

State of the FI Community Survey

2017 Results

February 23, 2018

Association of Canadian Financial Officers

Ottawa, ON



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Survey Highlights and Performance Chart

Overall performance

❖ High-performing areas

- **Worked sick:** Fewer days worked sick overall and fewer days worked sick due to heavy workload
- **Job satisfaction/work relationships:** Decrease in percentage of respondents who would leave their department for more professional development, promotion or flexible working opportunities
- **Flex work:** Increase in reported satisfaction with flexible work opportunities

❖ Areas for improvement

- **Overtime claimed:** Not claiming all overtime hours worked
- **Workplace stress and mental health:** Increase in percentage of respondents reporting that stress from work had affected mental health
- **Opinion on professional development opportunities:** Decrease in reported satisfaction with professional development opportunities

Category	2017 PS results	2016 PS results	Percent change
Professional development			
Q10: PD attendance	90%	89%	↑ 1%
Q11: Language training request approvals*	78%	76%	↑ 3%
Q13: PD request approvals*	89%	88%	↑ 1%
Q15A: Opinion on PD opportunities**	3.70	3.74	↓ 1%
Q15b: Opinion on PD received to meet job requirements**	3.87	3.97	↓ 3%
Q15c: Opinion on PD received to exceed job requirements**	3.14	3.21	↓ 2%
Q15d: Opinion on PD received for career advancement**	3.19	3.22	↓ 1%
Q15e: Opinion on language training opportunities**	2.80	2.79	-
Q15f: Opinion on strictness of PD approval***	2.82	2.88	↓ 2%
Leave			
Q19: Leave request approvals*	94%	93%	↑ 1%
Q21: Worked sick*	76%	80%	↓ 5%

Category	2017 PS results	2016 PS results	Percent change
Q22: Median days worked sick*	1-3	1-3	-
Q23a: Worked sick due to heavy workload*	49%	55%	↓ 11%
Q24: Used up sick leave****	15%	15%	-
Q25: Comfort with requesting leave**	4.15	4.19	↓ 1%
Work/life balance			
Q27: Median overtime hours worked*	10-19	10-19	-
Q28: Median overtime hours claimed*	0	0	-
Q31: Flexible work request approvals*	79%	77%	↑ 3%
Q32: Working under flexible work arrangements	47%	N/A	-
Q33a: Opinion on ease of claiming overtime**	3.20	3.24	↓ 1%
Q33b: Opinion on heaviness of workload***	3.34	3.42	↓ 2%
Q33c: Ability to attend important home life events**	3.92	3.84	↑ 2%
Q33d: Effects of workplace stress on mental health***	3.27	3.21	↑ 2%
Q33e: Opinion on work/life balance support**	3.58	3.57	-
Q33f: Opinion on flexible work opportunities**	3.46	3.30	↑ 5%
General / positive work environment			
Q37: Opinion on Workplace 2.0**	2.45	N/A	N/A
Q40a: Job enjoyment**	4.05	4.00	↑ 1%
Q40b: Opinion on ability to report wrongdoing**	3.60	N/A	N/A
Q40c: Opinion on positivity of work environment**	3.52	3.50	↑ 1%
Q40d: Opinion on relationship with supervisor**	4.25	4.20	↑ 1%
Q40e: Opinion on relationship with senior management**	3.86	N/A	N/A
Q40f: Opinion on relationship with colleagues**	4.53	4.48	↑ 1%
Q41b: Would leave department for more PD opportunities	31%	36%	↓ 14%
Q41c: Would leave department for more promotion opportunities	50%	59%	↓ 15%
Q41d: Would leave department for more flex opportunities	37%	40%	↓ 8%
Q41e: Would leave department for a better work/life balance	41%	42%	↓ 2%
Q41f: Would leave department for a more positive work environment	42%	42%	-

* 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

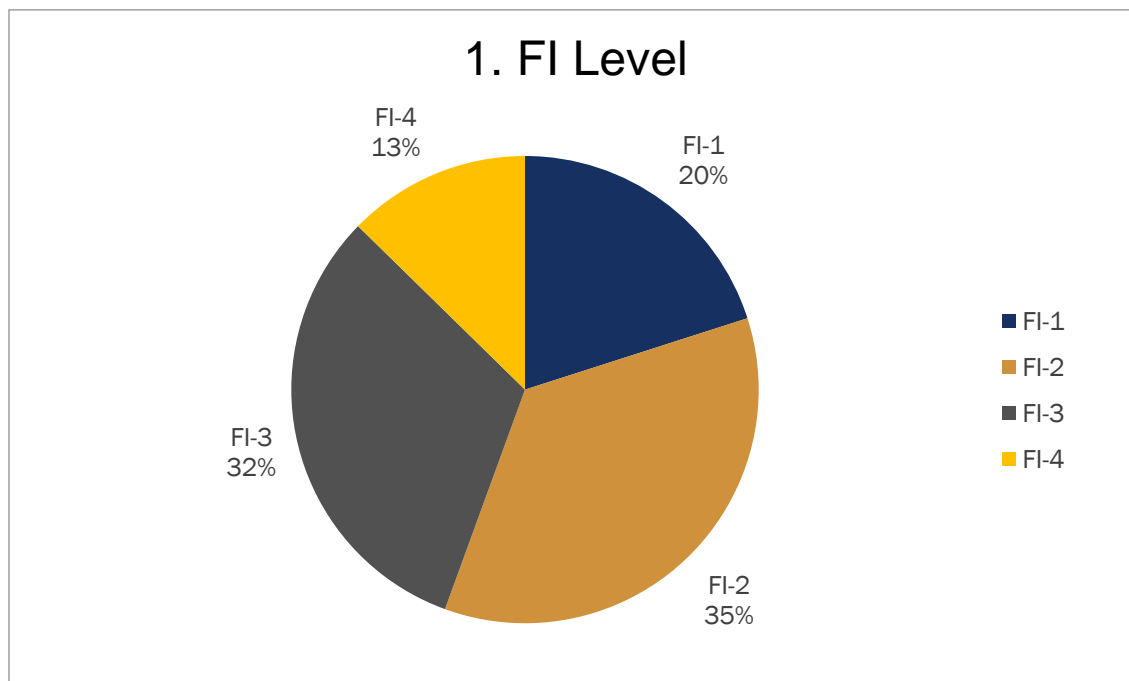
Notes

A complete list of questions is [available here](#) and the 2016 results are [available here](#) (password: MoreThanNumbers2016). Superscript numbers indicate the question to which the statistic refers. Numbers below graphs indicate how many responses were received for that particular question.

Survey Analysis

Demographics

From September 19 to October 19, 2017, 1,048 total survey responses were collected. This is down 405 responses from 1,453 responses in 2016. As of October 2017, the FI Community numbered roughly 4,800. Approximately 22% of the FI Community completed the survey, giving the survey results a high confidence rating of 95% +/- 4% and a high statistical significance. In total, there were 262 French responses (25%) and 786 English responses (75%).

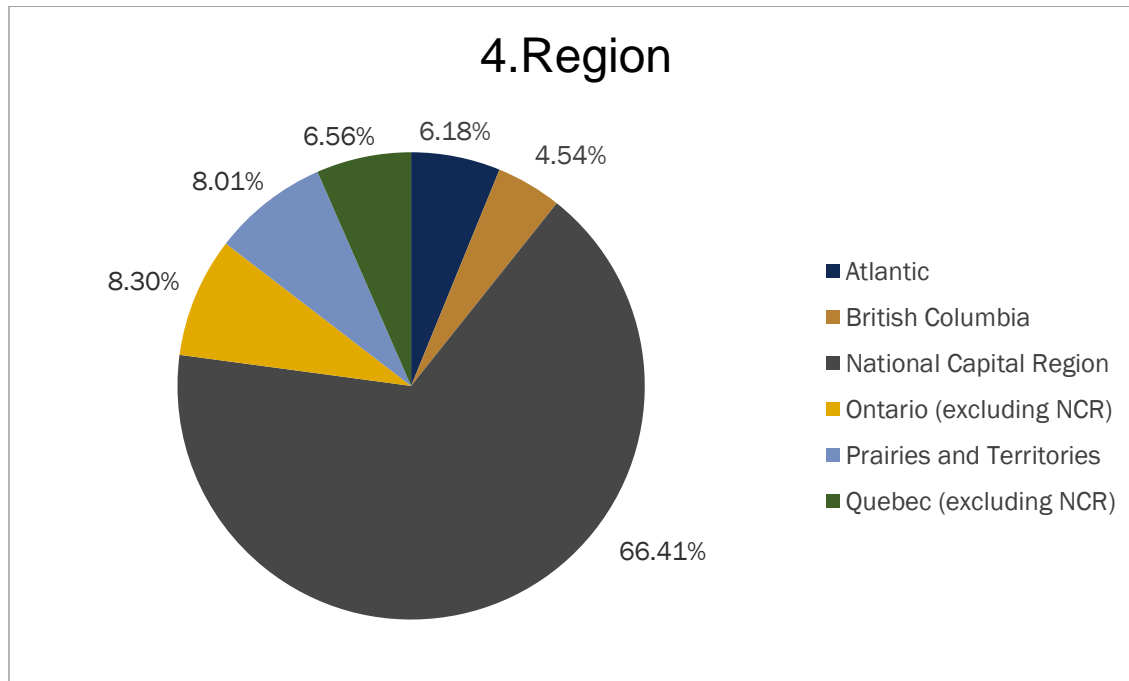


n: 1,042

The largest segment of the FI Community is the FI-2 segment at 35.5%.¹ The FI-2 and FI-3 segment makes up approximately two thirds (67.3%) of the FI Community, while FI-4s make up the smallest proportion of the FI Community at 12.7%.

The largest segment of the FI Community has been in the public service for 10 to 14 years (26.75%), while 72.6% of the FI Community have served between five and 19 years. Only 7.1% of the FI Community has served in the public service for 20 years or more.²

FIs from fifty-seven departments participated in the 2017 State of the FI Community survey. The top five participating departments, representing 37% of the total survey response, were National Defence and the Canadian Armed Forces (DND), Public Services and Procurement Canada (PSPC), Correctional Service of Canada (CSC), Health Canada and Employment and Social Development Canada (ESDC).³



n: 1,036

66.4% of respondents are located in the National Capital Region (NCR). The remaining 33.6% were split across the regions, with the largest segment being the Ontario (excluding NCR) at (8.3%).⁴

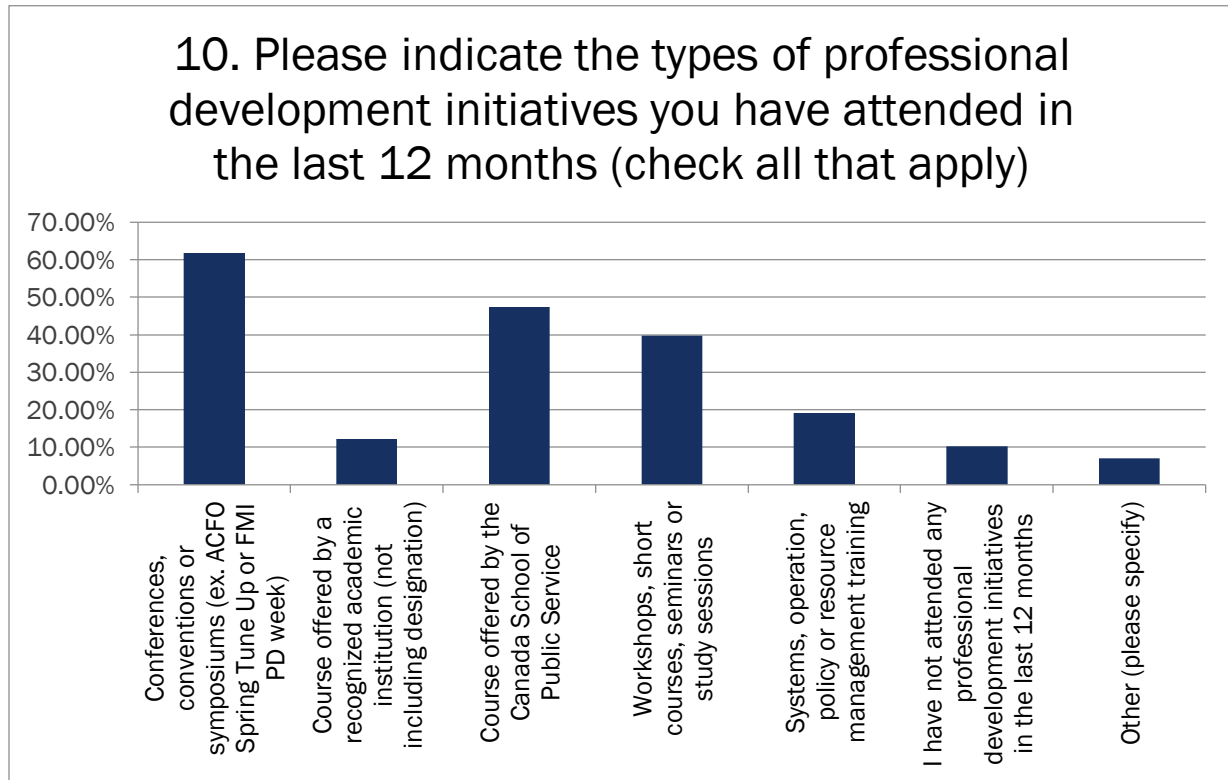
The largest segment of the FI Community lies in the 35 to 44-year-old age group (34.1%), with 87.1% of FIs aged between 25 and 54.⁵

59.5% of the FI Community identifies as female, while 39.3% identify as male.⁶

For highest education completed, 89.7% of the FI Community has completed a Bachelor's degree or higher, while 11% has completed a Master's degree or higher.⁷ In addition, 45.5% of the FI Community has obtained their CPA designation, while 6.1% are in pursuit of their designation.⁸

Finally, 49.2% of the FI Community supervises employees. Among these FIs, the largest segment of employees FIs supervise is 1-4 employees (34.6%).⁹

Professional development



n: 994

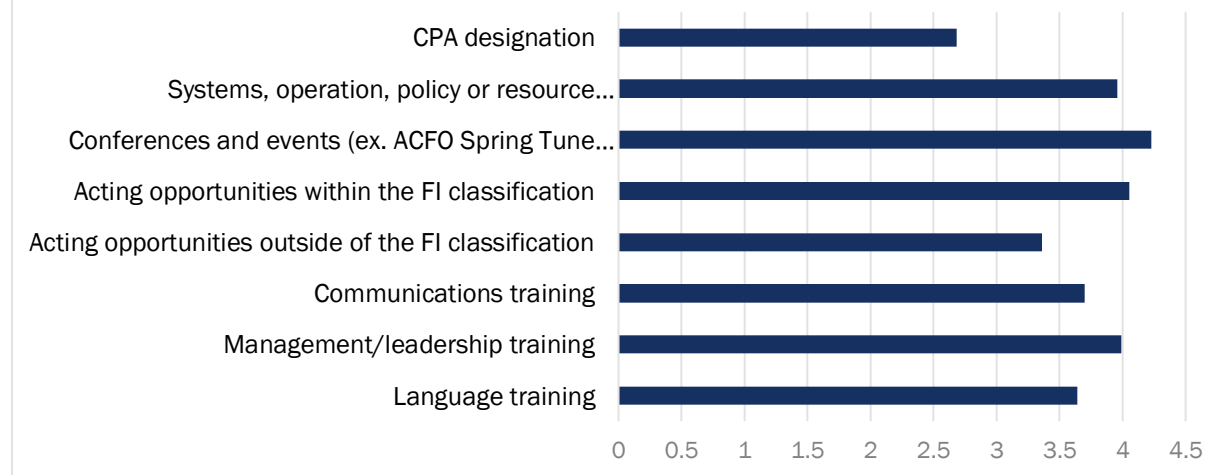
89.7% of the FI Community attended some form of professional development initiative in the last 12 months, the most common being conferences, conventions or symposiums (61.9%) and courses offered by the Canada School of Public Service (47.4%).¹⁰ In addition, 549 FIs reported that they had requested professional development training, and of the reported requests, 487 (88.7%) were approved.¹³ The most common reason for denial by far was budget constraints, followed by operational requirements.¹⁴

For language training, 318 FIs 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 78.3% but up 2% from the level of approvals in 2016.¹¹ The most common reasons for denial included budget constraints, understaffing and operational requirements.¹² In many cases no reason was provided at all.

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 than increased. 18% of the FI Community believed their opportunities either increased (4.9%) or slightly increased (13.1%), while 20.1% felt their opportunities for

professional development decreased (10.9%) or slightly decreased (9.2%). 58% felt their opportunities had not changed.¹⁶

17. Please indicate on a scale of 1 (not at all interested) to 5 (very interested) your level of interest in each type of professional development activity to better perform your job and/or advance in your career.



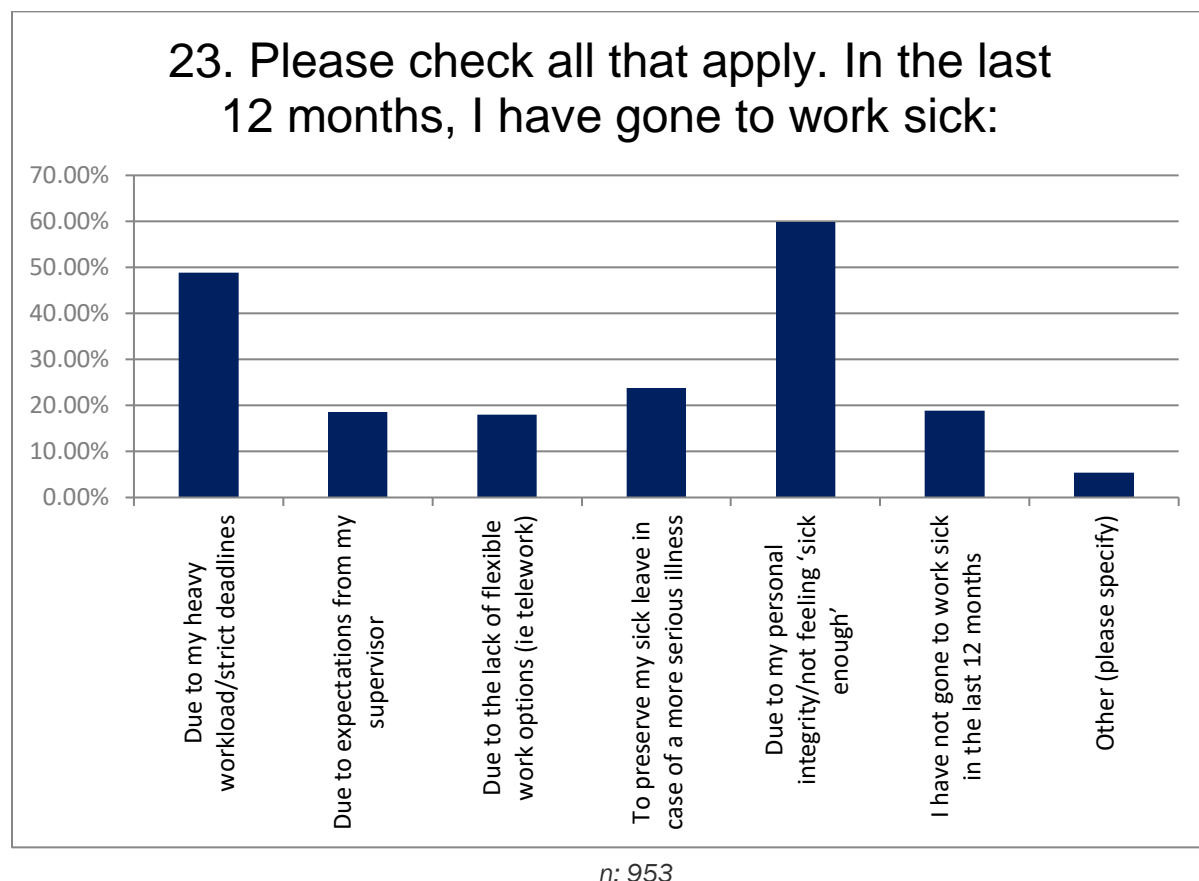
n: 997

While in 2016 FIs were most interested in management or leadership training, this year they expressed the greatest interest in conferences and events (average of 4.23) and acting opportunities within the FI classification (4.05), with management and leadership training coming third (3.99).¹⁷ In an open-ended question for other kinds of training the FI Community would be interested in receiving, the most common responses included job shadowing, mentorship and coaching and language training.¹⁸

Leave

In the last 12 months, 98.4% of respondents requested leave. Among those who requested leave, 93.8% of FIs saw their all leave requests approved, up from 91.9% in 2016.¹⁹ The most common reasons for rejection included operational requirements, staffing and workload/deadlines.²⁰

75.8% of the FI Community reported having gone to work sick in the last 12 months, down from 80.3% in 2016.²¹ When prompted on the number of days worked sick, the most numerous and the median response was 1-3 days (34.8%). This remained consistent with the 2016 survey, which also saw 1-3 days worked sick as the median and numerous response. 40.3% of respondents reported having gone to work sick four days or more.²²

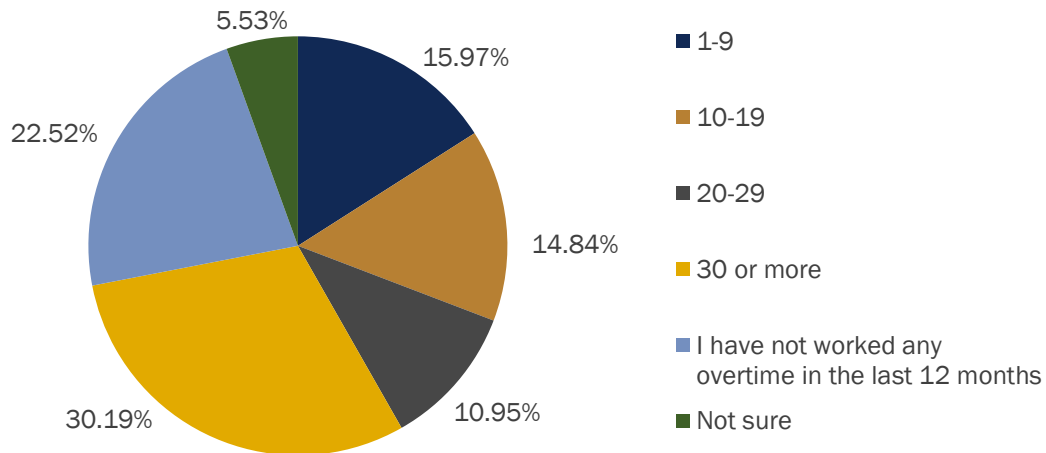


Among the reasons why the FI Community went to work sick, the most common reason was due to personal integrity and not feeling 'sick enough' to stay home (59.92%) and due to a heavy workload or strict deadlines (48.9%).²³ In addition, 151 (15.3%) of FIs reported that they had used up all their earned sick leave credits at some point within the last five years.²⁴

Finally, a large percentage of the FI Community believed their satisfaction with leave approval has not changed in the last 12 months (76%). 10.7% believed their satisfaction either increased (4.7%) or slightly increased (6%), while 11% felt it decreased (5.3%) or slightly decreased (5.7%).²⁶

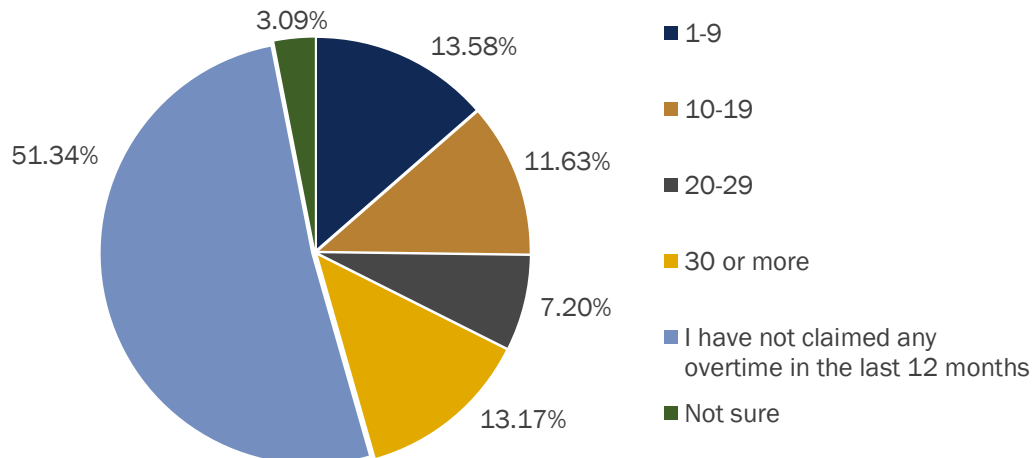
Work/life balance

27. In the last 12 months, how many overtime hours have you worked?



n: 977

28. In the last 12 months, how many overtime hours have you successfully claimed?



n: 972

72% 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 (30.2%), and more than half the FI

Community worked at least 10 hours of overtime.²⁷ However, only 56.9% 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 (43.4%).²⁸ The median number of hours of overtime worked and the median number of hours of overtime claimed remained the same as in the previous year's survey at 10-19 and zero, respectively.

In the last 12 months, 60.3% of the FI Community requested some kind of flexible work arrangement.³¹ The vast majority of requests were for telework, flexible hours or a compressed work week.³⁰ Of the 501 reported requests, 398 (79.4%) were approved and 103 (20.6%) were rejected.³¹ This reflects an increase in approvals and a decrease in rejections from 2016, when the percentage rates were 76.9% and 23.1%, respectively. Among the reasons given for rejection, the most numerous included lack of support for flexible work arrangements by senior management and operational requirements. In many cases, no reason was given at all.

Nearly half of the FI Community believed their satisfaction with their work-life balance has not changed in the last 12 months (54.2%).³⁴ 16.6% believed their satisfaction either increased (6.3%) or slightly increased (10.3%), while 27.8% felt it decreased (13.4%) or slightly decreased (14.4%).³⁴

Of the 60 open-ended suggestions for possible work/life balance improvements, the most frequent responses were allowing telework, allowing flexible work arrangements and increasing staffing to reduce workload and to improve coverage during absences.³⁵

Job Satisfaction

This year's survey included a series of questions gauging members' satisfaction with Workplace 2.0. 45.6% of respondents reported being affected by Workplace 2.0, with 31.4% reporting that Workplace 2.0 had been implemented in their work environment and 14.2% reporting that it will be implemented within the next 12 months.³⁶ Respondents who reported being affected by Workplace 2.0 gave an average satisfaction rating of 2.45.³⁷

Of nine different categories of possible improvements towards a more positive work environment, the most important on a scale of 1 (not at all important) and 10 (extremely important) were a balanced work/home life (average of 9.26), good relationship with supervisors (9.21) and good relationships with colleagues (9.08).³⁸

Appendix: Survey Method

Purpose

- Collect key demographics on the FI Community
- Determine FI satisfaction with professional development opportunities, leave approval and work/life balance
- Segment these results per various demographics
- Compare results from year-to-year and by department in order to evaluate change and encourage departments / senior management to improve conditions

Audience

- ACFO staff and Board of Directors
- Departmental representatives
- FIs
- Senior staff at the departmental level (ie Chief Financial Officers, Directors General, Deputy Ministers)

Respondents

- Sample size: Approximately 4,400 FIs in the core federal public service contacted (all FIs represented by ACFO with known contact information contacted)
- Population: approximately 4,800 FIs in the federal public service represented by ACFO

Technique

- Initial communique about survey posted on website and sent by email 09-13-2017
- Survey emailed out to all members with emails on file 09-19-2017
- Follow-up emails sent 09-29-2017 and 10-10-2017
- Survey closed on 10-19-2017

Analysis

- Total survey responses: 1,048 responses
- 786 responded in English, 262 responses in French
- 24% response rate among those contacted
- 22% of all FIs in the public service completed the survey
- Statistical significance: 95% confidence +/- 4% (highly reliable)