

Organizational Climate Survey

Report 2025



Bhutan Qualifications Professional Certification Authority
Ministry of Education and Skills Development
Thimphu, Bhutan

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Organizational Climate Survey 2025

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Executive Summary

The Organizational Climate Survey 2025 of Bhutan Qualifications and Professionals Certification Authority (BQPCA) reveal that an Authority has a good and positive workplace culture. With the overall weighted score of 3.60, survey report reflects good organizational foundation and employees feel safe, have deep respects among colleagues, believe in the organization's mission, and trust their supervisors. However, critical gaps exist, employees believe that BQPCA is under staff and communication and collaboration is getting wider. Moreover, Professional Development and Wellbeing received lowest among the five core indicators, since employee see a lack of career growth, infrequent feedback, and not enough support from management in realizing work-life balance. While trust in supervisors is high, confidence in the wider system remains low. A key finding is that majority of respondents see "no change" from last survey. To improve and better support motivated employees under authority, BQPCA should focus on professional development and visibly act on the feedbacks received from employees.

Keywords: organizational climate, workplace, employees, professional development, career growth

1. Introduction

1.1 Background

Organizational climate is defined as the shared experiences and perceptions of entire employees in the organization, encompassing their work environment, including practices, policies, and the procedures in place and also which influence how the employees feel about their jobs and organization (Schneider, Enhart, & Macey, 2013). In simple terms. It's all about, "how it feels to work here" from the perspectives of employees. In Bhutan, this concept carries a unique significance as our developmental model strongly emphasizes Gross National Happiness which highlights holistic growth and well-being, balancing with spiritual, socio-economic, culture, and conservation of environment (Ura et al., 2022). The concept becomes particularly relevant in

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public sector institutions like BQPCA, which plays a crucial role in nation building through the promotion quality education and professional standards.

It is limited, but the importance of measuring Organizational Climate is gradually gaining popularity and recognition in Bhutan over the past decades, as the organisations often seek to enhance productivity, employee satisfaction, and service delivery. It is acknowledged that by understanding our workplace's perceptions, we can build on strengths and address our weakness, ensuring that our management style aligns with both modern management practices while upholding our local values. This survey aims to provide a clear picture of current climate of BQPCA based on the five key areas such as Work Environment, Job Satisfaction, Organizational Culture, Leadership & Management, and Professional Development & Well-being. The insights from this survey will guide leaders in making informed decisions to strengthen the Organizational Climate of BQPCA.

1.2 Objectives

The main objectives of the survey are to:

- Assess perceived job satisfaction and wellbeing of employees under BQPCA
- Evaluate the strengths and gaps of BQPCA
- Examine leadership effectiveness and management practices and its impact in employees' motivation
- Provide clear and actionable recommendations for management to improve the organizational climate.

2. Methodology

This section outlines the approach taken to conduct the 2025 Organizational Climate Survey (OCS). The methodology was designed to systematically gather and honest responses and feedback from employee, ensuring that results reflect the workplace's environment accurately.

2.1 Research Design

The research design is a concurrent mixed method, where the quantitative and qualitative data are analysed separately and the key findings of each approach is triangulated to corroborate findings, explain unexpected results, and develop a more comprehensive and subtle understanding of the phenomenon under study.

2.2 Data collection tool

The survey questionnaire was adopted from the previous year's survey questions, consisting of 38 questions in total. It was designed as a mixed method tool, which combines both quantitative and qualitative data collection. This approach allows us to statistically measure the general trends, while also capturing the detailed experiences and suggestions of staff in their own words. The survey questionnaire comprises seven sections, administered via an easy and user-friendly Google Form:

Respondent Profile: In this section basic demographic and employment information of respondents were collected.

Work environment: Employees perceptions on areas such as physical workplace, resources, safety, and atmosphere were collected to assess overall safety and security of the Work environment.

Job satisfaction: In this section, contentment of their roles, use of skills, and supervisory support were explored and assessed.

Organizational culture: This section explored organizational culture with respect to alignment with the values, teamwork, trust level, and conflict resolution mechanism.

Leadership and Management: This section specifically evaluated confidence of employees in their immediate supervisors, approachability, and perceived effectiveness.

Professional Development and Well-being: The section focused on the assessing the career enhancement opportunities, work-life balance, and organizational support received to achieve work-life balance.

Open ended feedback: In this section, space for providing free descriptive comments on the strengths of the organization, areas for improvement, and changes observed was given.

In this questionnaire most of the questions used a 5-point Likert scale, e.g., from "Very Poor" to "Very Good", "Strongly disagree" to "Strongly agree". In order to collect comprehensive feedback and responses, additional multi-choice and open-ended questions were also used.

2.3 Population and Sampling

All current employees, actively working across the BQPCA Directorate and four councils, namely, Engineering Professional Council (EPC), Higher Education Quality Council (HEQC), Medical and Health Professional Council (MHPC), and Technical and Vocational Education Training Quality Council (TVET-QC) were to be included in the survey. The survey used a

census sampling, which means all 30 eligible employees under BQPCA were invited to take part in the survey to provide the best complete possible picture of the organizational climate.

2.4 Data Collection

Data collection took place over two-week period, encouraging participation from all 30 staff of BQPCA. To ensure candid responses, complete anonymity and highly confidentiality were ensured. The questionnaire tried to avoid any type of question which has potential or risk of capturing any personal information, ensuring no individual responses could be tracked back to any employee. Couple of reminders were served in various platform to encourage 100 percent participation. Despite several reminders, we received only 22 completed responses, resulting in a 73.33% response rate. This is a solid rate for an internal survey and provides a strong basis for understanding general perception.

2.5 Data Analysis

Simple statistical tool Microsoft Excel was used to clean and generate graphs, figures, build indicator; and coding of the open-ended responses. We have analysed the data in two ways, considering the two types of data collected:

Quantitative Analysis

Numerical data from Likert-scale questions were analysed using descriptive statistics. We have calculated frequencies, percentages, and weighted averages is used to build five main indicators to provide a clear and summarized glance of OCS of BQPCA.

Qualitative Analysis

Written and long Reponses from open-ended sections were reviewed and thematic analysis was done to develop themes to triangulate with the results from the quantitative data. This process involved carefully reading all comments and responses to identify common themes, patterns, and recurring concerns. These insights give the numerical scores important context and depth. Further, this combined approach of data analysis ensures that findings are both measurable and richly descriptive.

3. Literature Review

3.1 Organizational Climate and its indicators

Organizational climate is a shared perception of employees on policies, practices, leadership style, and working conditions of organization, that consist of both formal and informal, and that shape everyday working experience in the workplace (Shneider, Ehrhart, & Macey, 2013). It

reflects how employees experience their work environment and how these experiences influence their attitudes. This is commonly measured through staff surveys because it captures observable and changeable organisation features (Dension, 1996). Cheng (1997) defined organizational climate as a set of observable aspects of the work environment that are seen directly or indirectly by the employees working in the setting and which are perceived to influence their motivation and conduct. The dimensions of organisational use in this survey closely aligns with the established organizational framework. Research identifies work environment, job satisfaction, organizational culture, leadership, and professional development and wellbeing as core dimensions of organizational climate (Patterson et. al., 2005; Parker et al., 2003). These dimensions are also used in the previous BQPCA survey which makes it relevant for this study to adopt these dimensions and provide a holistic report.

3.1.1 Work environment

The work environment dimension includes the availability of resources, physical conditions in the work place, technological support, safety, and overall ambience at the workplace. Studies denotes that an adequate resources and supportive physical environments are strongly associated with employee effectiveness and reduction of work stress (Rozaini et al., 2015). The Job-Demands-Resources framework points out that when there are sufficient resources such as equipment, technology, and safe working conditions, it was reported that employees enjoy higher engagement and better performance (Bakker & Demerouti, 2007). Further, Zhenjing et al. (2022) have made a critical observation where they have witnessed in many workplaces in the developed nations, many companies or organizations didn't see the work environment necessary due to unnecessary cost, however, in order to succeed in the long run, an organization needs workers or employees who are committed, which requires a good work environment.

3.1.2 Job Satisfaction

Job satisfaction refers to employees' evaluation of roles and responsibilities of their jobs, and also their work experiences. The research findings have confirmed that job satisfaction is hugely influenced by clarity of roles, use of skills, supervisory support, and perceived fairness (Jun, 2011; Parker et al., 2003). Further, studies underscore job satisfaction as a vital factor that influences quality of services, employment engagement and well-being, and organizational success (AlMarzooqi et al., 2025). Wangmo, (2017) found that interpersonal relationships and scope of work are factors that have huge influence in job satisfaction. Therefore, improving job satisfactions call for both organization-wide collaboration and specific well-being initiatives such

as career development and mental health support (AIMarzooqi et al., 2025). Questions related to satisfaction of roles, skill utilization, and change over the time are very much consistent with the longitudinal climate studies, which highlights the importance of tracking the perceived decline or improvement (Schneider et al., 2013).

3.1.3 Organizational Culture

Although organisation culture is conceptually distinct from climate, climate surveys often include indicators such as teamwork, trust, communication, fairness, and conflict resolution (Denison, 1996). The research shows that climate characterised by trust, collaboration, and transparent decision-making are associated with higher level of commitment and lower intention of turnover (Muin & Pangaribuan et al., 2025; Jyoti, 2013). Sharma et al. (2025) argue that organization culture supported by learning opportunities, trust in leadership, and culture fit will contribute in driving overall organizational climate. Including questions on relational and ethical aspects of organizational climate will help to capture data required for the survey results.

3.1.4 Leadership and Management

Leadership is one of the critical and pillar of organizational climate. Shinde et al., (2012) denotes that leadership styles play vital roles in creating workplaces that are thriving and successful. Similarly, Shinde et al. (2012) concluded that leadership styles play pivotal roles in shaping strong team interaction, decision making, and overall workplace climate. Moreover, they have found that leaders' personal preferences and background also have huge influence on how effectively the organisations perform. Studies have underpinned that supportive, dynamic, consultative, and transformational leadership approaches are mostly associated with positive climate perceptions, psychological safety, and job satisfaction (Edmondson, 1999; Charhart et al., 2014). Measuring confidence in leadership, approachability, and perceived change in leadership qualities aligns perfectly with the best practice of organisational climate studies.

3.1.5 Professional Development

Professional Development (PD) is considered as one of the most important aspects of organizational climate that promotes competency of staff, motivation, and long-term institutional performance. Studies have shown that continuous professional development or learning opportunities, training access, and career development prospects shapes how employees see or nurture their working environment and professional capacity (Asio & Jimenez, 2020). Further,

Asio & Jimenez (2020) have examined and found that professional development together with organizational climate, supervisory relations supported by present and meaningful professional development correlate positively with organisational climate and satisfaction. Studies have also indicated that access to training, feedback, and balanced workloads play instrumental roles in improving motivation and retention of employees in the organization (Ronzaini et al., 2015).

3.2 Organizational Climate in Bhutan

Research pertaining to organisational climate is very limited in Bhutan, however, it was found that it is gradually emerging and available studies on Bhutanese civil servants provide useful insights in this study. Studies carried out by Wangmo (2017) found that job satisfaction in Bhutan's public sector is strongly influenced by leadership support, fairness, professional development, and right recognition and reward rather than just salary alone. In fact, these findings justify the need of detailed perception-based questions on leadership, fairness, and development in this climate survey. The reports of Royal Institute for Governance and Strategic Studies (2022) states that younger civil servants in Bhutan place high regard in transparent leadership, respectful communication, and learning opportunities. Further, the report identifies that working in silos, limited feedback mechanism, and unequal access to development opportunities were identified as problems. These themes correspond directly to the inclusion of questions on teamwork, inter council collaboration, communication, and professional growth.

The Organizational Climate Survey 2017 of Royal Monetary Authority (RMA) was found to be one of the first systematic measures implemented by major and established Bhutanese institutions in assessing employees' job satisfaction and organizational climate scientifically. This indicates that the recognition of the importance of employees' perceptions in organizational development and its effectiveness is growing.

3.3 Organizational Context and Climate Initiatives of BQPCA

The BQPCA is a national body responsible for quality assurance, accreditation, professional certification, and oversight of standards (Civil Service Reform Act, 2022). The authority has major roles and responsibilities in ensuring professionalism, integrity, and ethics of professionals as well as higher educational institutions, technical and vocational education training institutions, and other private educational sectors. Given the important and huge responsibilities, such organizations like BQPCA have accountability, where the clarity of roles, ethical leadership, and

internal coordination are crucial (Parker et. al., 2003). BQPCA has conducted its first Organizational Climate Survey in 2024 and the report provides an important institutional reference point, where the findings highlighted certain strengths such as teamwork, supportive supervision, and learning opportunities. It has also underscored challenges mostly related to inter-council integration, communication, professional development, and administrative efficiency in the authority (BQPCA, 2024). The findings were found to be consistent with international evidence that newly established or evolving regulatory bodies often encounter coordination and capacity building during initial stages of institutional development.

Inclusion of comparative questions in this survey reflects the best practice in organisational climate studies, where the longitudinal climate assessments invite organisations to assess and evaluate what are the interventions carried out based on the previous studies and findings, and whether interventions has led to any improvements (Schneider et al., 2013). Therefore, by aligning survey dimensions with the international organisational climate literatures and contextualizing them within realities of local public sectors, the BQPCA 2025 survey serves dual purposes of both diagnostic and developmental.

4. Results

The main survey questionnaires were divided into seven sections where the section 1 is demographic information and section seven contains the open-ended questions for qualitative analysis. Other five sections contain the main indicators of the survey, which are the key factors that contribute to the organizational climate.

4.1 Respondents Profile

4.1.1 Total number of respondents by Gender

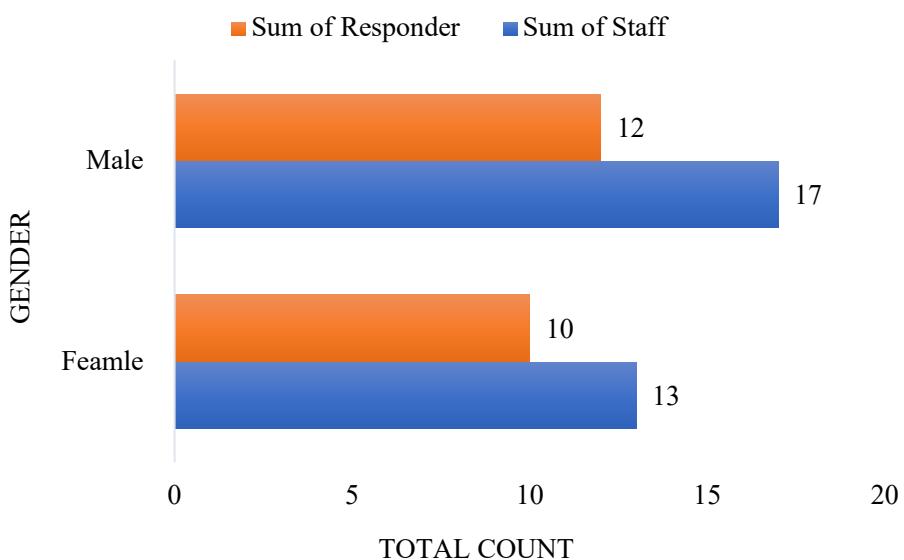


Figure 1: Total number of respondents and total no. of staff under BQPCA by gender

Under BQPCA, there are 30 staff in total, including executive and all ESP and GSP level staff. Those staff on Extraordinary Leave and Long-Term Study Leave are excluded from the current study. As illustrated in the above Figure 1, only 12 males from the total of 17 have responded to the survey questionnaire where five of them didn't respond to the questionnaire. Similarly, from the 13 female staff, only 10 of them responded and remaining three didn't take the survey.

4.1.2 Educational background and number of years in civil service

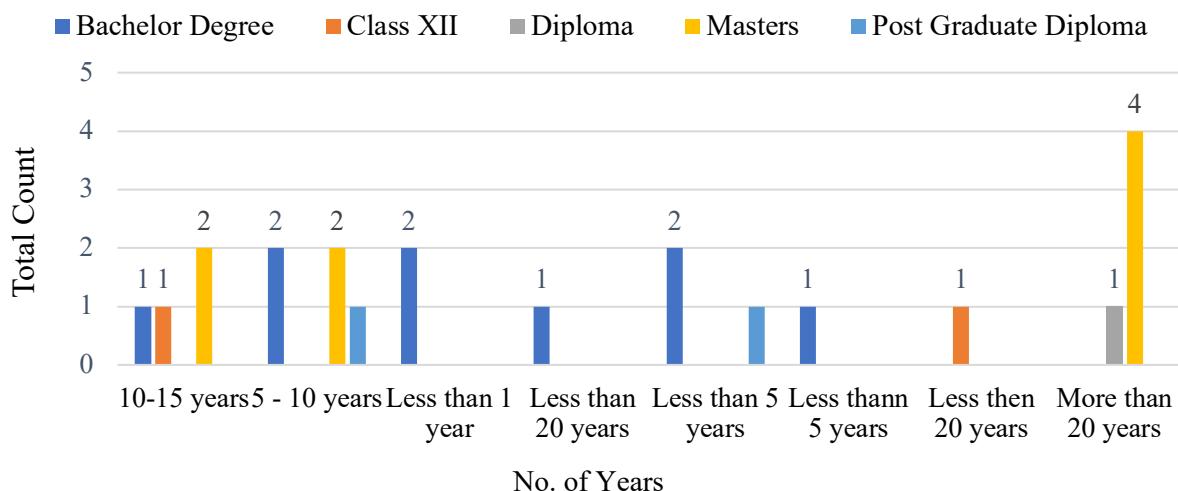


Figure 2: Respondents by education level and no. of service in the civil

Among the 22 respondents, Figure 2 the highest number of master's degree qualifications was recorded in the senior civil servant's category, who have been in the service more than 20 years followed by people with Bachelor's degree who have been in the service less than 5 years.

4.1.3 Year of service under BQPCA

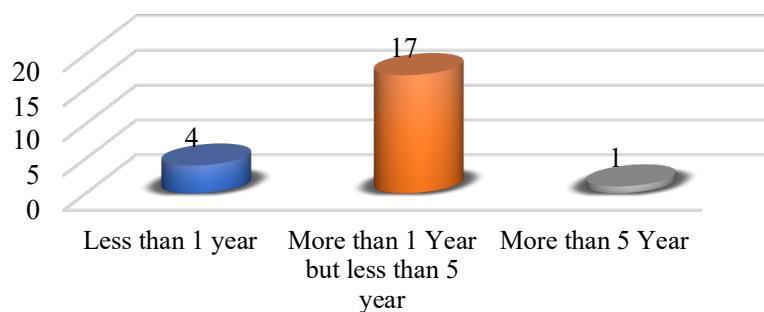


Figure 3: Respondents' total number of services under

The Figure 3 illustrates that the majority of respondents (17 individuals) have been serving under BQPCA more than 1 year but less than 5 years. Since BQPCA was established just over three years ago, it indicates that the majority of staff were with BQPCA during its inception or right after its establishment. While four respondents have served under BQPCA for just less than a year, one indicated that he or she has been at BQPCA more than 5 years, which can be interpreted as invalid response.

4.2 Performance across Five main Indicators

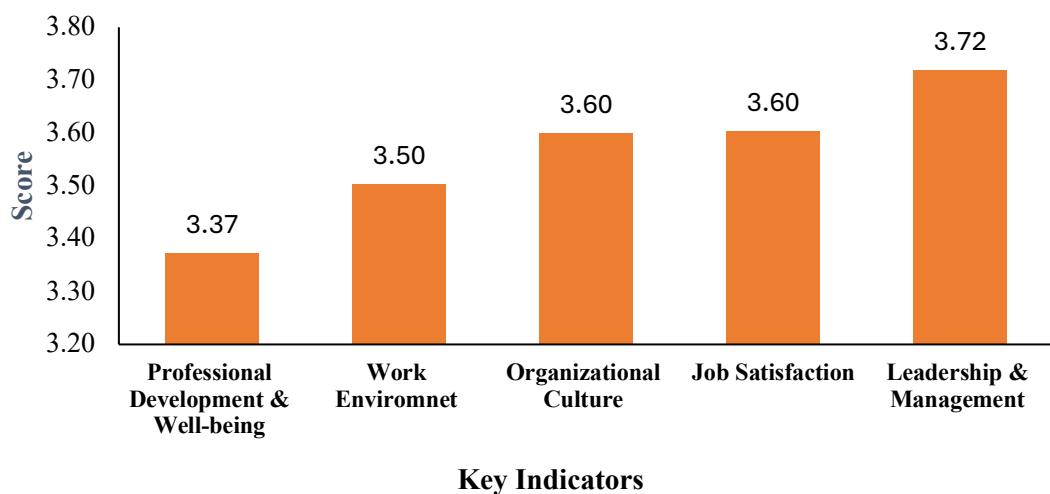


Figure 4: Summary of key OCS indicators

The responses were coded and given a number from 1 to 5. The 1 is lowest score allocated to lowest negative responses such as Very Poor, Very Dissatisfied, Much worse now, Not confident at all, Strongly disagree, Never, No, not implemented at all, No much worse, Not happy at all, Not effective at all, Very low, Very ineffective, Not very adequate, No, it has significantly declined, and Not very safe. Whereas, 5 is the highest score given to the highest form of positive responses such as Very good, Very satisfied, Very confident, Very adequate, Very positive, Much better, Much higher now, Very effective, Very high, Very happy, Very well, Yes significantly improve, Yes much better, Yes fully implemented, Very good, Much better now, and Very often. The average score was calculated for each indicator to determine the overall understanding.

Table 1: Average scores of key indicators overall weighted average score

Key Indicators	Average Score	Weighted Average Score
Professional Development & Well-being	3.37	
Work Environment	3.50	
Organizational Culture	3.60	3.56
Job Satisfaction	3.60	
Leadership & Management	3.72	

As per the results, the organizational climate at BQPCA is average or positive, since the overall weighted average score across all indicators is 3.56 as elucidated in above Table 1, which falls into the “Good” category. However, the data reveals clear strengths such as a stable and

supportive workplace, where it can be carried forward. But the results also highlight specific challenges the employees feel needed to be addressed in the BQPCA.

4.2.1 Professional Development (PD) and Wellbeing

Table 2: Average scores and interpretation for five indicators

Indicator	Professional Development & Well-being				
Questions	Q 30	Q31	Q32	Q33	Q34
Average score	3.23	2.86	3.86	3.64	3.28
Weighted average	3.37				
Interpretation	Moderate				
Indicator	Work Environment				
Questions	Q6	Q7	Q9	Q10	Q11
Average score	3.45	3.41	3.64	3.73	3.68
Weighted average	3.50				
Interpretation	Good				
Indicator	Organizational Culture				
Questions	Q18	Q19	Q20	Q21	Q22
Average score	3.55	3.95	3.64	3.45	3.45
Weighted average	3.60				
Interpretation	Good				
Indicator	Job Satisfaction				
Questions	Q13	Q14	Q15	Q16	
Average score	3.77	3.55	3.73	3.37	
Weighted average	3.60				
Interpretation	Good				
Indicator	Leadership & Management				
Questions	Q26	Q27	Q28	Q29	
Average score	3.73	4.00	3.68	3.47	
Weighted average	3.72				
Interpretation	Good				

As presented in *Figure 4* this section has received the lowest rating in the survey, suggesting that it needs more actions for improvement. The scores reveal a concerning gap between employee needs and organizational support. Employee satisfaction with the professional growth

opportunities (Q31) is low, where the score remains 2.86 in the “Poor” category. This shows a serious lack of structured career development and regular coaching in the organization. While personal work-life balance (Q32) is rated as good with 3.86, however, employees do not feel the organization actively supports them in achieving it since there is notable drop observed in average score, when asked whether organization supports them in achieving a good work-life balance (Q33). The average score drops slightly to 3.64. This indicates that the organization is not in full favour supporting their employee in achieving work-life balance. Further, the view of change in this area compared to last year was found neutral with the score of 3.28 in moderate category. This highlights the room for substantial improvement and the findings directly mirrors the literature and the lack of PD opportunities will negatively impact an organizational climate, motivations, and retention of staff.

4.2.2 Work Environment

The work environment is seen as generally good since the average score is 3.50 which falls under “Good.” Employees feel very safe and secure at work, when asked “How safe and secure do you feel in your work place (Council/Directorate)? (Q10)” The average score stands at 3.73 which falls under the “Good” category, as outlined in above Table 2. Similarly, the average score of the question no. 9 of the questionnaire was 3.62 indicating that the physical workspace is positive in the authority. Question 11 on the overall atmosphere of the workplace is also rated positive, where the average score is 3.68. However, perception of the availability of resources (Q6) and equipment and access to technological tools (Q7) at the workplace were comparatively rated lower, where the score stands 3.45 and 3.41 respectively. The scores are under the “Good” category but they are lowest under this section and this points out the concerns on the practical issues of the modern times that could stir the frustration and hinder efficiency and effectiveness as stated by Schneider et al. (2013); Bakker & Demerouti (2007) where they reported that resources and safety impact engagement & performance.

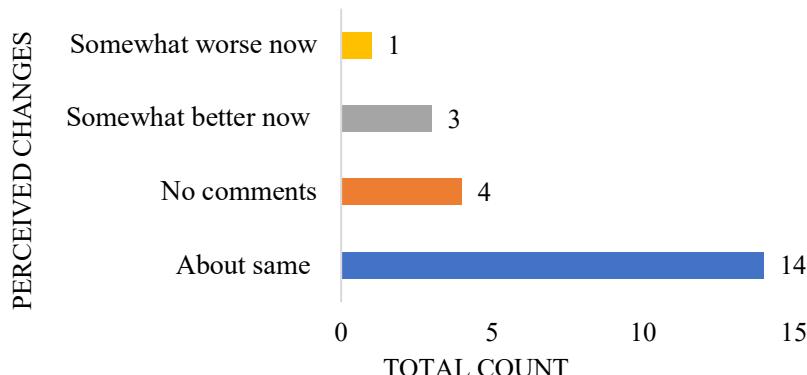


Figure 5: Perceived changes in work environment compared to last year

Most interestingly, as displayed in the above chart *Figure 5*, when asked about the change in the authority since last year (Q12) in working environment, most of the respondents expressed that they didn't see any changes in councils or authority. As presented in the Table 2, average score of Q12 remains 3.11 which is under "Moderate" category, where the opinion remains mostly neutral to slightly positive, indicating that recent development was modest but attempts to improve the work environment are being noticed at BQPCA.

4.2.3 Organizational Culture

Organizational culture was found to be one of the strongest and highly rated areas compared to other variables and areas. The above Table 2 underlines that employees believe BQPCA lives perfectly with its stated values and mission (Q20) securing the average score of 3.95. Similarly, the collaboration and teamwork (Q21), and trust and respect among colleagues (Q24) under the organization were reported highly, where the average score stands 3.82 in both areas. The scores fall under the higher level of "Good" category, indicating that the BQCPA is doing exceptionally well in living with its values and mission, collaboration and teamwork, and trust and respect among working colleagues. But the main concern under the organizational culture is the effectiveness in handling conflicts and resolving issues (Q22). The score in this area was recorded 3.47 which is under the "Moderate" category and it is the lowest score under this section, indicating that while daily teamwork under the authority is good, the systems for managing disputes or problems may be seen as daringly lacking at BQPCA. Further, the perception that culture has improved since last year (Q25), the score is 3.33, where the result is under the "Moderate" category and this highlights that there is no much improvement under this section compared to last year.

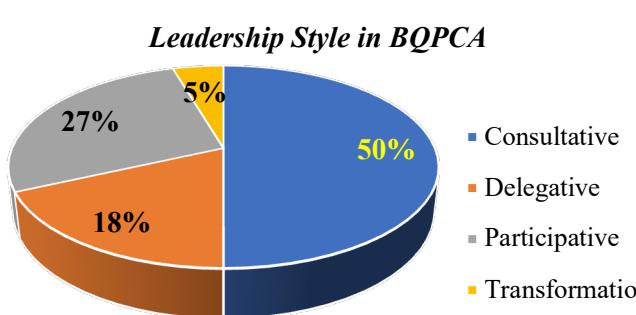
4.2.4 Job Satisfaction

In general, the Job Satisfaction level was found good and in satisfactory level. Employees were found very satisfied with their actual job roles and responsibilities. When asked, "How satisfied are you with your current job role and responsibilities?", most of the respondents have responded positively where the average score as per Table 2 remains at 3.77. Similarly, employees were found contented and happy about the effective use of their skills in the workplace (Q14), a score being noted as 3.55. Support received from their supervisors (Q15) is also rated high of 3.73, placing it under the "Good" category. This means BQPCA staff are experiencing high job satisfaction with roles, skill use, and supervisory support which is inconsistent with the findings of Jun (2011) and Parker et al. (2003). However, when it comes to question 16 which pertains to

the overall job satisfaction compared to last year, it is rated 3.37, the weakest under this section. The result falls under the “Moderate” category which suggests that while employees are happy with their core roles and responsibilities, other factors such as professional development, organizational culture, or resources may be preventing them from feeling more satisfied than before.

4.2.5 Leadership and Management

Leadership and Management is a significant strength of BQPCA as per the results enshrined in the above Table 2. The respondents' confidence in their immediate supervisors is very high as the score stands 3.73, meaning it is good, and supervisors are seen as highly approachable and open to feedback (Q27), where the score stands at 4.0, the highest single score in the survey, which is a good result. Employees also feel their confidence in leadership has improved compared to last year (Q28), securing a score of 3.68 in the good category. However, a gap has been recorded in the implementation of past survey recommendations (Q29), the score remains at 3.47 in the “Moderate” category underscoring the room for improvement. It can be summarized that though the confidence and trust was recognized highly but leaving the gap unattended might create a risk of ‘survey fatigue’, where the staff may feel their feedback is collected yearly but not addressed. This could eventually erode the current high trust placed in the supervisors.



The 50% of the respondents shared that their immediate supervisors are Consultative, followed by Participative leadership style with 27% and then Delegative leaders with 18%. Employees believe that their leaders under BQPCA are less transformational.

Figure 6: Perceive leadership style of leaders under BQPCA

4.3 Results from the qualitative responses

This section presents the results from the qualitative responses from the survey. Employees shared their thoughts on what is working well, what needs to get better, and whether they have seen changes since last year. Thematic analysis was carried out to analysis these qualitative responses,

4.3.1. Positive aspects of working in BQPCA

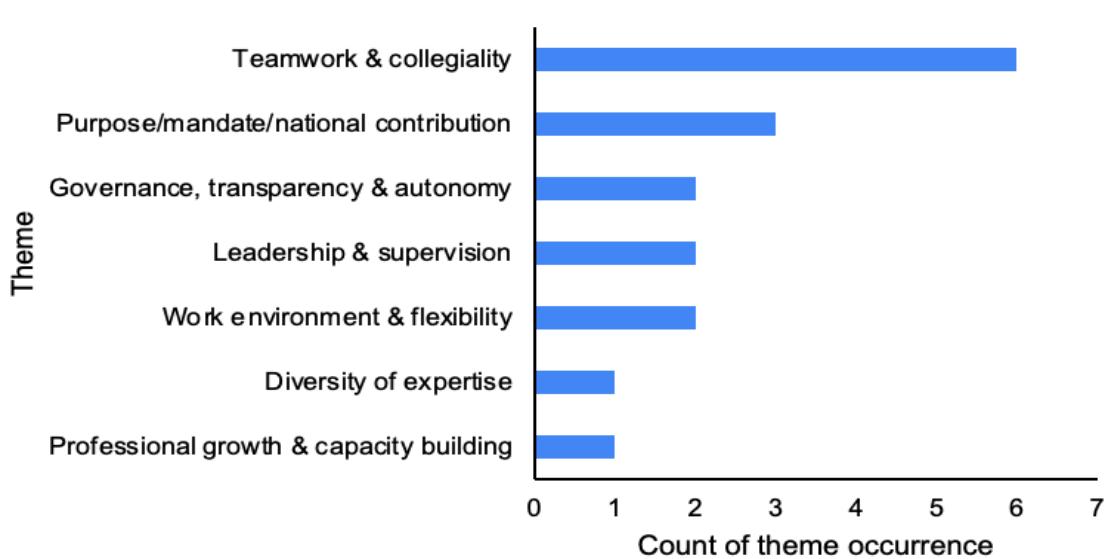


Figure 7: Frequencies of Strengths Themes of BQPCA

The above Figure 7 shows the strengths of BQPCA as perceived by the respondents. It was found that the Team Work & Collegiality was mentioned most often meaning the sense of cooperation and support among the colleagues is the strongest strength in BQPCA and the set Purpose, Mandates, and National Contribution of BQPCA stood as second strength. These means employees take pride and feel proud of their work contributing to the country. Other important strengths of BQPCA also include Governance, Transparency, & Autonomy, Leadership and Supervision, and a good Work Environment and Flexibility. Professional Growth and Diversity of Expertise within the team were also noted as positive strengths, but slightly less frequently which can also be nullified considering that professional development being rated as the lowest among the core indicators of OCS above.

Overall, the work environment at BQPCA is perceived very positively. The top two strengths are about people (teamwork) and purpose (national contribution), this suggests that staff are motivated by their colleagues and a shared sense of responsibility and meaningful work. Good leadership, clear governance, and flexible work environment further support this positive climate.

4.3.2 Areas of Improvement Needed

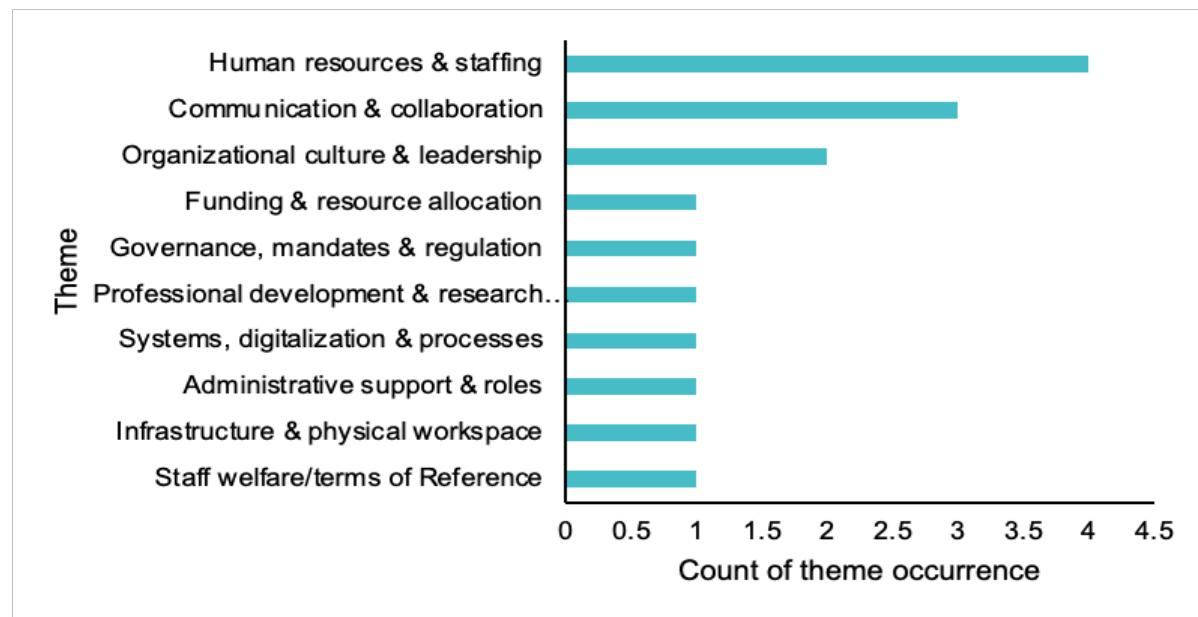


Figure 8: Total frequency of themes on the areas of improvement

The above Figure 8 highlights the challenges or issues being raised by the respondents. A higher count means more respondents are concerned about the area. It is evident that Human Resources and Staffing is the most frequently mentioned area for improvement. This means there is no enough human resources in the councils or authority to carry out the mandated task, which could also mean there is need for enough people with the right skills, or charting out clear job roles. Communication and Collaboration and Organizational Culture & Leadership are the next biggest concerns raised, followed by critical operational issues such as Funding & Resource Allocation, Governance & Mandates, and Professional Development are also noted as areas where the attention is needed. Systems, Digitalization & Processes, Administrative Support, Infrastructure, and Staff Welfare were mentioned as areas of concerns, but somewhat less often.

Considering the above findings, it can be concluded that while the people and purpose are identified as the strengths, the systems, leadership, and resources to support the work are found are the main challenge in BQPCA. The biggest challenge is related to staff capacity, HR and Staffing and this is closely followed by how people work together and the overall direction form the management, boils down to organizational culture & leadership. This points out a potential gap between the motivated workforce of BQPCA and the organizational support, funding, and processes the employees need to be fully motivated and effective.

4.3.3 Observed Changes Since Last Year

The above Figure 9 shows whether employees have noticed any improvement in the authority over the past year. It was noted that the largest number of respondents, about 6 responded that they have noticed No change/Not noticed/ Minimal change in BQPCA after last year's survey.

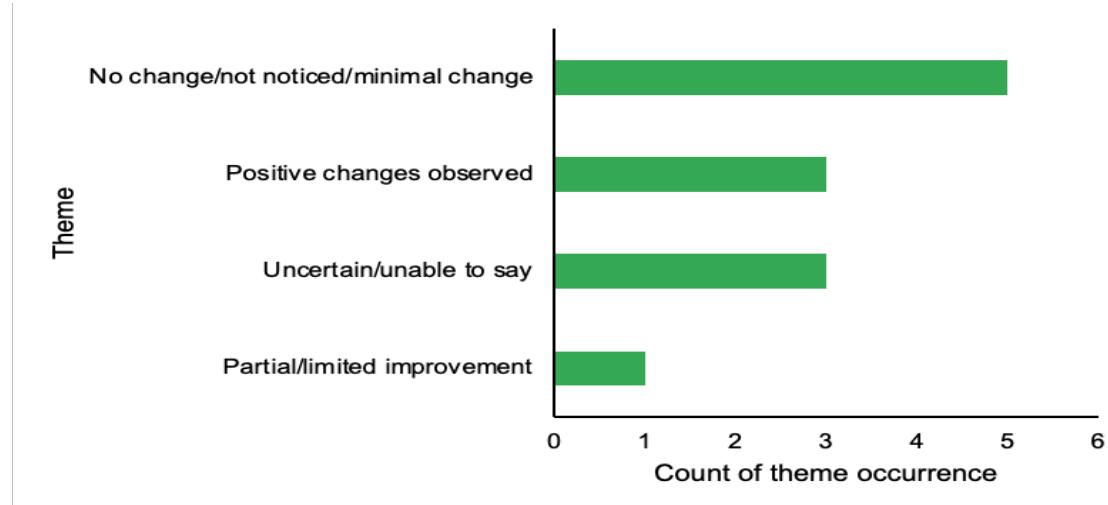


Figure 9: Total occurrence of themes of observed changes in BQPCA since last year

About four respondents have responded stating that they have witnessed positive changes and followed by three respondents who were Uncertain /Unable to say. A few have noted that there were only Partial/Limited improvements in the organization. The majority of staff have not seen or experienced any meaningful changes in the authority since the last survey. Only a small portion, four respondents have observed clear positive improvement. This suggests that while some improvements may have been there or underway, they are either not widespread or visible enough or not impactful to the employees. This perception of no change is an important finding that calls management to address, especially in the areas marked for improvement above.

5. Discussions

The 2025 OCS of BQPCA indicates that the Authority generally has a positive and supportive workplace with weighted average score of 3.56, particularly strong faith in the organizational culture, job satisfaction, and leadership and management. Employees feel safe in the workplace, trust their supervisors, believe in the mission of organization, and work well together as team. These can be the foundation of the Authority and its real strengths, which strongly aligns with the study that reports climate characterized by trust, collaboration, and supportive supervision is strongly associated with the higher organizational commitment and lower turnover (Pangaribuan et al., 2025; Jyoti, 2013). Employees have a great faith and trust in their supervisors. Majority of them rated leadership style of their leaders as Consultative, followed by Participative, Delegative,

and Transformational. The consultative leadership style can collaboratively guide its team by valuing and integrating their views into decision making (Ekowati et al., 2023; Omar & Auso, 2023) and it also considered leadership that empowers employees (Omar & Auso, 2023). Similarly, participative leadership style is considered as most democratic leadership approach which engages all employees in decision making process, ensuring employee engagement and uplifting employees' morale (Wang, Hou, & Li., 2022). This is in consistent with the findings of this survey where majority of employees has reported teamwork and collegiality as a majority strength of BQPCA.

However, as detailed out in Figure 8, the survey points out some of the areas that need to addressed. The key concern lies in human resource and staffing, followed by communication and collaboration. The survey qualitatively underpins human resource and staffing most frequently mentioned area for improvement. Academically it is proven the serious understaff and unclear job roles will not only result in heavy workload and create confusions, but also directly trigger JD-R model's negative pathway (Bakker & Demerouti, 2007), resulting into employee burnout, diminished engagement, and high turnover intention. This is further supported by findings that role ambiguity and overload are primary stressors that erode job satisfaction and performance (Jun, 2011; Parker et al., 2003). This suggest, BQPCA that the highly motivated employees are at the risk of exhaustion, since this HR shortages will force them to operate in constant resource deficit, which can undermine the other positive aspects noted in the survey. Similarly, survey points inter-council coordination and information sharing as communication and collaboration gap that need to be addressed. Since the effective collaboration lies as a cornerstone of a healthy organizational climate that can foster innovation, problem-solving, and group efficacy (Patterson et al., 2005), it cautions that silos will arise when communication within the team goes down. When people start working in silos, BQPCA must be aware that redundant or duplication of work and unresolved inter-council conflicts will rise, leading to disorganized organization.

Employees' dissatisfaction on the PD opportunities, as illustrated in Table 2 is another major area where immediate action is needed. Limited PD opportunities will have major implication in the career growth of employees, such as triggering decline in motivation towards work. Moreover, in absence of clear career pathways and skill advancement, majority of employees will be forced to inevitably leave the organization in pursuit of better opportunities and career growth, since the PD is directly linked to motivation, engagement, and retention (Shiri et al., 2023). Further, limited PD opportunities may make an ambitious and skilled employee to feel

stuck, leading to frustration or eventually seeking opportunities outside the organization, threatening BQPCA's ability to have well succession planning and retain the expertise and experiences to execute the mandates effectively (Ronzaini et al., 2025). As per the Job Demands-Resources model (Bakker & Demerouti, 2007) suggests that a lack of job resources such as development opportunities and supportive policies can lead to burnout and reduced engagement. Further remarkable number of employees feel that little actions being taken in line with the past survey results. This suggests that though the feedbacks is being collected but employees do not see any changes or actions being taken. If such continues, there is high risk where the employees will lose their motivation to participate in feedback collection and such future survey, resulting into survey fatigue called Disingenuous surveys which is a dangerous type where it will make the respondents feel that their responses will not bring any impact to an outcome (Ghafourifard, 2024).

Furthermore, the lack of resources and technological tools is one of the concerning findings, that may become efficiency barrier. Though employees believe that work environment is safe and secure, inadequacy of working tools such as technology, equipment, and other resources is might create daily friction, hindering effectiveness and efficiency (Zhenjing et al., 2022). This may lead employees to workarounds in search of resources and necessary equipment to perform the job, and struggle with outdated software and technologies, leading to time waste and frustration which will deter the level of job satisfaction and diminish morale of staff. Though, employees have high trust in their immediate supervisors, confidence on wider leadership system and in the implementation of past survey recommendations need to be addressed. The trust gap indicates that employees feel supported but are less confident in when it comes to broader organizational decision-making, priorities, and how it they are implemented. It also conveys that their supervisors listen to them but they are unsure if the higher authority or management take their feedback into consideration. In order to narrow this gap, it calls leadership in the authority to make every decision transparent and demonstrate consistent action on the feedback collected. The survey results confirm BQPCA's good organizational foundation supported by trust, teamwork, and consultative leadership. But critical gaps in staffing, communication and collaboration, professional development, and resources pose a direct risk to this positive climate. These systemic issues, if remain unaddressed can lead to burnout, higher turnover, and an increased disconnection between staff and leaders. In order to protect its strengths and ensure continuous progress and higher performance, BQPCA must now translate feedback into decisive and visible action.

6. Recommendations

Based on the survey findings, the following actions are recommended to address key areas of improvement and to leverage existing strengths of BQPCA:

- i. Develop and share clear action plan from survey feedback. This to bridge the trust gap with broader leadership, where management may consider developing action plan based on the survey feedback with 3-5 top priority areas such as Staffing, and PD initiatives, leading to visible outcomes.
- ii. Launch a structured PD framework. To address the critical gap in career growth and skill advancement, management and HR should develop a clear PD framework within next six months period, ensuring dedicated budget for relevant PD trainings or conferences, and clear and accessible pathways for skill advancement and internal mobility.
- iii. Initiate cross-council coordination meeting or forum to prevent silos and improve communication. Management shall institute mandatory regular, quarter or biannual “BQPCA Connect” forum. This must include all the staff and agenda must focus solely on sharing updates, aligning on common projects, solving inter-council challenges, and working on collaborative opportunities.
- iv. Need to conduct a resource and technology need assessment. In order resolve daily issues and challenges, management should immediately establish a small team to conduct resources and technology requirement in each council and staff to increase efficiency. Based on the findings, the management should plan to develop a procurement plan and prioritize addressing the critical gaps that hinder productivity and morale, as immediately as possible.

7. Conclusion

The 2025 OCS confirms that BQPCA has the greatest assets of its people and their shared sense of purpose. The strong scores in organizational culture, job satisfaction and particularly in the approachability of their immediate supervisors, provide a good platform for future growth. Employees believe in the Authority’s mission and in their direct supervisors. Going forward, there are also certain areas need to be addressed. BQPCA need to bridge the gap between strong personal foundations and the structural systems that support sustainable performance and growth, where the authority needs to look seriously in addressing staff shortage to avoid unnecessary burnout and workload to the existing staff. Moreover, by addressing the concerns regarding

professional development, system trust, and well-being support, BQPCA management can transform potential frustration into renewed motivation and engagement. The commitment to acting on these findings will be the most critical factor in demonstrating that leadership not only listens but also initiates tangible and meaningful change, leading to continuous climate improvement that will help BQPCA in fulfilling its critical national goals and aspirations.

8. Limitation of the survey

The survey results only reflect the perceptions of employees under BQPCA and these cannot be applied to other organizations. Despite making participation mandatory due to the small number of total staff under BQPCA, not all the staff participated in the survey, so some perspectives may be missing. The use of past questions may have overlooked new problems and the responses are based on individuals' opinion not based on the facts. Furthermore, bias may exist since the survey was administered online and responses were self-reported.

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Annexure 1: Questionnaire of OCS 2025 of BQPCA

BQPCA Organizational Climate Survey 2025

Please answer all questions honestly and precisely. Your responses will be kept confidential and will be used only to generate honest and most objective report for the improvement of our workplace. Thank you very much for your time

Section 1: General Information

1. What is your Gender
 Male Female Others: (specify)

2. What is your education background?

Non-literate	Non-formal education	Class VI & below	Class VIII	Class X	Class XII	Diploma	Bachelors Degree	Post Graduate Diploma	Masters	Ph.D
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3. How long you have been in the civil service

Less than 1 year	Less than 5 years	5 - 10 years	10-15 years	Less than 20 years	More than 20 years
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4. How long have you been working in BQPCA?

Less than 1 year	More than 1 Year but less than 5 years	More than 5 Year
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5. What is your employment status?

Regular	Contract
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Section 2: Work Environment

6. Are there adequate resources and equipment available to perform your job effectively in your Council/Directorate?

Very adequate	<input type="checkbox"/> Adequate	<input type="checkbox"/> Neutral	<input type="checkbox"/> Not adequate	<input type="checkbox"/> Not very adequate
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7. How would you like the availability and accessibility of technology tools and systems needed for your work at your Council/Directorate?

Very satisfied	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Dissatisfied	<input type="checkbox"/> Very dissatisfied
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8. Do you believe that your opinions and ideas are valued by your supervisor and peers?

Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
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9. How would you rate the physical work environment in your council/Directorate?

Very satisfied	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Neutral	<input type="checkbox"/> Dissatisfied	<input type="checkbox"/> Very dissatisfied
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10. How safe and secure do you feel in your work place (Council/Directorate)?

Very safe	<input type="checkbox"/> Safe	<input type="checkbox"/> Neutral	<input type="checkbox"/> Not safe	<input type="checkbox"/> Not very safe
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11. How would you describe the overall atmosphere at your workplace (Council/Directorate)?

Very positive	Positive	Neutral	Negative	Very negative
12. After the conduct of OCS last year its findings last year, how do you feel the overall work environment in your Council/Directorate has changed?				
Much better	Somewhat better now	About same	Somewhat worse now	Much worse now
Section 3: Job Satisfaction				
13. How satisfied are you with your current job role and responsibilities				
Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
14. I feel that my skills and abilities are utilized effectively in my current role.				
Strongly agree	Agree	Neutral	Disagree	Strongly disagree
15. How satisfied are you with the support and resources provided by your supervisors?				
Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
16. Overall, what is your level of job satisfaction compared to last year?				
Much higher now	Somewhat higher now	About the same	Somewhat lower now	Much lower now
Section 4: Organizational Culture				
17. How would you describe the leadership style in your Council/Directorate?				
Authoritative	Consultative	Participative	Delegative	Transformational
18. How effective is teamwork within your Council/Directorate?				
Very effective	Effective	Neutral	Ineffective	Very ineffective
19. How satisfied are you with level of communication between you and your supervisor?				
Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
20. How well do you feel the BQPCA lives up its stated values and mission?				
Very well	Well	Neutral	Poorly	Very poorly
21. How would you rate the level of collaboration and team work within your Council. Directorate?				
Very high	High	Neutral	Low	Very low
22. How effective do you think the Council/Directorate is in handling conflicts and resolving issues?				
Very effective	Effective	Neutral	Less effective	Not effective at all
23. Do you believe that decisions within the Council/Directorate are made fairly and transparently?				
Yes	No			
24. How happy are you with the level of trust and respect among colleagues in your Council/Directorate? *				
Very happy	Happy	Neutral	Not happy	Not happy at all
25. Compared to the results of last year's survey, do you feel the organizational culture (teamwork, trust, transparency) has improved?				

Yes, significantly improved	Yes, somewhat improved	No change	No, it has somewhat declined	No, it has significantly declined
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Section 5: Leadership & Management

26. How confident are you in the leadership of your immediate supervisor?

Very confident	Confident	Neutral	Not very confident	Not confident at all
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27. I feel that my immediate supervisor is approachable and open to feedback.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
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28. Since last year, has your confidence in and support from leadership improved?

Yes, much better	Yes, somewhat better	No change	No, somewhat worse	No, much worse
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29. Do you think the authority has implemented the recommendations you made last year in OCS?

Yes, fully implemented	Yes, mostly implemented	Not sure	No, mostly not implemented	No, not implemented at all.
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Section 6: Professional Development & Well-being

30. How satisfied are you with professional growth and development opportunities provided by BQPCA?

Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
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31. How often do you receive feedback on your performance?

Very often	Often	Sometimes	Rarely	Never
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32. How would you rate your overall work-life balance?

Very good	Good	Neutral	Poor	Very poor
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33. Do you feel that the organization supports you in achieving a good work-life balance?

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
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34. Looking at professional development and work-life balance, how do things changed compared to last year?

Much better now	Someewhat better now	About the same	Someewhat worse now	Much worse now
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Section 7: Open Feedback

35. What is the most positive aspect of working at your Council and BQPCA? Please mention specifically for Council and BQPCA.

36. What areas do you believe need improvement in your council and BQPCA? Please mention specifically for Council and BQPCA.

37. Based on last year's survey feedback, have you seen positive changes in any specific area? Please describe.

Thank you for completing the survey. Your input is much valuable for this survey.