

State of the FI Community Survey

2018-2019 Results

July 9, 2019

ACFO-ACAF

Ottawa, ON



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Survey Highlights and Performance Chart

Overall performance

❖ High-performing areas

- **Flex work:** Increase in flex work approvals, percentage of FIs working under flex conditions and reported satisfaction with flexible work opportunities
- **Job satisfaction:** Decrease in percentage of respondents who would leave their department for more professional development, promotion or flexible working opportunities, better work/life balance or a more positive work environment
- **Opinions on professional development:** Higher opinion of PD and language training opportunities compared to 2017

❖ Areas for improvement

- **Workload:** Increase in heaviness of workload and in percentage of respondents who worked sick due to heavy workload
- **Ability to report wrongdoing:** Decrease in comfort reporting wrongdoing without fear of reprisal

Category	2018-19 PS results	2017 PS results	Percent change
Professional development			
Q10: PD attendance	93%	90%	↑ 3%
Q12: Language training request approvals*	79%	78%	↑ 1%
Q14: PD request approvals*	88%	89%	↓ 1%
Q16A: Opinion on PD opportunities**	3.89	3.70	↑ 5%
Q16b: Opinion on PD received to meet job requirements**	4.02	3.87	↑ 4%
Q16c: Opinion on PD received to exceed job requirements**	3.22	3.14	↑ 3%
Q16d: Opinion on PD received for career advancement**	3.30	3.19	↑ 3%
Q16e: Opinion on language training opportunities**	2.88	2.80	↑ 3%
Q16f: Opinion on strictness of PD approval***	2.72	2.82	↓ 4%
Leave			
Q20: Leave request approvals*	95%	94%	↑ 1%
Q22: Worked sick*	76%	76%	-
Q23: Median days worked sick*	1-3	1-3	-

Category	2018-19 PS results	2017 PS results	Percent change
Q24a: Worked sick due to heavy workload*	52%	49%	↑ 6%
Q25: Used up sick leave****	15%	15%	-
Q26: Comfort with requesting leave**	4.22	4.15	↑ 2%
Work/life balance			
Q28: Median overtime hours worked*	10-19	10-19	-
Q29: Median overtime hours claimed*	1-9	0	↑ 1 interval
Q32: Flexible work request approvals*	84%	79%	↑ 17%
Q33: Working under flexible work arrangements	59%	47%	↑ 26%
Q34a: Opinion on ease of claiming overtime**	3.41	3.20	↑ 7%
Q34b: Opinion on heaviness of workload***	3.48	3.34	↑ 4%
Q34c: Ability to attend important home life events**	3.90	3.92	↓ 1%
Q34d: Effects of workplace stress on mental health***	3.27	3.27	-
Q34e: Opinion on work/life balance support**	3.67	3.58	↑ 3%
Q34f: Opinion on flexible work opportunities**	3.68	3.46	↑ 6%
Q38: Opinion on Workplace 2.0**	2.58	2.45	↑ 5%
General / positive work environment			
Q39: Opinion on ability to report wrongdoing**	3.21	3.60	↓ 11%
Q42a: Job enjoyment**	4.13	4.05	↑ 2%
Q42b: Opinion on positivity of work environment**	3.66	3.52	↑ 4%
Q42c: Opinion on relationship with supervisor**	4.29	4.25	↑ 1%
Q42d: Opinion on relationship with senior management**	3.91	3.86	↑ 1%
Q42e: Opinion on relationship with colleagues**	4.54	4.53	-
Q43b: Would leave department for more PD opportunities	29%	31%	↓ 6%
Q43c: Would leave department for more promotion opportunities	48%	50%	↓ 4%
Q43d: Would leave department for more flex opportunities	36%	37%	↓ 3%
Q43e: Would leave department for a better work/life balance	39%	41%	↓ 5%
Q43f: Would leave department for a more positive work environment	37%	42%	↓ 12%
Q45: Opinion on fairness of department's competitions**	3.06	N/A	N/A

* 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

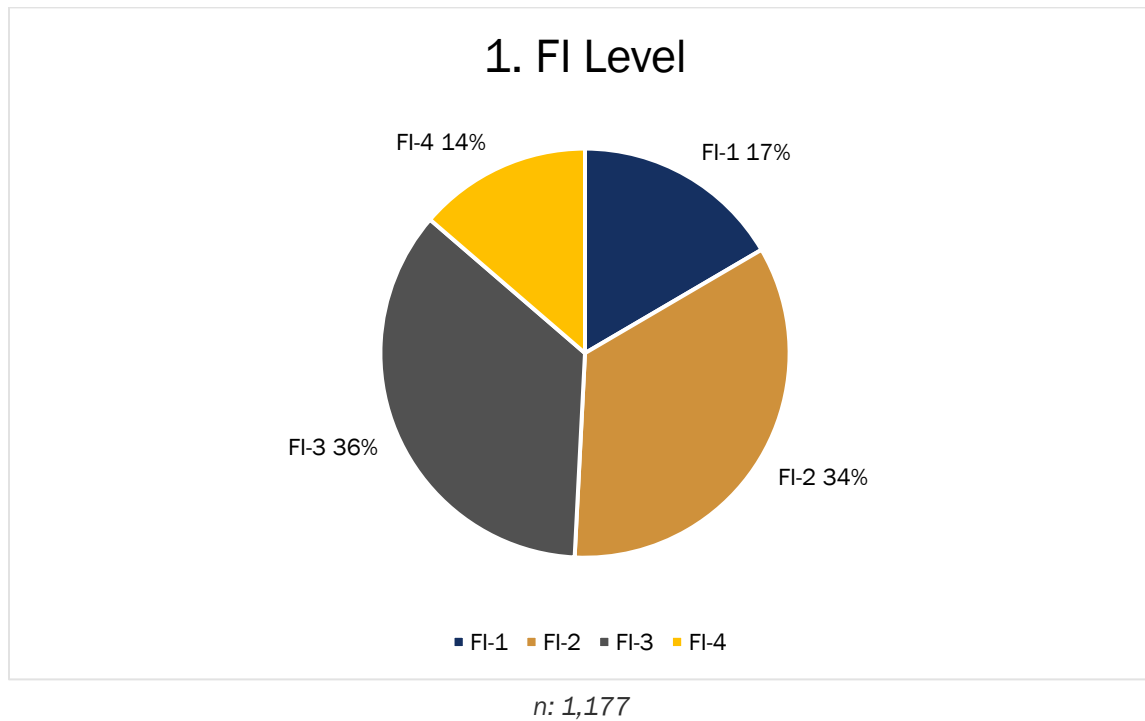
Notes

A complete list of questions is [available here](#) and the 2017 results are [available here](#) (password: Results2017). 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

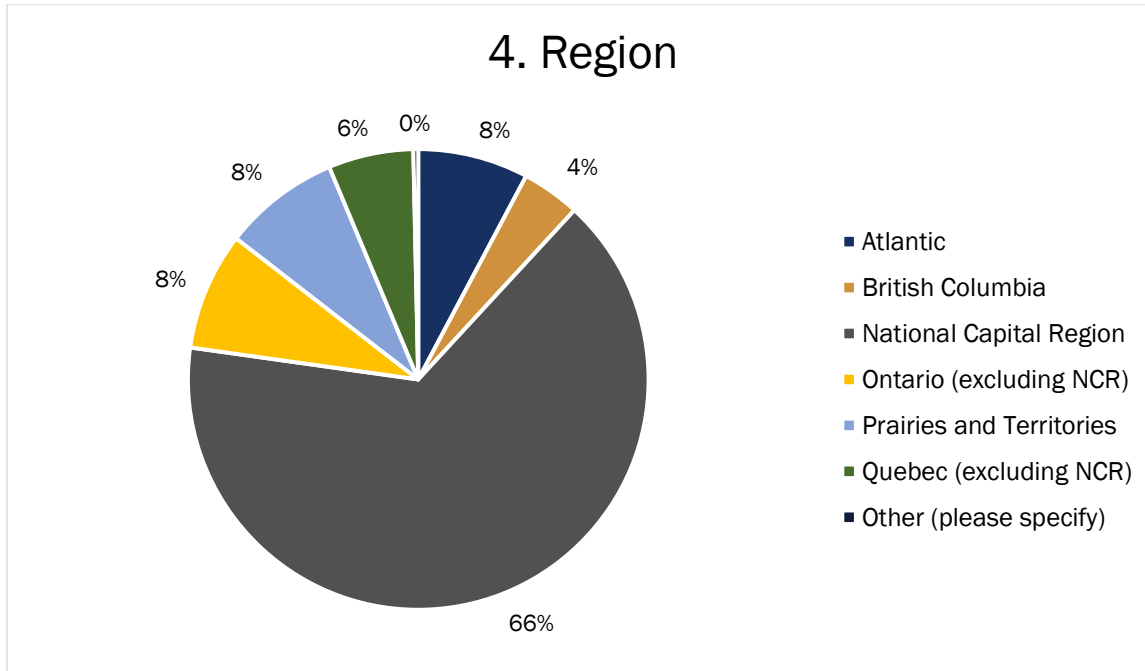
From January 16 to February 11, 2019, 1,183 total survey responses were collected. This is up 135 responses from 1,048 responses in 2017. As of February 2019, the FI Community numbered roughly 4,800. Approximately 25% of the FI Community completed the survey, giving the survey results a high confidence rating of 95% +/- 3% and a high statistical significance. In total, there were 246 French responses (21%) and 937 English responses (79%).



The largest segment of the FI Community is the FI-3 segment at 35.5%. The FI-2 and FI-3 segment makes up over two thirds (69.6%) of the FI Community, while FI-4s make up the smallest proportion of the FI Community at 13.7%.¹

The largest segment of the FI Community has been in the public service for 10 to 14 years (29.7%), while 70.8% of the FI Community have served between five and 19 years. Only 21.5% of the FI Community has served in the public service for 20 years or more.²

FIs from fifty-three departments participated in the 2018-2019 State of the FI Community survey. The top five participating departments, representing 41.4% of the total survey response, were Public Services and Procurement Canada (PSPC), National Defence and the Canadian Armed Forces (DND), Employment and Social Development Canada (ESDC), Canada Border Services Agency (CBSA) and Global Affairs Canada (GAC).³



n: 1,172

65.4% of respondents are located in the National Capital Region (NCR). The remaining 34.6% were split across the regions, with the largest segment being the Ontario (excluding NCR) at (8.3%).⁴

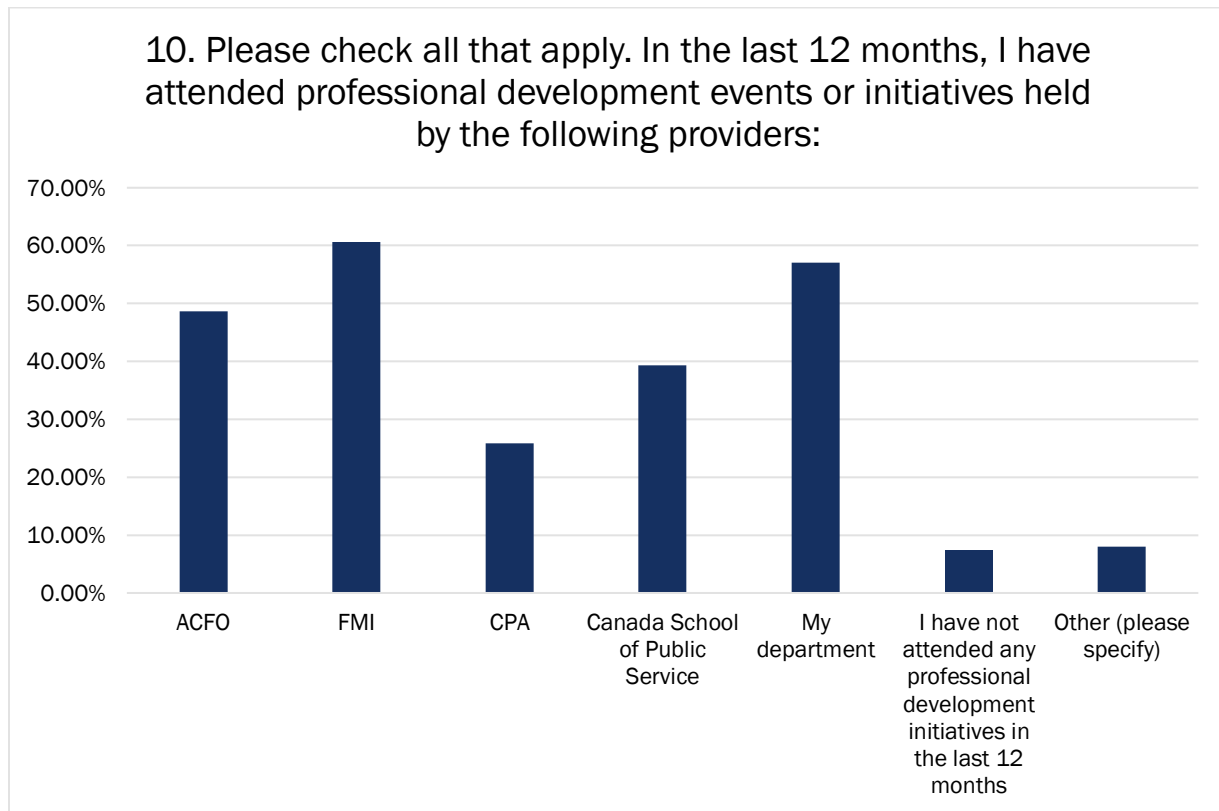
The largest segment of the FI Community lies in the 35 to 44-year-old age group (35.6%), with 87.1% of FIs aged between 25 and 54.⁵

58.1% of the FI Community identify as female, while 41.1% identify as male.⁶

For highest education completed, 90.3% of the FI Community has completed a Bachelor's degree or higher, while 11.6% has completed a Master's degree or higher.⁷ In addition, 49.5% of the FI Community has obtained their CPA designation, while 6.3% are in pursuit of their designation.⁸

Finally, 54.7% of the FI Community supervises employees. Among these FIs, the largest segment of employees FIs supervise is 1-4 employees (37.1%).⁹

Professional development

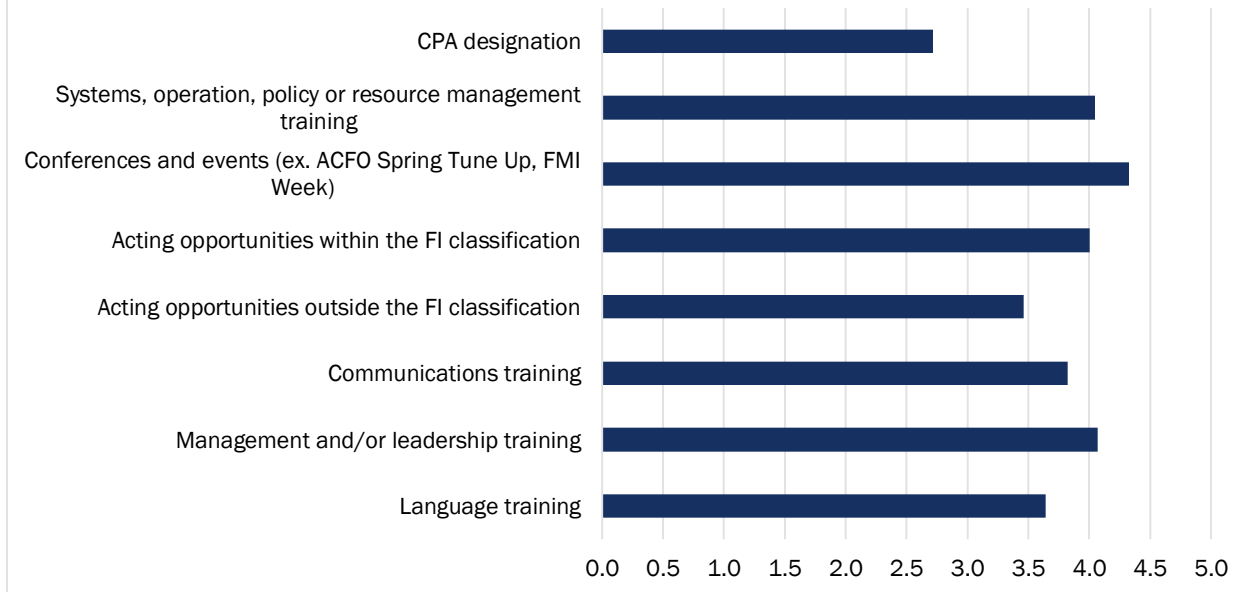


n: 1,105

92.6% of the FI Community attended some form of professional development initiative in the last 12 months, with the most common professional development providers being FMI (60.6%), departments (57.1%) and ACFO-ACAF (48.6%).¹⁰ In addition, 900 FIs (81.7% of total respondents) reported that they had requested professional development training, and of the reported requests, 789 (87.7%) were approved.¹⁴ The most common reason for denial by far was that the funds required for professional development training were not approved.¹⁵

For language training, 399 FIs (36.1% of total respondents) 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 78.9% but up 1% from 78.3%, the level of approvals in 2017.¹² The most common reason for denial by far was that the funds required for professional development training were not approved.¹³

18. Please indicate your level of interest in each type of professional development activity to better perform your job and/or advance in your career



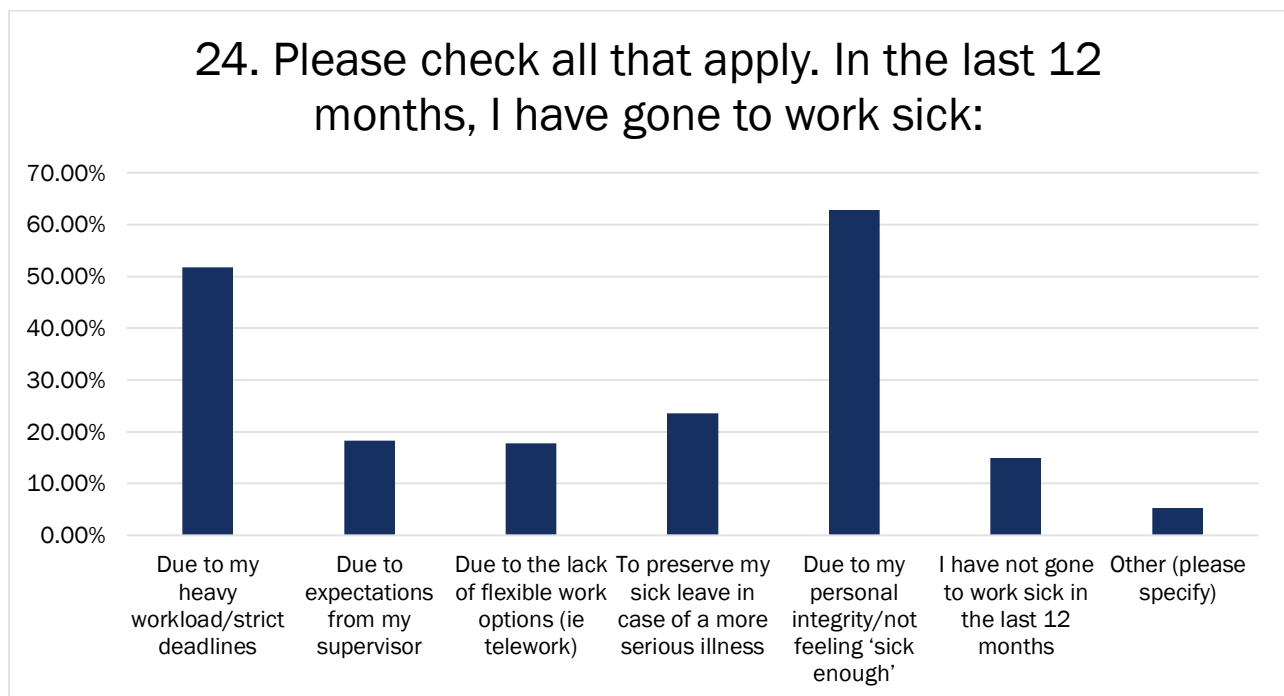
n: 1,101

As in 2017, FIs expressed the greatest interest in conferences and events (average of 4.32). Management and leadership training (4.07), systems, operation, policy or resource management training (4.05) and acting opportunities within the FI classification (4.00) were a close second, third and fourth.¹⁶ 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/interchange, mentorship and coaching and soft skills training.¹⁹

Leave

In the last 12 months, 99.1% of respondents requested leave. Among those who requested leave, 95% of FIs saw their all leave requests approved, up from 93.8% in 2017.²⁰ As in 2017, the most common reasons for rejection included operational requirements, staffing and workload/deadlines.²¹

75.8% of the FI Community reported having gone to work sick in the last 12 months, the same as in 2017.²² When prompted on the number of days worked sick, the most numerous and the median response was 1-3 days (36.3%). This remained consistent with the 2017 survey, which also saw 1-3 days worked sick as the median and most numerous response. 40.2% of respondents reported having gone to work sick four days or more.²³

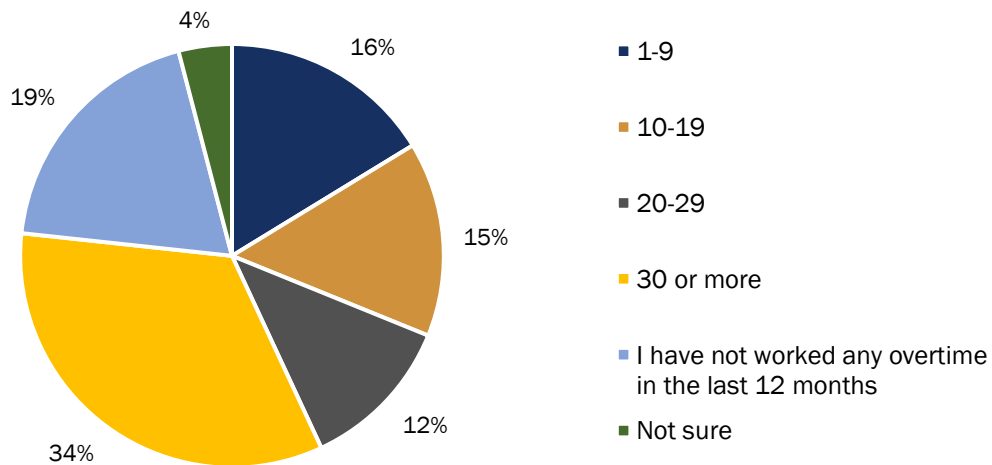


n: 1,034

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 (62.3%) and due to a heavy workload or strict deadlines (51.7%).²⁴ In addition, 160 (14.6%) of FIs reported that they had used up all their earned sick leave credits at some point within the last five years.²⁵

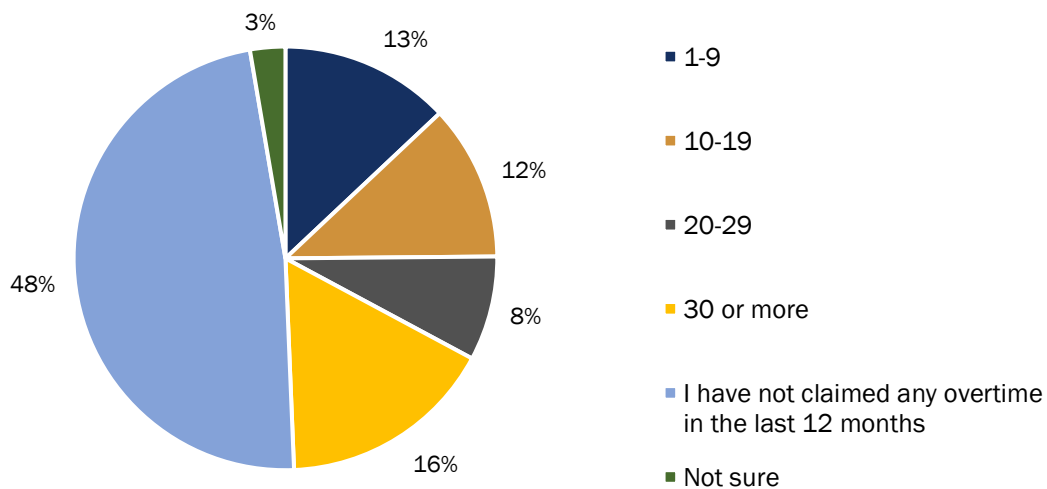
Work/life balance

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



n: 1,082

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



n: 1,078

76.7% of the FI Community reported that they had worked overtime in the last 12 months, up from 72% in 2017. The largest segment of FIs worked 30 hours or more (33.6%), and

60.4% the FI Community worked at least 10 hours of overtime.²⁸ However, only 59.9% 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 (48.9%).²⁹ The median number of hours of overtime worked remained the same as in the previous year's survey at 10-19, however the median number of hours of overtime claimed has increased to 1-9 from zero.

In the last 12 months, 83.5% of the FI Community requested some kind of flexible work arrangement.³² The vast majority of requests were for telework, flexible hours or a compressed work week.³¹ Of the 713 reported requests, 599 (84%) were approved and 114 (16%) were rejected.³² This reflects an increase in approvals and a decrease in rejections from 2017, when the percentage rates were 79.4% and 20.6%, respectively. Among the reasons given for rejection, the most numerous included a lack of support for flexible work arrangements by senior management and operational requirements. In several cases, no reason was given at all.

Of the 411 open-ended suggestions for possible work/life balance improvements, the most frequent responses were to support regular telework and to increase staffing to balance workloads.³⁶

Job Satisfaction

49.2% of the FI Community reported being affected by Workplace 2.0, with 35% 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.³⁷ Respondents who reported being affected by Workplace 2.0 gave an average satisfaction rating of 2.58.³⁸

When asked if they feel comfortable report any wrongdoing in the workplace without fear of reprisal, respondents gave an average comfort rating of 3.21, down from 3.60 in 2017.³⁹

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 good relationships with supervisors (average of 9.27), a balanced work/home life (9.25) and good relationships with colleagues (9.12).⁴⁰

Staffing

This year's survey included a series of questions gauging FIs' opinions on staffing. When asked about the fairness of their department's staffing competitions, respondents gave an average fairness rating of 3.06.⁴⁵ Additionally, 43.1% of respondents agreed that the number of non-advertised competitions in their department had increased over the past 12 months, while 27.5% agreed that work in their department that could have been performed

by an FI had been performed by a consulting firm or private contractor during the same period.

Appendix: Survey Method

Purpose	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • ACFO staff and Board of Directors • Departmental representatives • FIs • Senior staff at the departmental level (ie Chief Financial Officers, Directors General, Deputy Ministers)
Respondents	<ul style="list-style-type: none"> • Sample size: Approximately 4,300 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	<ul style="list-style-type: none"> • Survey emailed out to all members with emails on file 01-16-2019 and communicate about survey posted on website at the same time • Follow-up email sent 01-30-2019 • Survey closed on 02-11-2019
Analysis	<ul style="list-style-type: none"> • Total survey responses: 1,183 responses • 937 responded in English, 246 responses in French • 28% response rate among those contacted • 25% of all FIs in the public service completed the survey • Statistical significance: 95% confidence +/- 3% (highly reliable)