

During the 2000 survey, 70% of CO reported that their morale was good to excellent. The sample size in 2000 meant that all COs were collapsed into one category. If CO-HQ and CO-Post were combined into one category for 2003, the higher rating of the CO-Post would make the overall CO average higher.

Exhibit 9: State of Your Morale

Employee Category	Number of Respondents	% Rating Good to Excellent	Change from 2000
EX-HQ	34	92%	+4%
EX-Post	87	86%	+6%
FS-HQ	126	67%	0
FS-Post	127	67%	+1%
CO-HQ	51	64%	N/A*
CO-Post	15	79%	N/A*
LES	343	71%	-2%

Question 7.1: How would you rate the current state of your morale at work?

* CO was not separated into Post and HQ due to sample size restrictions in the 2000 survey.

Employees' current morale at work is linked to their overall satisfaction, and employees' level of satisfaction with their work is seen to affect long term retention, since unsatisfied workers are less likely to remain with the Department. Employees were asked about how many more years they would like to remain with the Department. The percentage of employees indicating that they would like to remain for no more than five years has increased since 2000 from 46% to 51%. This is a significant increase and means that more than half of the employees do not see staying with the Department for more than five years. This is still a decrease over the baseline figure of 61% recorded in 1998.

There was no strong relationship between length of service with the IBD Program and number of years employees would prefer to remain with the Department. Overall, 51% of employees indicated they would like to remain no more than five years. Among employees who have been with the IBD Program for between 10 and 19 years, 44% plan to stay long term. On the other hand, 50% of those who have joined the IBD Program in the last five years indicated that they would like to move on within the next five years. For employees closer to retirement – those with 20 or more years - 60% are planning to leave within the next five years, which has implications for recruitment and career progression.