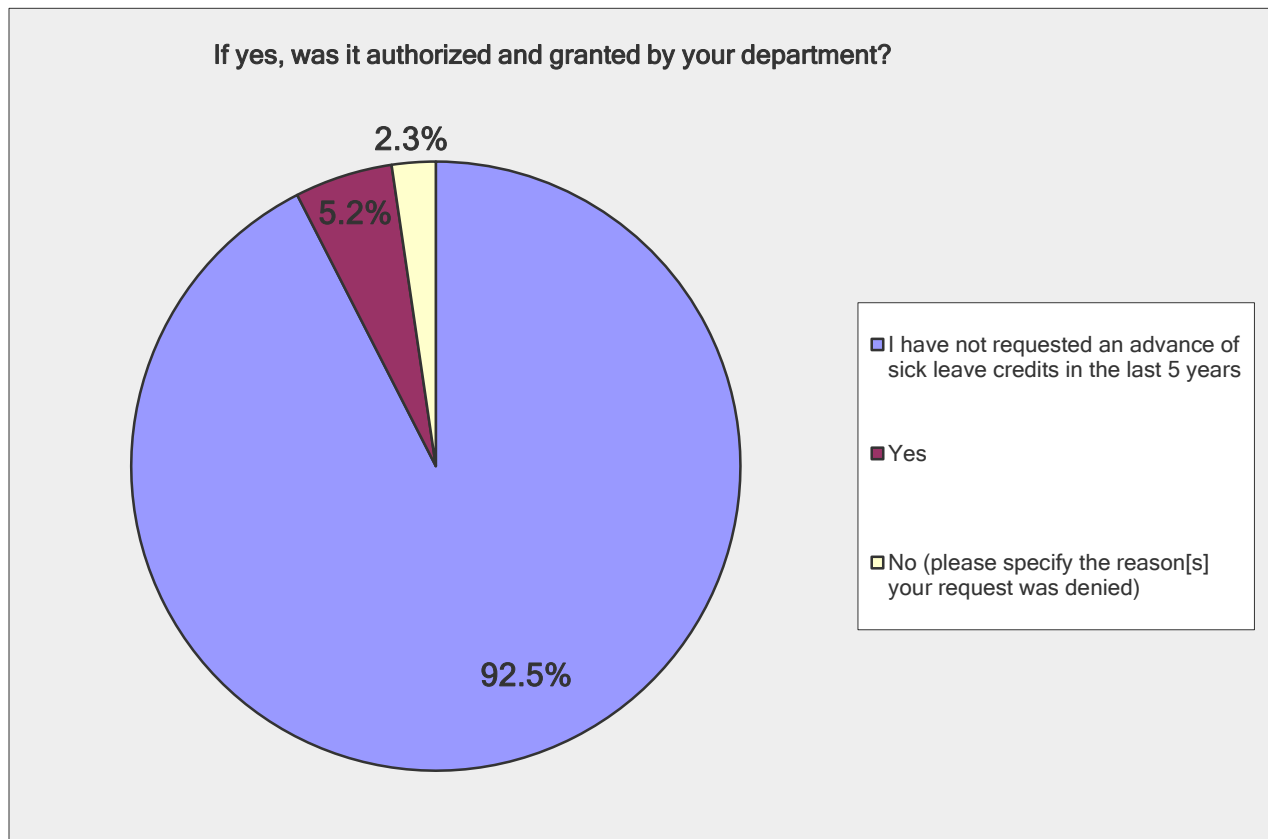
## Question 25: Sick leave advance requests



N: 1336

Based on the 1338 responses from Question 25, a very small number of FIs have requested an advance of sick leave credits in the last 5 years. Therefore, approximately 8% of those who answered they were aware of their opportunity to request an advance of sick leave credits have requested an advance.

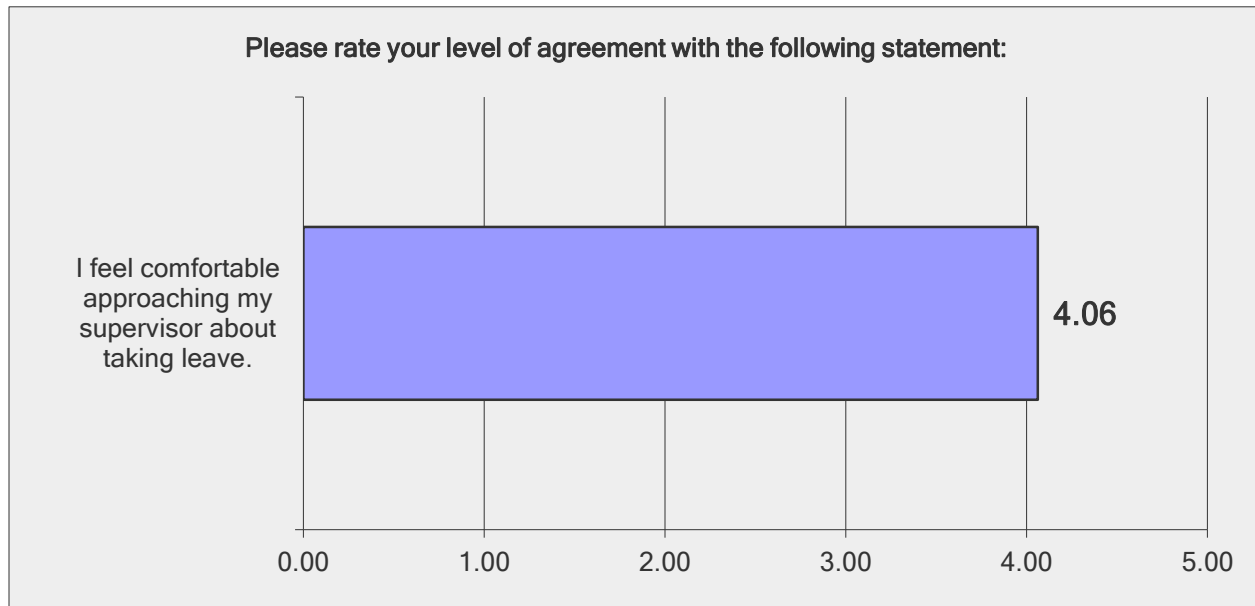
## Question 26: Authorization of sick leave advances



N: 904

Based on the 68 respondents who indicated in Question 26 that they had requested an advance of sick leave credits, 47 (69%) had their requests approved, while 21 (31%) had their requests denied. Therefore, approximately 2 in 3 requests for an advance of sick leave are approved, while 1 in 3 are denied.

## Question 27: Comfortability with requesting leave

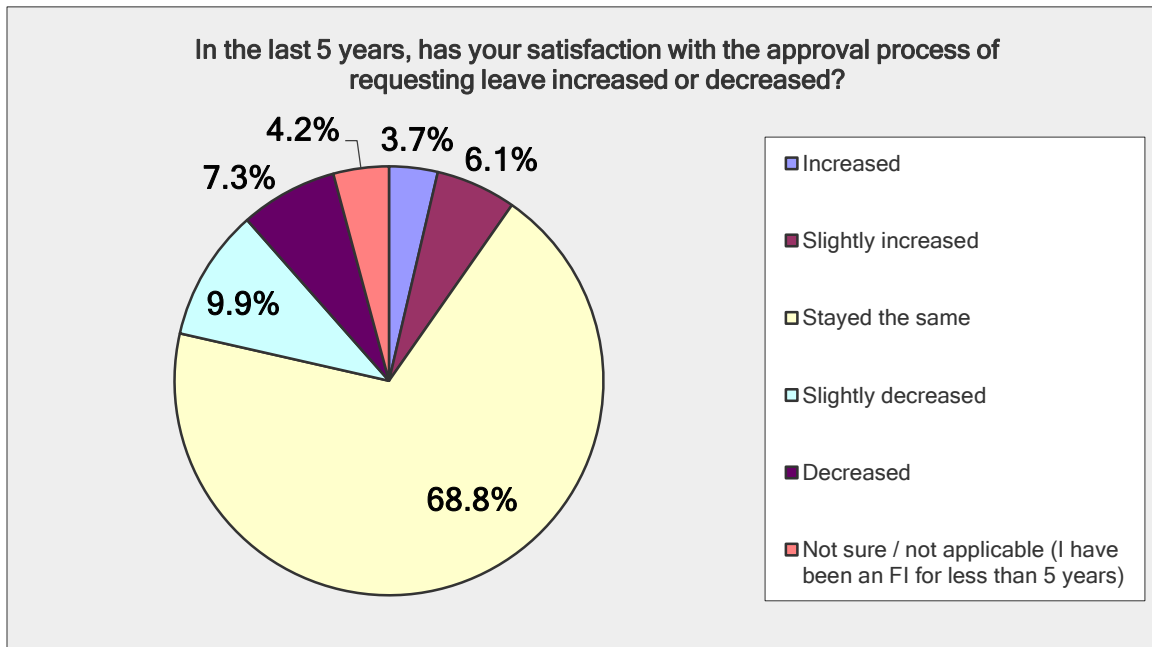


N: 1329

This question was asked on a scale of 1 to 5, with 1 serving as 'strongly disagree' and 5 as 'strongly agree'.

Based on the results from Question 27, in general, FIs feel quite comfortable approaching their supervisor about taking leave.

## Question 28: Leave approval change over time



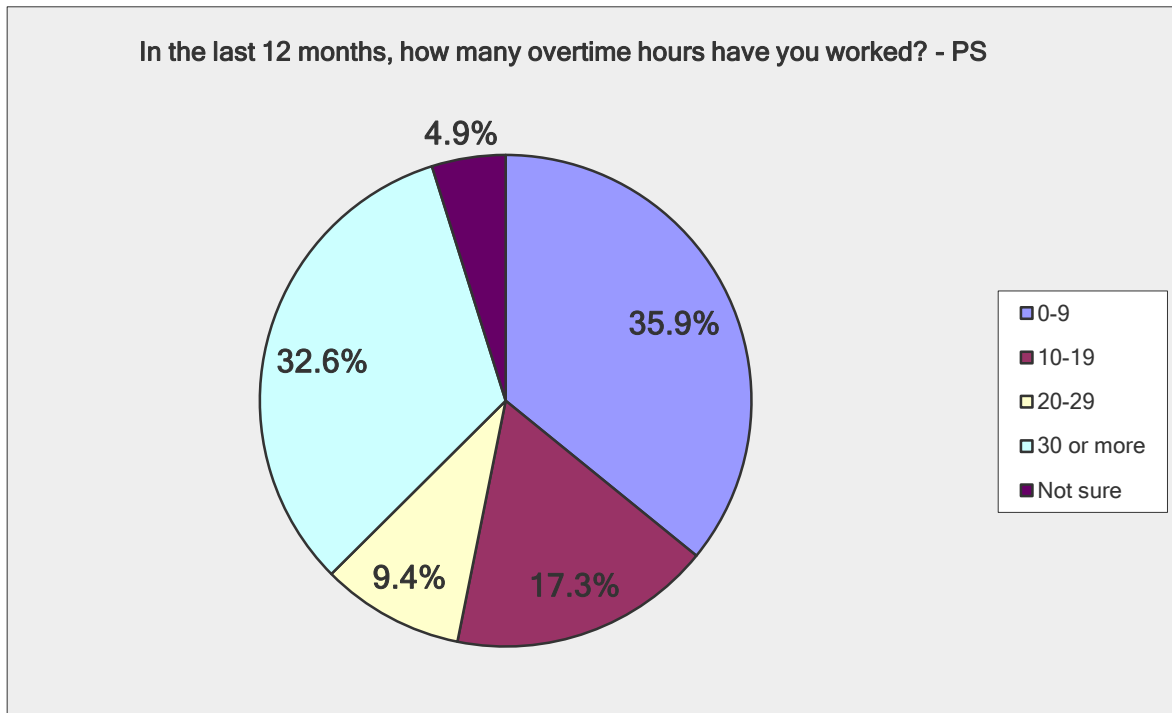
The majority of FIs feel that the approval process of requesting leave has not changed over the past 5 years.

Over 17% of FIs feel their satisfaction has decreased over the past 5 years compared to less than 10% of FIs who feel the approval process has improved.



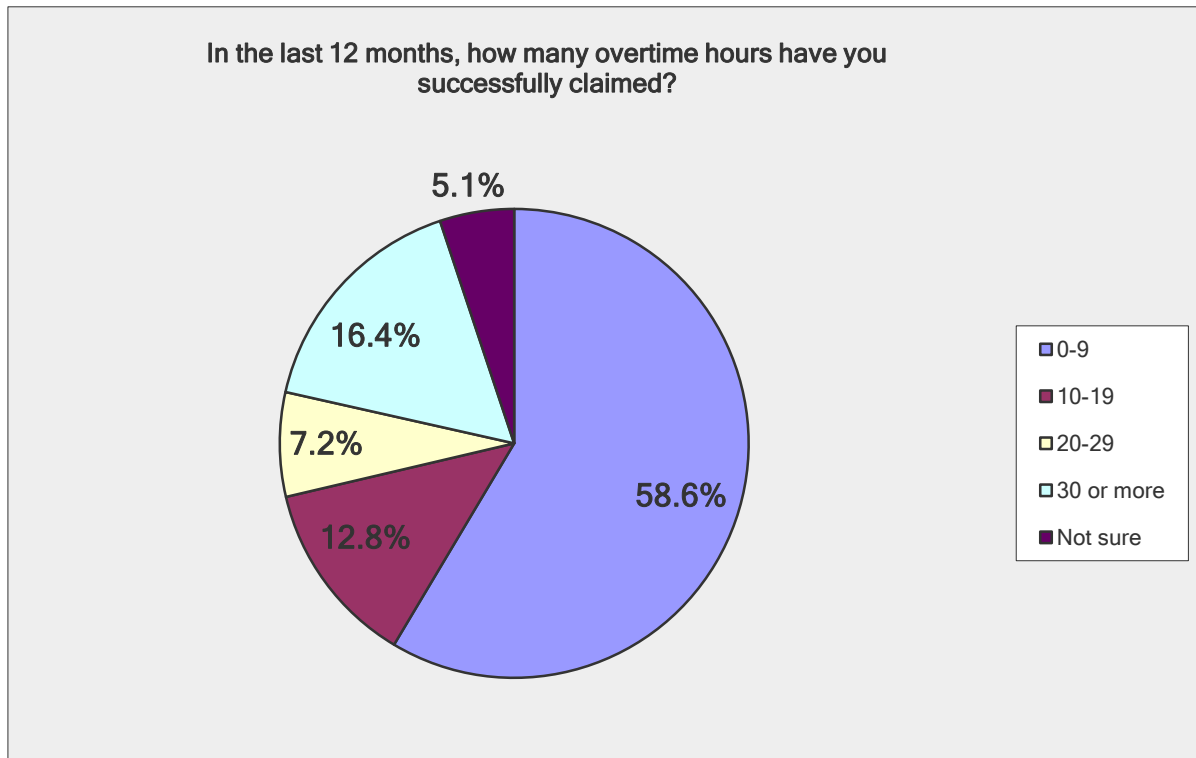
## **Section 3 – Work/Life Balance**

## Question 29: Overtime hours worked



FIs, on average, are working 10-19 hours of overtime a year, with the middle response for overtime hours worked at 10-19. Furthermore, nearly 1 in 3 FIs has worked 30 overtime hours or more, while over 1 in 3 FIs has worked 9 hours of overtime or less.

## Question 30: Overtime hours successfully claimed

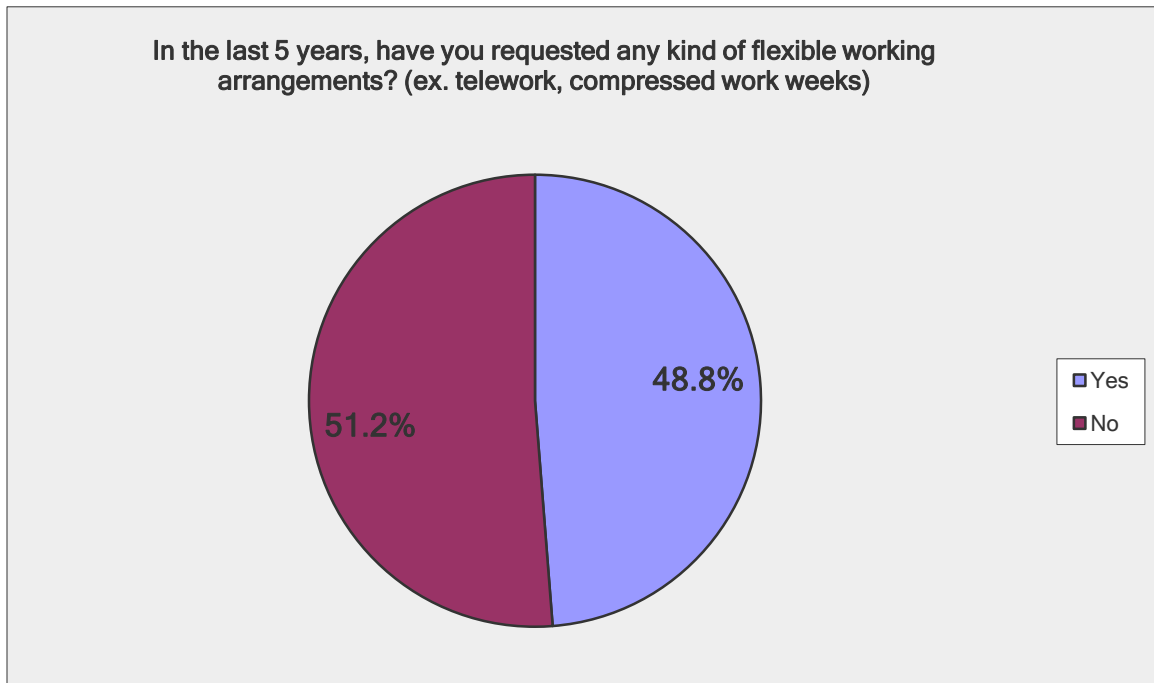


N: 1308

Although FIs are working on average 10-19 hours, they are claiming less than this. 59% of FIs are claiming 9 hours or less.

Furthermore, only 16% of FIs are claiming 30 hours or more, when nearly 33% are working 20 hours. Therefore, about only half of FIs who work 30 hours of more ended up claiming 30 hours or more.

### Question 31: Flexible working arrangement requests



N: 1323

FIs who have requested flexible working arrangements versus those who haven't is split nearly down the middle, with 49% of FIs having requested flexible work arrangements in the last 5 years vs 51% who have not.

## Question 32: Flexible working arrangement request categories

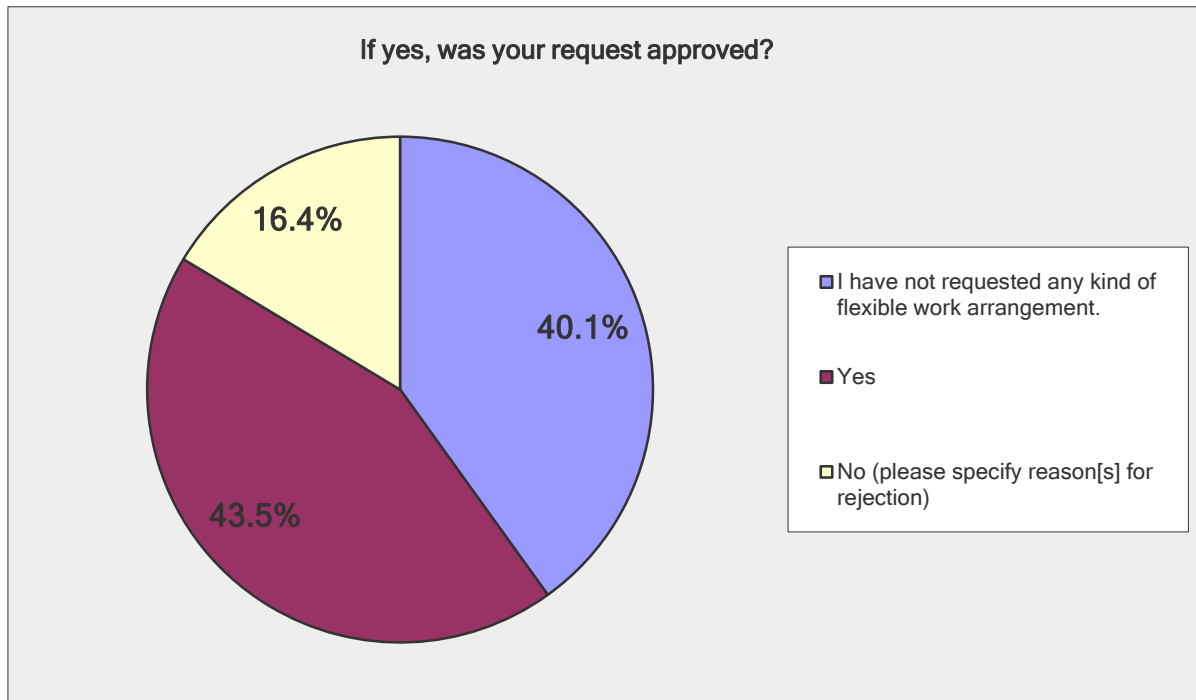
Category	Number of responses
Compressed work week	251
Telework / Working from home	190
Leave with income averaging	22
Part-time	12
Flexible schedule	30
Other	114

N: 619

Over 70% of flexible working arrangement requests were either for a compressed work week (over 40% of responses) or for telework/working from home (over 30% of responses). The 'other' category is comprised of responses that fell outside of this category, but were too specific to merit its own general category, and therefore kept anonymous.

96% of FIs who answered 'yes' to question 31 answered this question.

### Question 33: Flexible working arrangement request approval



N: 1093

The majority of FIs are getting their flexible working arrangement requests approved. 73% of FIs (nearly 3 in 4) had their flexible work arrangement requests approved, while 27% had their requests denied.

## Question 34: Work/life balance opinion statements



N: 1325

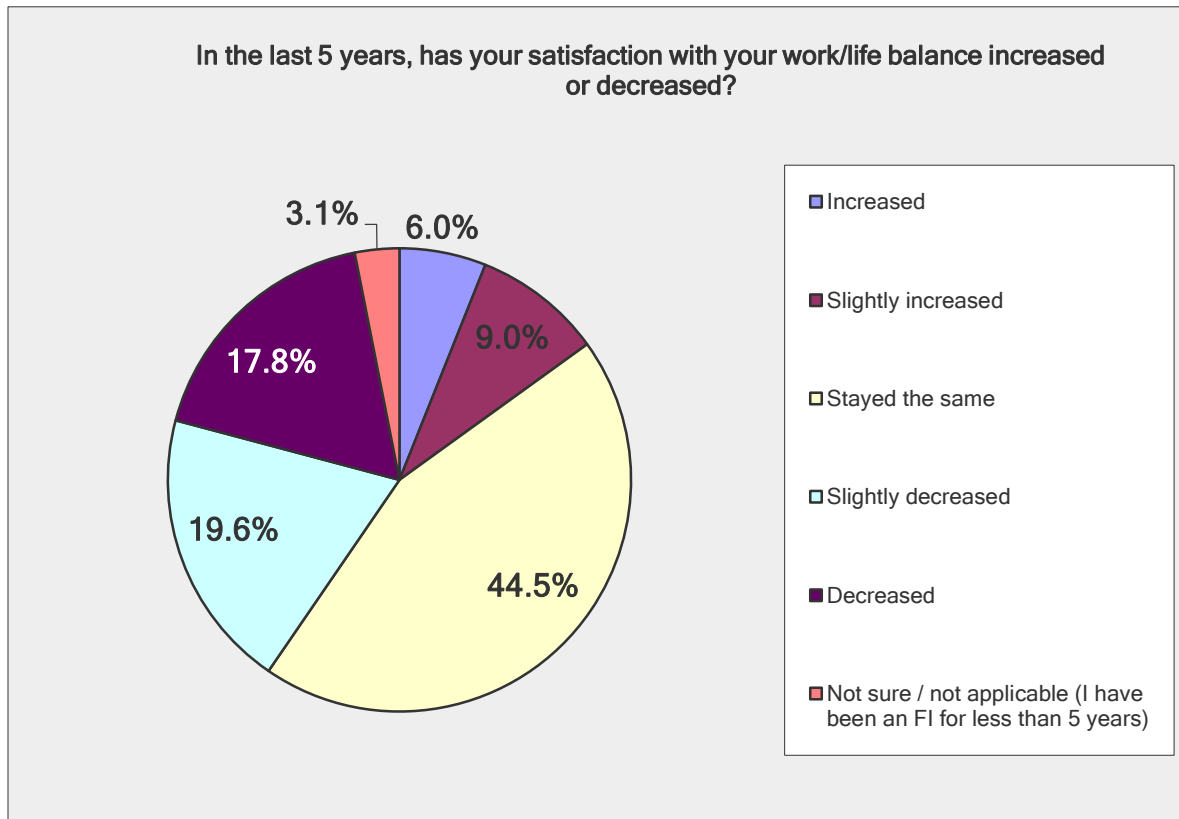
This question was asked on a scale of 1 to 5, with 1 serving as 'strongly disagree' and 5 as 'strongly agree'.

FIs, in general, have mixed feelings about their work/life balance. The highest-scoring question was 'I rarely miss important family/home life events due to my work', with an average score of 3.81 out of 5. This was the only question with a generally positive response.

The remainder of the responses fall in the 'mixed' category. The lowest-scoring category was flexible working arrangements, with 'my department is accommodating in terms of flexible working arrangements' scoring 3.23 out of 5.

These results generally differ from Question 9 of the 2014 PSES, which indicates that 78% of FIs have positive feelings about their work/life balance (compared to 56% of FIs in Question 34). Furthermore, they differ from Question 10 of the PSES, where 67% indicated positive feelings (vs 44% in Question 34).

## Question 35: Work/life balance satisfaction over time

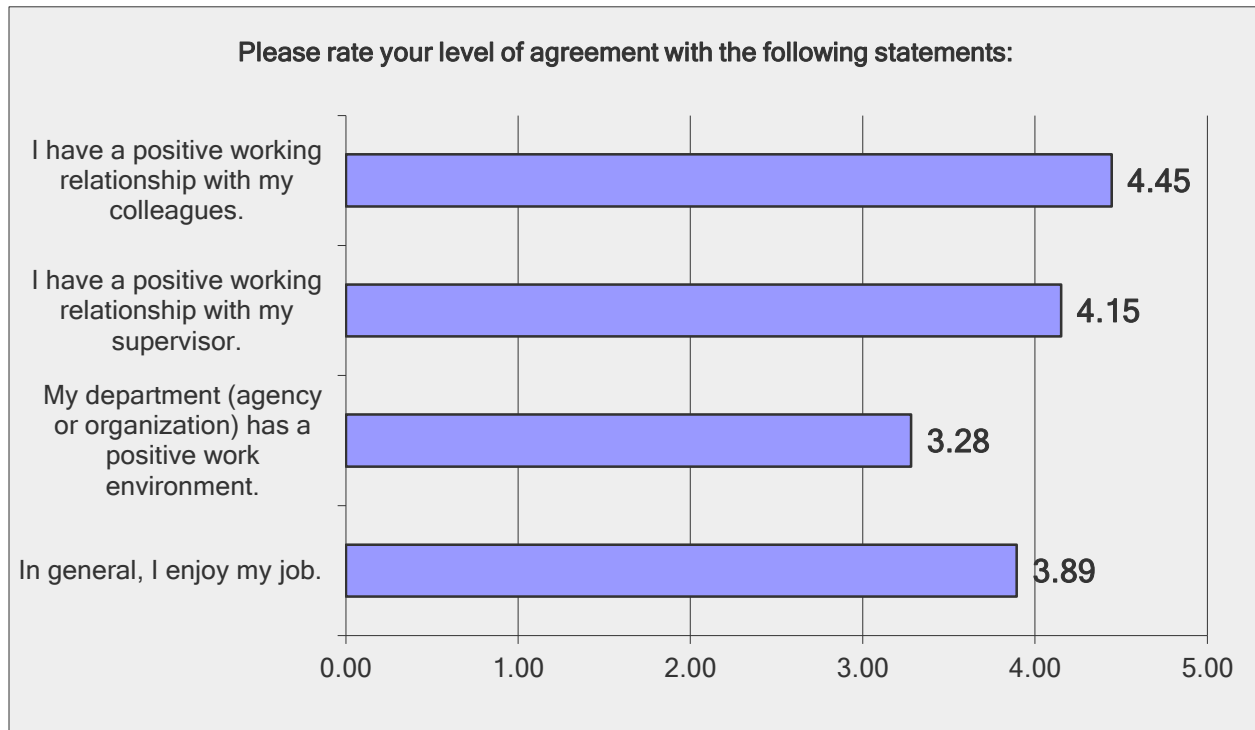


37% of FIs feel their satisfaction with work/life balance has worsened in the past 5 years, while less than half that amount (15% of FIs) feel it has improved. Nearly half of FIs (45%) feel their satisfaction has not changed.



## **Section 4 – Job Satisfaction / General**

## Question 36: Opinion statements on job satisfaction/work environment

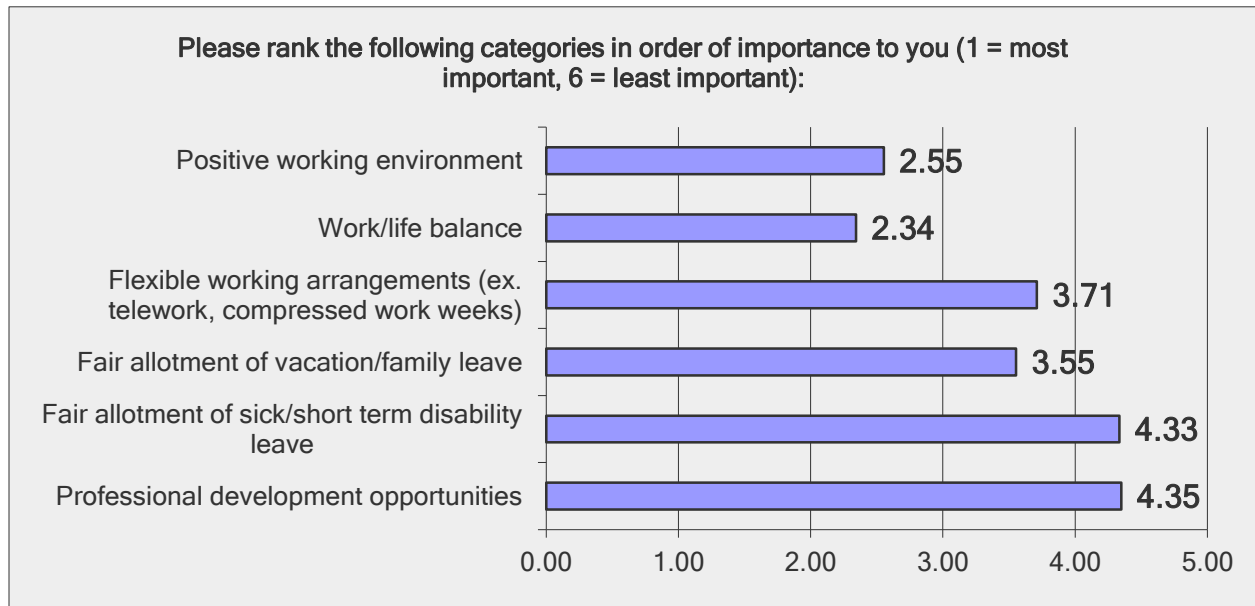


N: 1289

This question was asked on a scale of 1 to 5, with 1 serving as 'strongly disagree' and 5 as 'strongly agree'.

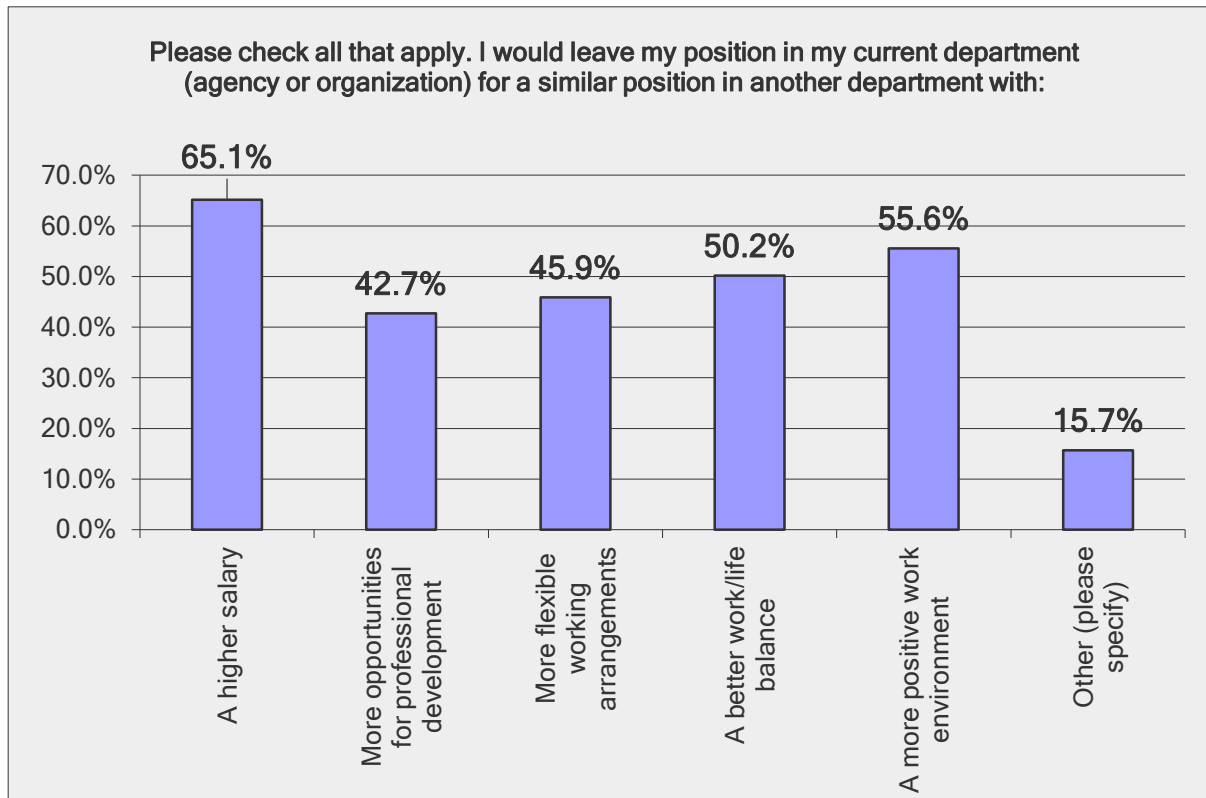
FIs feel they have good or excellent relationships with their colleagues (4.45 average score out of 5 with colleagues, 4.15 with supervisor). However, most have mixed feelings about their department's work environment, with an average score of 3.28 out of 5. Finally, FIs feel generally positive about their job, with an average score of 3.89 out of 5.

### Question 37: Categorical importance of survey topics



For FIs, work/life balance and a positive working environment rank as top priorities, averaging at a rank of 2.34 and 2.55 respectively. Flexible working arrangements are fair allotment of vacation/family leave hold moderate importance, while professional development and fair allotment of sick leave are the lowest priority.

## Question 38: Motivating factors for switching departments



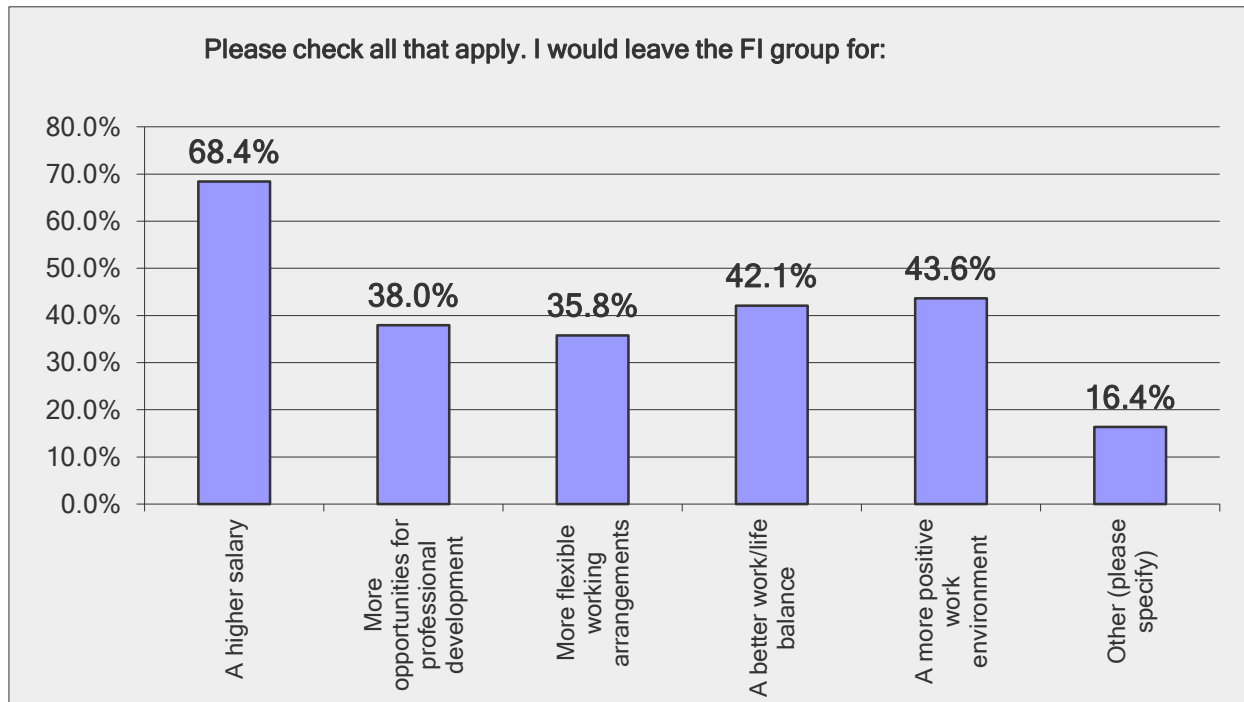
N: 1279

It should be noted that for this question, out of the 1456 survey respondents, 1279 answered the question (87%). Therefore, more than half of FIs would leave their department for a similar department in at least one category.

A higher salary held the highest responses at 65%, followed by a more positive work environment (56%) and a better work/life balance (50%). 'Other' responses included change of management, opportunities for promotion, location and change in scenery. Also, among the 'other' responses, 25 FIs indicated they are happy where they are and wouldn't leave their department.

In general, these results differ from the 2014 PSES results, as 60% indicated they would not change departments for a 'comparable job elsewhere in the federal public service', while more than half indicated in Question 38 they would change.

## Question 39: Motivating factors for leaving the FI group



N: 1162

It should be noted that for this question, out of the 1456 survey respondents, 1162 (80%) answered this question. Therefore, more than half of FIs would leave the FI group for a better salary.

More than 2 out of 3 respondents to Question 39 would leave the FI group for a higher salary. A more positive work environment and a better work/life balance ranked second highest, with 44% and 42% respectively. Professional development and more flexible working arrangements also scored. 'Other' responses included making more of an impact, fairer treatment, more opportunities/responsibilities and change in scenery.

Also, there were a larger proportion of FIs who responded they would not leave the FI group compared to those who would leave their department. Twice as many FIs responded that they would not leave the FI group (51 respondents) in Question 39 compared to those who would not leave their department (25) in Question 40.

## Question 40: Final comments (open response)

Since this question gave FIs the chance to address any topic they wished, and due to the specificity of responses, similarly to previous open-ended questions, the responses cannot be given in order to ensure anonymity. Therefore, responses can only be discussed on a general level.

Of the 1456 survey respondents, 238 chose to add a final comment (16%). Many topics were addressed, where sick leave concerns emerged as the most addressed.