

State of the FI Community Survey

2016 Results

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Association of Canadian Financial Officers

Ottawa, ON



Association of Canadian Financial Officers
400 - 2725 Queensview Drive
Ottawa, ON - K2B 0A1
1-877-728-0695

www.acfo-acaf.com

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Survey Highlights & Performance Chart

Highlights

- ❖ Language training approvals increased 21% from 2015
- ❖ Management/leadership training the most sought-after form of professional development
- ❖ High leave request approval but usage of sick leave increasing
- ❖ 71% of the FI Community worked overtime in the last 12 months, yet only half of hours worked were claimed
- ❖ 22% of FIs are working under compressed hours
- ❖ Strong relationships with supervisors (importance of 9.25 out of 10) and colleagues (9.04), work/life balance (9.18) and job stability (9.03) the largest contributing factors towards a positive work environment

Performance Chart

Category	2016 Results	2015 Results	Percent change
Professional development			
Q11: PD attendance*	89%	N/A	N/A
Q12: Language training request approvals*	76%	63%	↑ 21%
Q14: PD request approvals*	88%	83%	↑ 6%
Q16a: Opinion on PD opportunities**	3.74	3.62	↑ 3%
Q16b: Opinion on PD received to meet job requirements**	3.97	3.86	↑ 3%
Q16c: Opinion on PD received to exceed job requirements**	3.21	3.18	↑ 1%
Q16d: Opinion on PD received for career advancement**	3.22	3.11	↑ 4%
Q16e: Opinion on language training opportunities**	2.79	2.73	↑ 2%
Q16f: Opinion on strictness of PD approval***	2.88	2.94	↓ 2%
Leave			
Q20: Leave request approvals*	93%	93%	-
Q22: Worked sick*	80%	80%	-
Q23: Median days worked sick*	1-3	1-3	-
Q24: Worked sick due to heavy workload*	55%	60%	↓ 8%
Q25: Used up sick leave****	15%	13%	↑ 15%
Q26: Comfort with requesting leave**	4.19	4.06	↑ 3%
Work/life balance			
Q28: Median overtime hours worked*	10-19	10-19	-
Q29: Median overtime hours claimed*	0	0	-
Q32: Flexible work request approvals*	77%	73%	↑ 5%
Q33: Percentage working under flexible arrangements	43%	N/A	N/A
Q34a: Opinion on ease of claiming overtime**	3.24	3.25	-
Q34b: Opinion on heaviness of workload***	3.42	3.43	-

Category	2016 Results	2015 Results	Percent change
Q34c: Ability to attend important home life events**	3.84	3.81	↑ 1%
Q34d: Effects of workplace stress on mental health***	3.21	3.24	↓ 1%
Q34e: Opinion on work/life balance support**	3.57	3.47	↑ 3%
Q34f: Opinion on flexible work opportunities**	3.30	3.23	↑ 2%
General / Positive work environment			
Q37a: Job enjoyment**	4.00	3.89	↑ 3%
Q37b: Opinion on positivity of work environment**	3.50	3.28	↑ 7%
Q37c: Opinion on relationship with supervisor**	4.20	4.15	↑ 1%
Q37d: Opinion on relationship with colleagues**	4.48	4.45	↑ 1%
Q39b: Would leave department for more PD opportunities	36%	43%	↓ 17%
Q39c: Would leave department for more promotion opportunities	59%	N/A	N/A
Q39d: Would leave department for more flex opportunities	40%	46%	↓ 13%
Q39e: Would leave department for a better work/life balance	42%	50%	↓ 16%
Q39f: Would leave department for a more positive work environment	42%	56%	↓ 25%

* in the last 12 months

** ranked on scale of 1 (not at all satisfied) to 5 (very satisfied)

*** ranked on scale of 1 (very low) to 5 (very high)

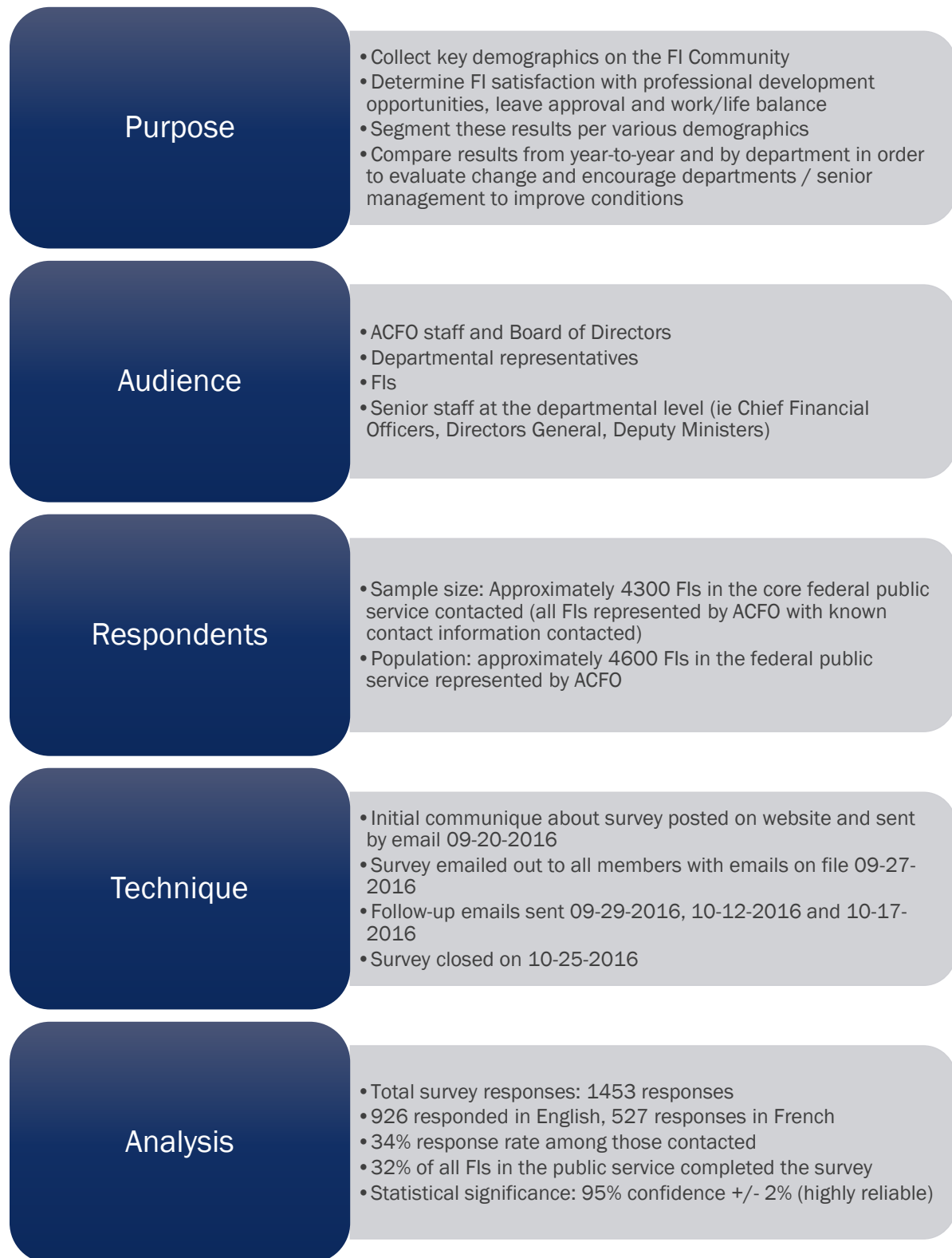
**** in the last 5 years

Notes

A complete list of questions is available [here](#) and the 2015 results are available [here](#) (password FICommunity2015). Superscript numbers indicate the question to which the statistic refers.

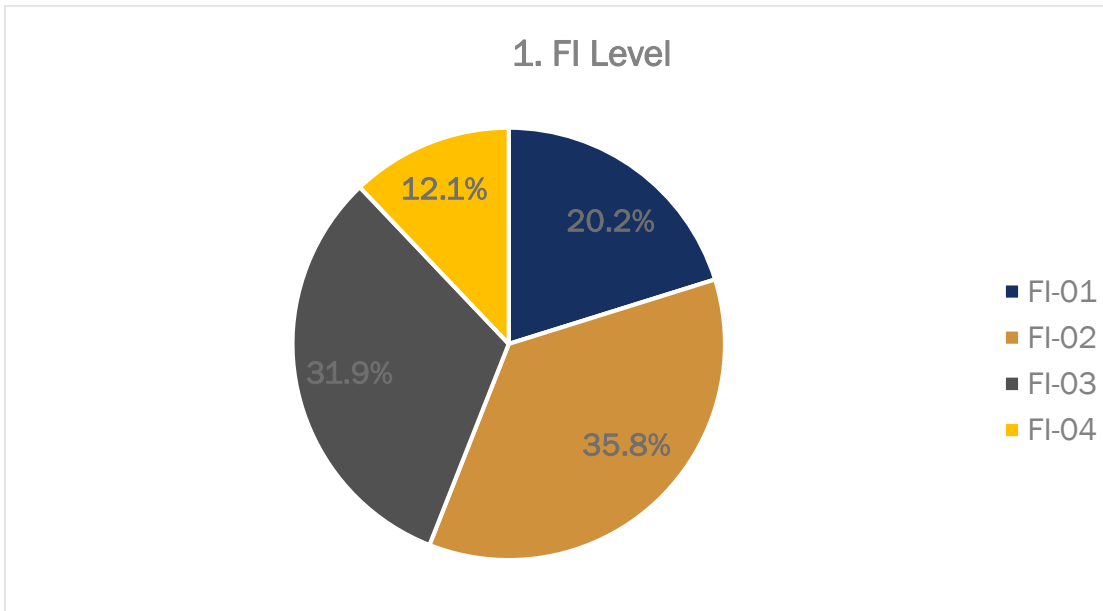
Numbers below graphs indicate how many responses were received for that particular question.

State of the FI Community Survey Method



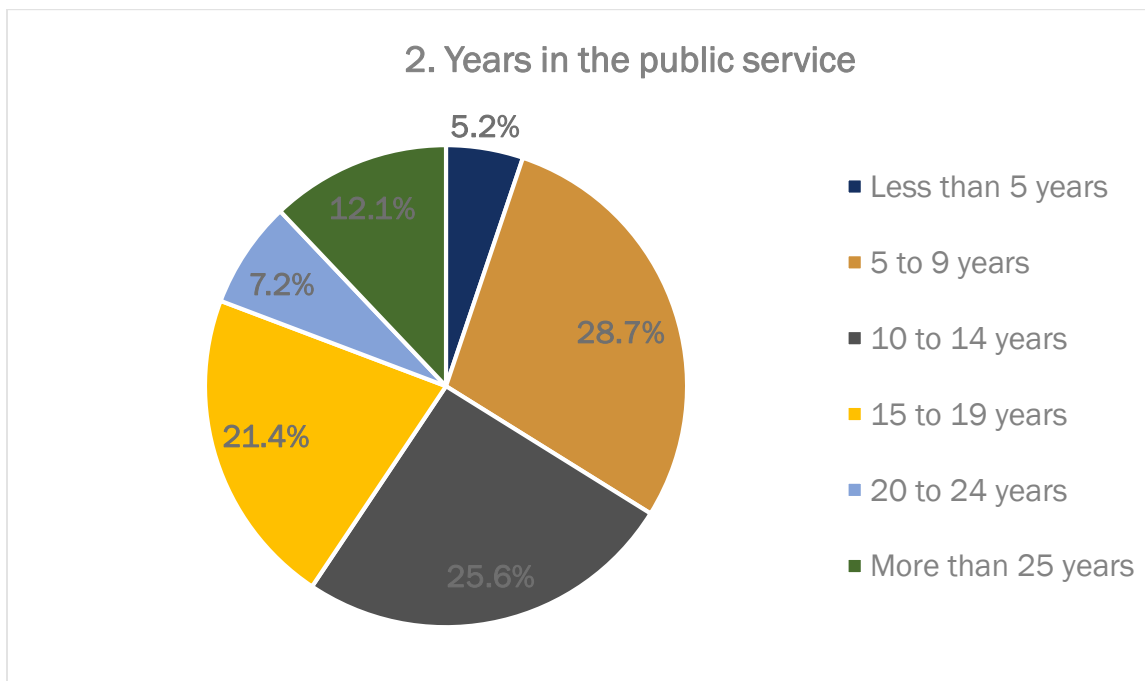
Survey Analysis

Demographics

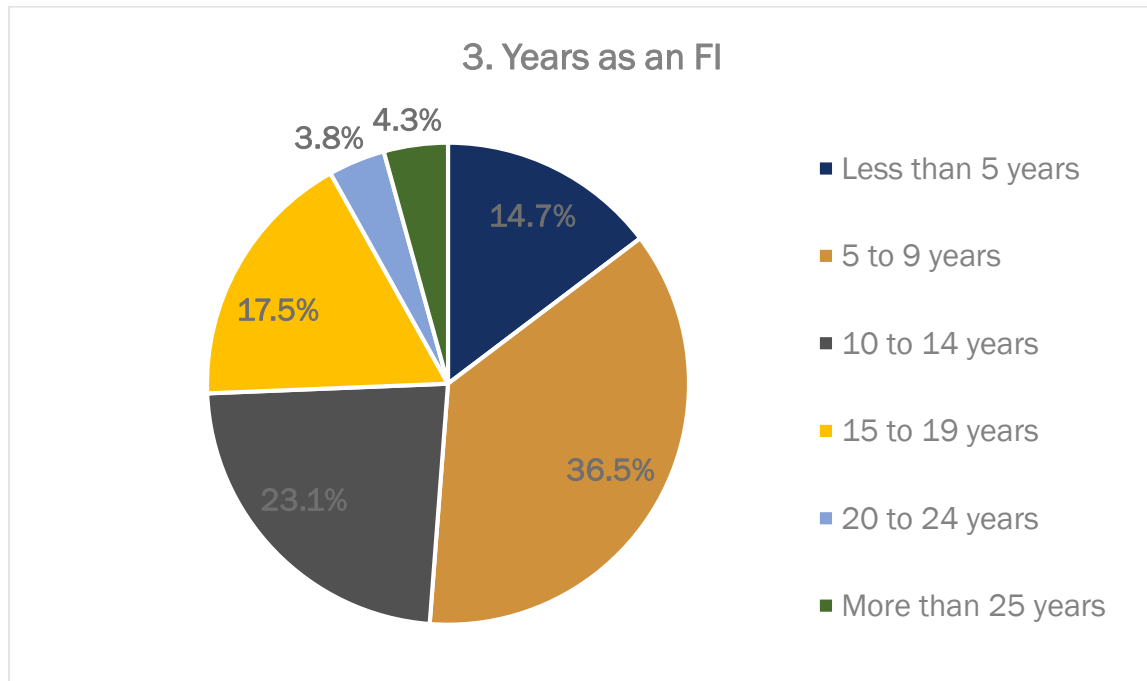


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The largest segment of respondents from the FI Community is the FI-02 segment at 35.8%.¹ The FI-02 and FI-03 segment makes up approximately two thirds (67.7%) of the FI Community, while FI-04s make up the smallest proportion of the FI Community at 12.1%.

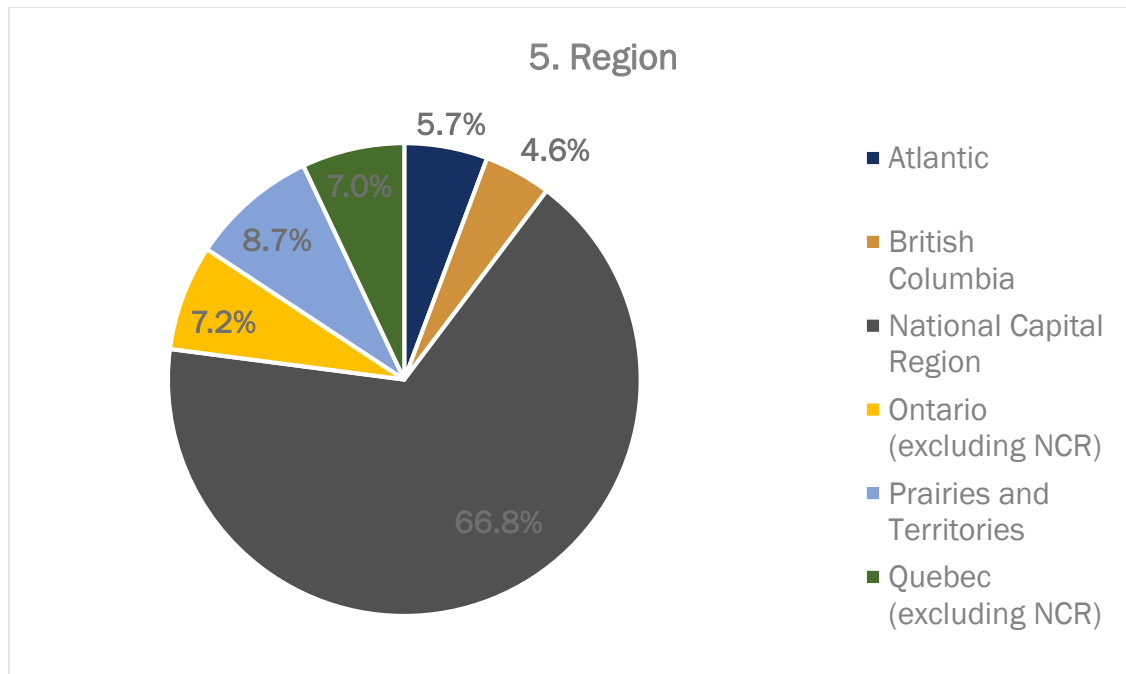


According to the graph above, the largest segment of the FI Community has been in the public service for 5 to 9 years (28.7%), while 75.7% of the FI Community have served between 5 and 19 years.



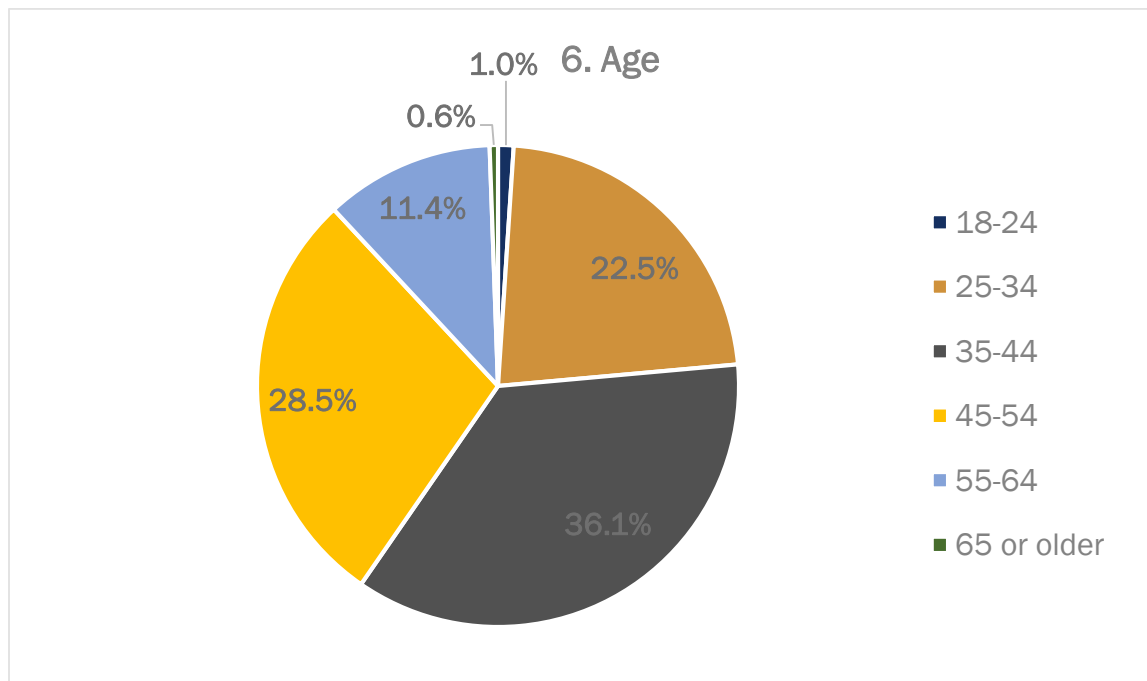
Only 19.3% of the FI Community has served in the public service for 20 years or more.² For years served as an FI, the largest segment is also 5 to 9 years (36.5%) and 77.1% of the FI Community has been an FI for 5 to 19 years. Only 8.1% of the FI Community has served as an FI for 20 years or more.³

Participation in the State of the FI Community survey was represented by 60 different departments. The top five participating departments, representing 39.4% of the total survey response, were Employment and Social Development Canada (ESDC), Public Services and Procurement Canada (PSPC), the Department of National Defence (DND), Agriculture and Agri-Food Canada (AAFC) and Health Canada.⁴ Although ESDC, PSPC and DND are among the top 3 departments in terms of total FIs, Health holds the eighth-most FIs and Agriculture eleventh-most FIs. Correctional Service of Canada (CSC) and the Royal Canadian Mounted Police (RCMP) are the departments that hold the fourth and fifth-most FIs.

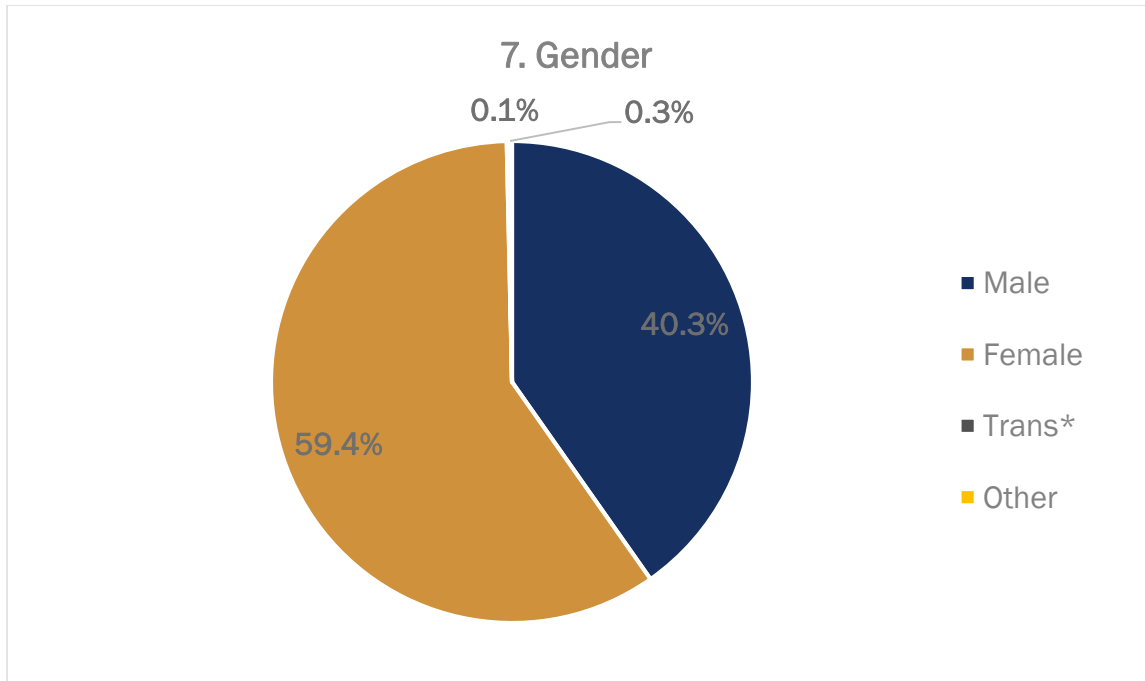


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66.8% of respondents are located in the National Capital Region (NCR), up 2.1% from 65.4% in 2015. The remaining 33.2% were split across the regions, with the largest segment being the Prairies and Territories (8.7%).⁵



The largest segment of the FI Community lies in the 35 to 44-year-old age group (36.1%), with 87.1% of FIs aged between 25 and 54.⁶

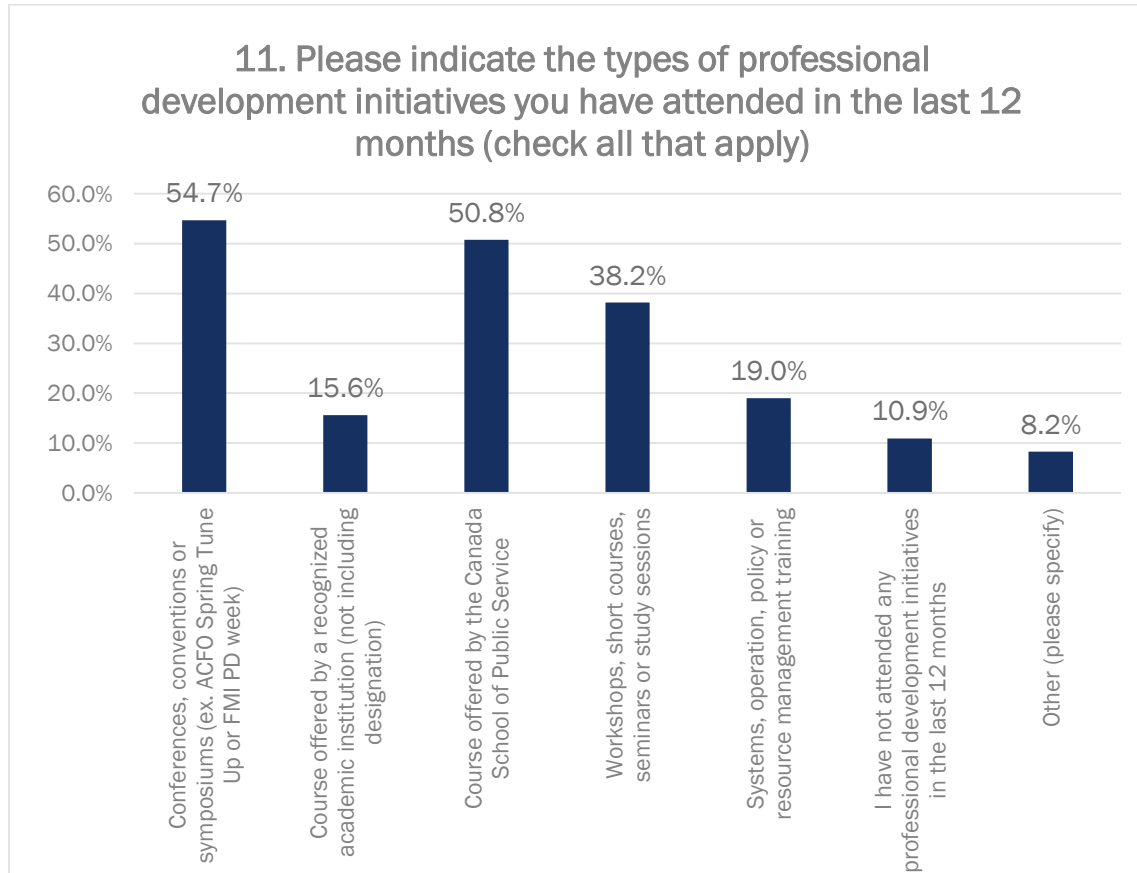


59.4% of the FI Community identifies as female, up 2.6% from 57.9% in 2015, while 40.3% identify as male.⁷

For highest education completed, 88% of the FI Community has completed a Bachelor's degree or higher, while 10% has completed a Master's degree or higher.⁸ In addition, 48.5% of the FI Community has obtained their CPA designation, up 3.9% from 46.7% in 2015, while 6.1% are in pursuit of their designation.⁹

Finally, 49% of the FI Community supervises employees. Among these FIs, the largest segment of employees FIs supervise is 1-4 employees (34.4%).

Professional development

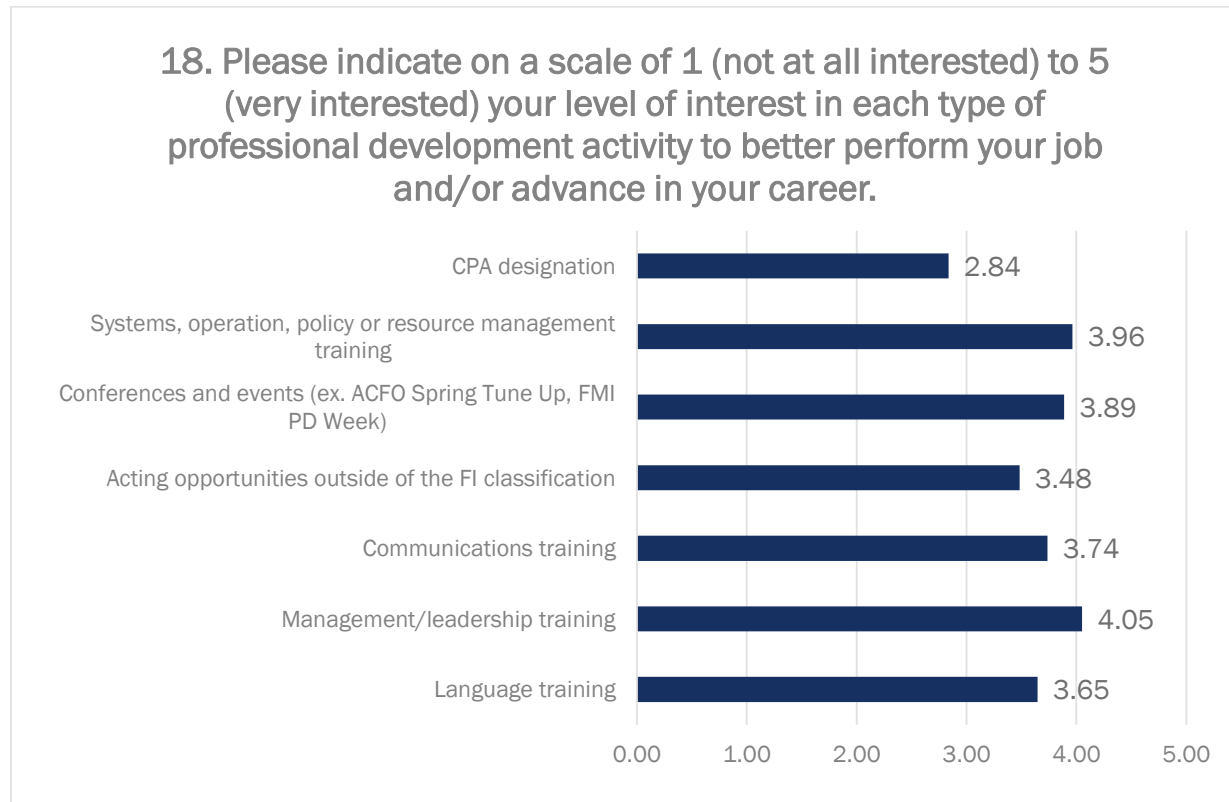


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89.1% of the FI Community attended some form of professional development initiative in the last 12 months, the most common being conferences, conventions or symposiums (52.7%) and courses offered by the Canada School of Public Service (50.8%). In addition, 789 (57%) FIs reported that they had requested professional development training, and of the reported requests, 697 (88.3%) were approved, up 6.6% from 82.8% approval in 2015.¹⁴ The most common reasons for denial included budget constraints, operational requirements and only CPAs being approved to attend FMI's PD week.¹⁵

For language training, 413 FIs (29.8%) reported having requested language training in the last 12 months. Approval for language training stood lower than the approval rating of professional development leave at 76.3%.¹² The most common reasons for denial included budget constraints and positions being non-bilingual essential.¹³ This approval rating is, however, up significantly from the level of approvals in 2015 despite a higher level of requests. In 2015, only 277 FIs (22.1%) requested language training at an approval rating of 62.5% (up 22%).

Despite improvements in professional development approvals, language training approvals and opinions on general opportunities for professional development, a larger portion of the FI Community believed that their opportunities for professional development decreased in the last 12 months. 14.4% of the FI Community believed their opportunities either increased (5.2%) or slightly increased (9.2%), while 25.4% felt their opportunities for professional development decreased (14.2%) or slightly decreased (11.2%). 57.4% felt their opportunities had not changed.¹⁷

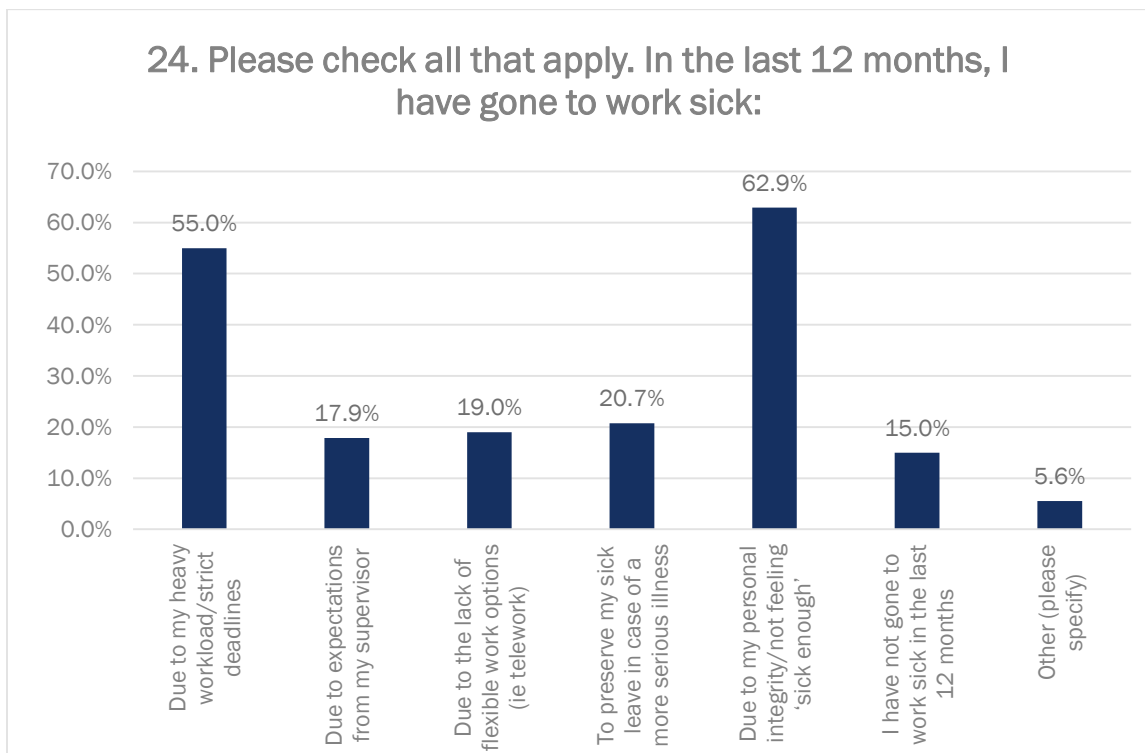


Of seven different categories, FIs were most interested in attending management or leadership training (average of 4.05), systems, operation, policy or resource management training (3.96), and conferences and events.¹⁸ In an open-ended question for other kinds of training the FI Community would be interested in receiving, the most common responses included on-the-job training, mentoring and acting opportunities within the FI classification.¹⁹

Leave

In the last 12 months, 98.9% of the FI Community requested leave. Among those who requested leave, 91.9% of FIs saw their all leave requests approved while 7% had at least one leave request rejected.²⁰ The most common reasons for rejection included operational requirements and requiring a doctor's note for sick leave.²¹

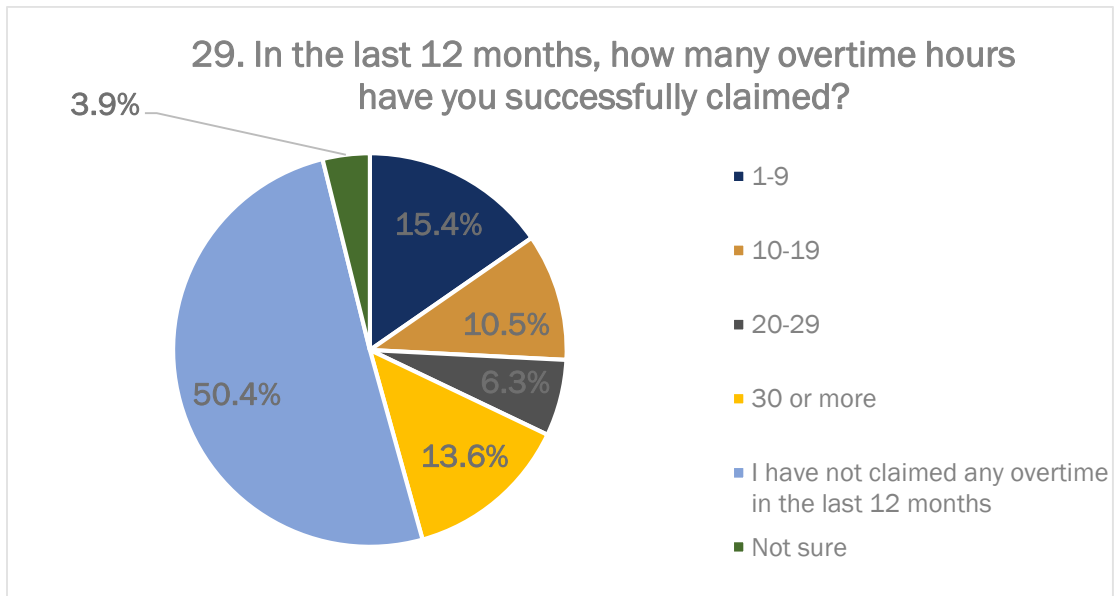
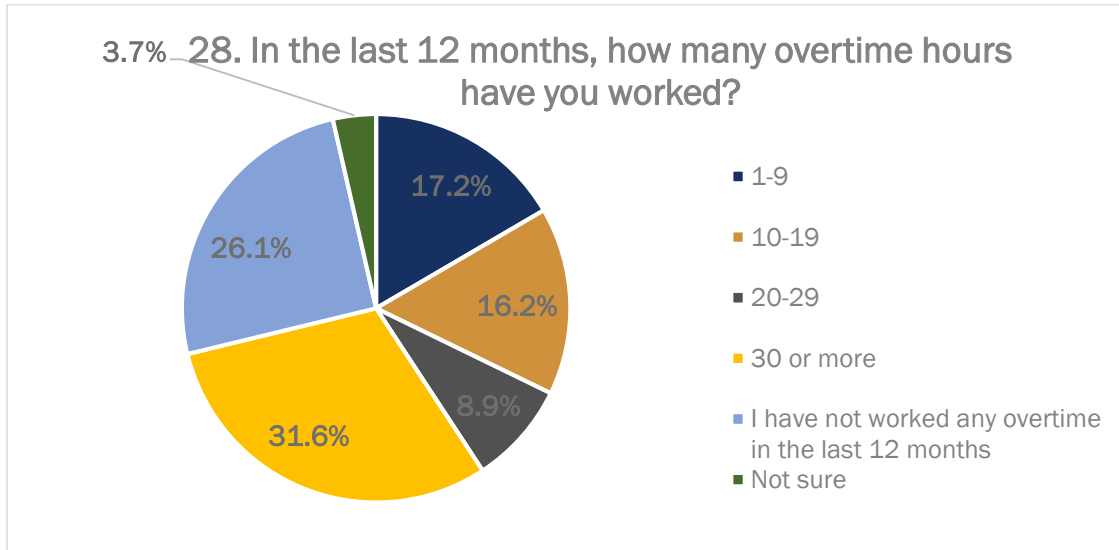
Furthermore, 80.3% of the FI Community reported having gone to work sick in the last 12 months, up from 79.7% in 2015. When prompted on the number of days worked sick, the most numerous and the median response was 1-3 days (35.5%). 42.5% of respondents had gone to work sick 4 days or more.²²



n: 1332

As per the chart above, among the reasons why the FI Community went to work sick, the most common reason was due to personal integrity and not feeling 'sick enough' to stay home (62.9%) and due to a heavy workload or strict deadlines (55%).²⁴ In addition, 208 (15%) of FIs reported that they had used up all their earned sick leave credits at some point within the last 5 years²⁵. Finally, a large percentage of the FI Community believed their satisfaction with leave approval has not changed in the last 12 months (75.7%). 14.4% believed their satisfaction either increased (5%) or slightly increased (5.4%), while 12.7% felt it decreased (5.1%) or slightly decreased (7.6%).²⁷

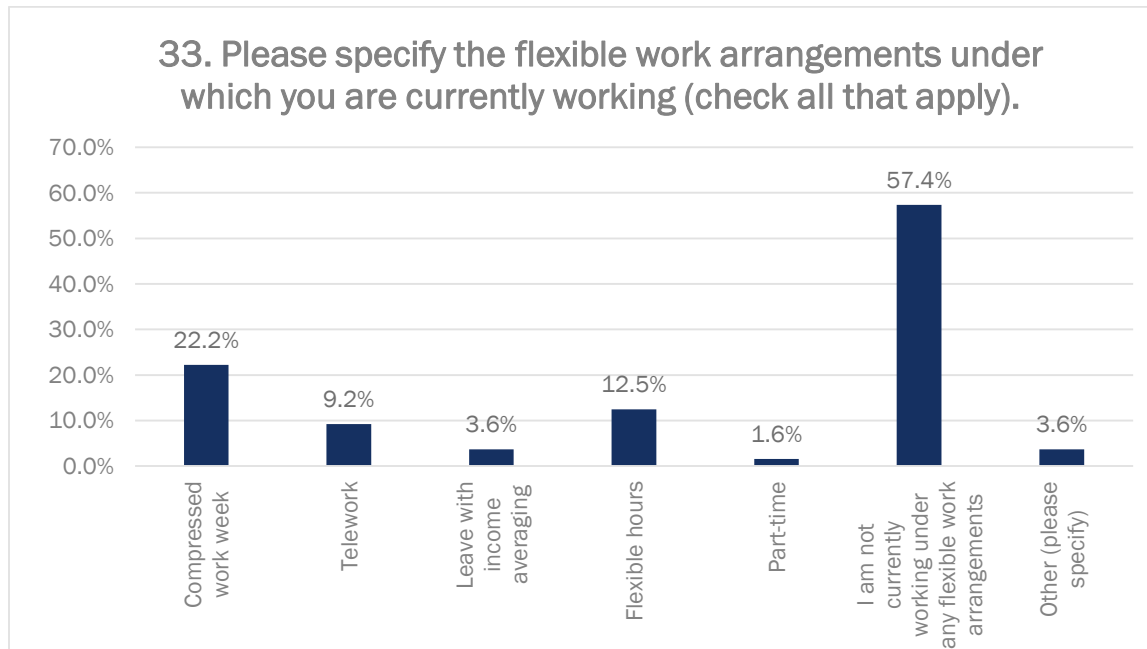
Work/life balance



71.1% of the FI Community reported that they had worked overtime in the last 12 months. The largest segment of FIs worked 30 hours or more (31.6%), and more than half the FI Community worked at least 10 hours of overtime.²⁸ However, only 55.5% of FIs who worked 10 hours or more claimed 10 hours or more, and even fewer FIs who worked 30 hours or more claimed 30 hours or more (44.6%).²⁹

In the last 12 months, 47.4% of the FI Community requested some kind of flexible work arrangement.³⁰ The vast majority of requests were for telework or a compressed work week.³¹

Of the 650 requests (vs 655 requests in 2015), 500 (76.9%) were approved and 150 (23.1%) were rejected. This approval rating is up 5.8% from a 72.7% approval rating in 2015. Among the reasons for rejection, the top responses included operational requirements and a lack of support for flexible work arrangements from management.³²



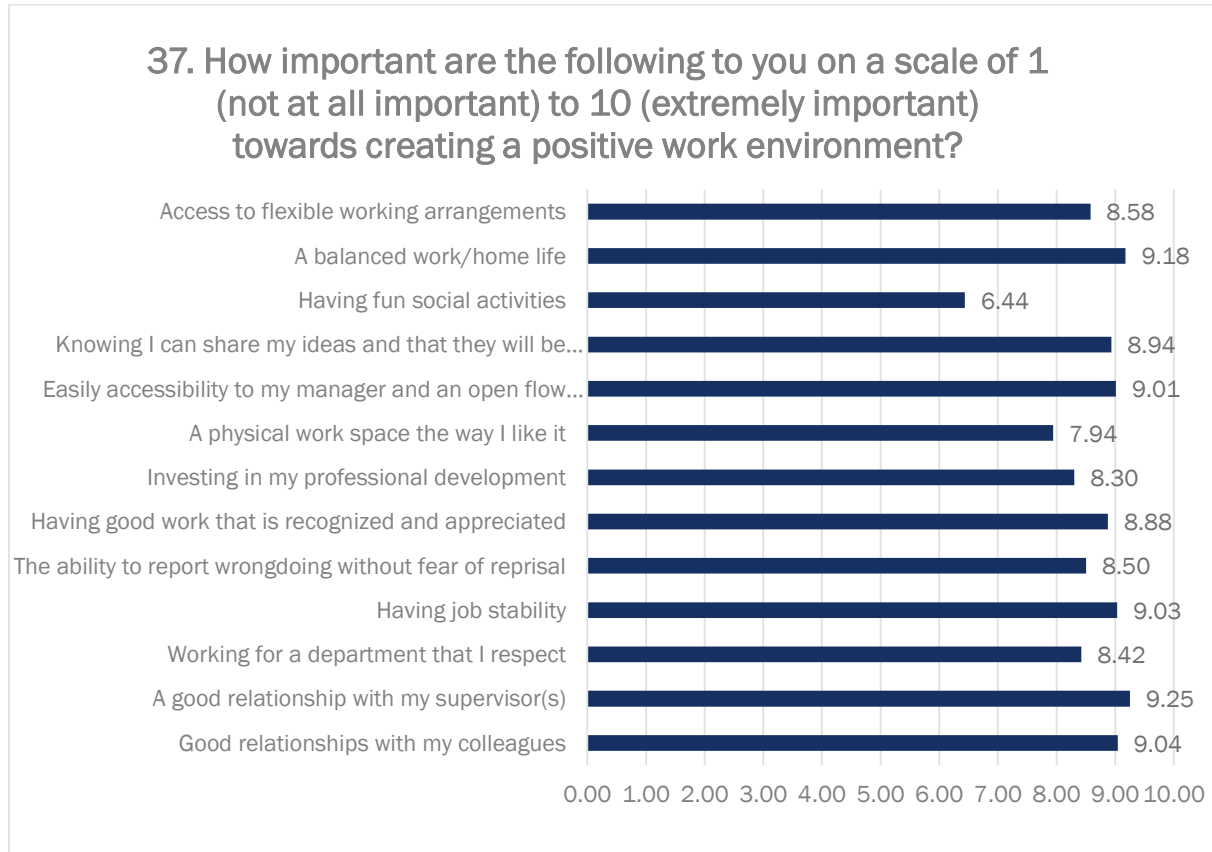
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42.6% of the FI Community reported that they are working under flexible arrangements, with the most common being compressed hours (22.2%) and flexible hours (12.5%). ‘Other’ working arrangements included occasional telework and temporary measures such as pre-retirement leave or temporary part-time hours.³³

Lastly, despite improvement in flexible work arrangement approvals and slight increases in opinion about work/life balance since 2015, a larger percentage of the FI Community believed their satisfaction with their work/life balance had decreased than increased. 15.7% felt their satisfaction had either increased (4.6%) or slightly increased (11.1%), while 26.9% felt it had decreased (12.4%) or slightly decreased (14.5%).²⁷ 56.1% felt it had not changed.³⁵

In an open-ended question about what departments could do to improve work/life balance, 548 responses were collected. The most numerous suggestions for work/life balance improvements included allowing more flexible work arrangements, particularly telework, and hiring more staff and loosening deadlines to address workload issues.³⁶

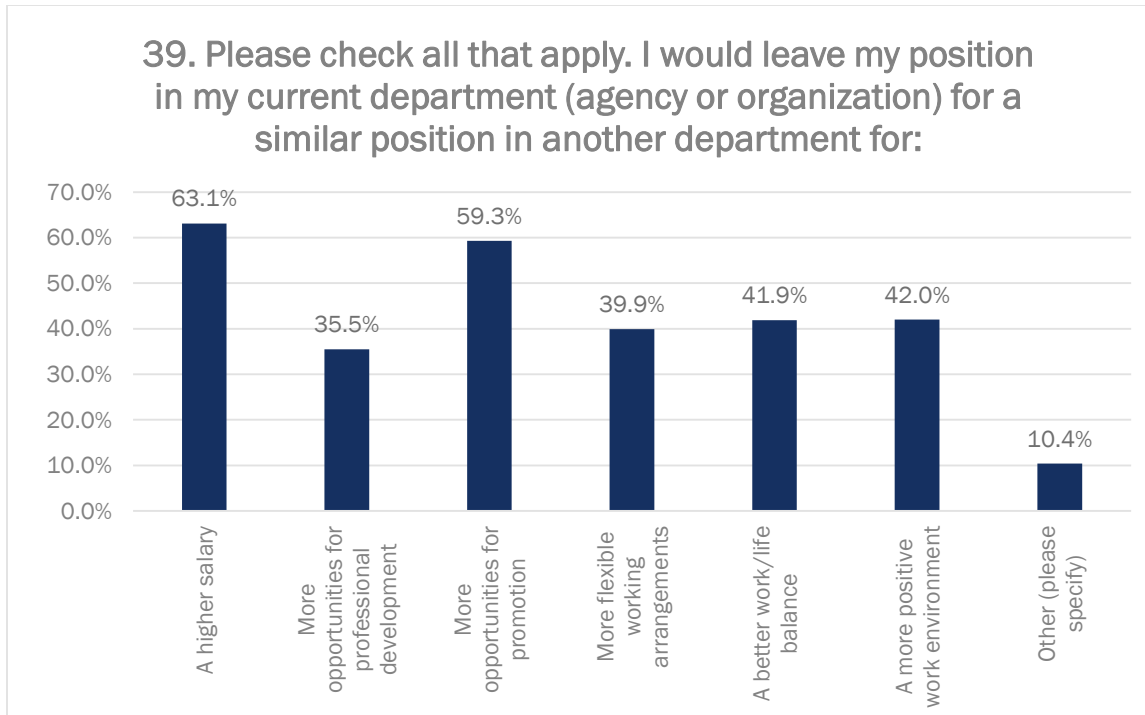
Job satisfaction and work environment



n: 1290

Of 13 different categories of possible improvements towards a more positive work environment, 11 categories held an importance of 8 out of 10 or higher. The most important factors to the FI Community were good relationships with supervisors (average of 9.25), a balanced work/home life (9.18), good relationships with colleagues (9.04), having job stability (9.03) and easy accessibility to managers and an open flow of communication (9.01).³⁸

In addition, FIs were prompted about their interest in leaving their current position for a similar position in another department based on five different criteria. The highest influencer was a higher salary, where 63.1% of FIs indicated they would leave. Another large factor was more opportunities for promotion (59.3%). In the 'other' category, common responses included a location closer to home and a new challenge/more responsibilities. In all categories (excluding opportunities for promotion, a category not included in the 2015 survey), FIs' willingness to move departments decreased from 13 to 25 per cent.³⁹



n: 1290

The same question was asked of respondents about their willingness to leave the FI group for the same reasons as Question 39, where respondents were willing to leave in lesser numbers than Question 39. The same categories, a higher salary (58.3%) and more opportunities for promotion (47.2%) were the most common responses.⁴⁰

Finally, the last question of the survey was open-ended and prompted respondents on any final comments. 189 responses were received. Due to the specificity of responses, no overarching themes emerging and for anonymity purposes, responses will not be shared.⁴¹