

# How's Work Going 2011

*Department of Agriculture Employee Survey Results*



Evaluation & Accountability

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## Chapter 1- Survey Background Information

### 1-1 Why do we survey?

We regularly survey employees to understand how to improve the public service workplace. Asking employees what they think about their work environment is common in the employment world today. It is a fundamental part of building a strong public service and improving client service for our citizens.

“How’s Work Going” employee survey measures employee engagement and the drivers that lead to organizational satisfaction and commitment. Employee Engagement is a critical element to the success of any organization. Increased levels of employee engagement results in an increase in employee performance and retention creating a productive and committed public service.

Research has shown that an increase in employee engagement results in an increase in client satisfaction which builds confidence in government.

### 1-2 Who did we survey?

The survey was sent to all employees in an online format. This report contains the results of all permanent, contract and term employees who responded to the survey. Department of Agriculture had a response rate of 49% (46% in 2009). The survey was open between March 2<sup>nd</sup> - 31<sup>st</sup>, 2011.

### 1-3 How to read this report?

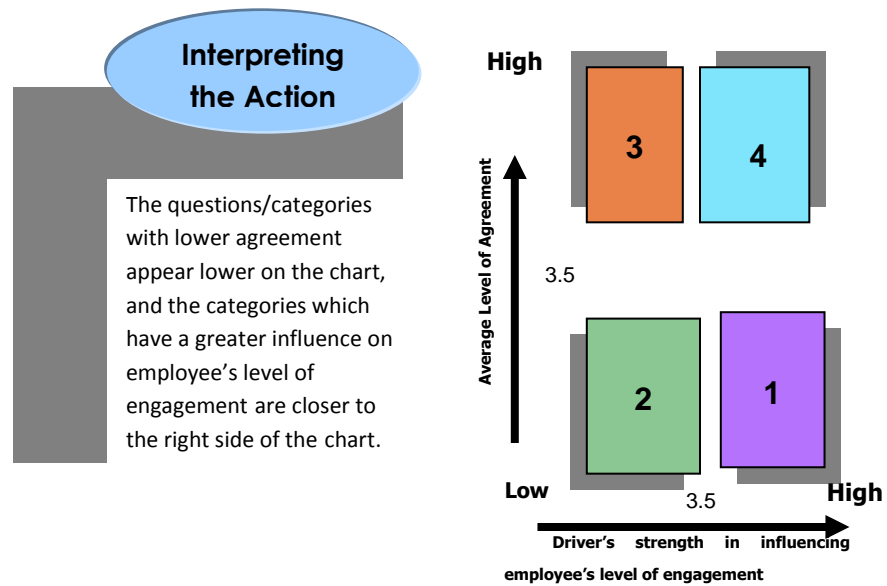
In this report, the results are presented in the following matter:

• <b>Engagement Score</b>	Engagement index which measures the extent to which individuals feel connected to and involved in their job and their organization and their level of satisfaction and commitment.
• <b>Disagree- Agreement Percentage</b>	Percentage of respondents who strongly disagreed and somewhat disagreed.
• <b>Neutral - Agreement Percentage</b>	Percentage of respondents who either agreed or disagreed.
• <b>Agree - Agreement Percentage</b>	Percentage of respondents who strongly agreed and somewhat agreed.
• <b>Mean Category Score</b>	The respondents average score calculated for each category (1-5 range).

Category Guide			
Clear Strength 75% and over	Strength 60-74%	Area for Improvement 50-59%	Area for Concern Under 50%

To help understand the results and to determine where government should continue to focus its response and action efforts, the 2011 survey was also analyzed using a method which comprises both the level of agreement and the strength of the category in influencing an employees' level of engagement (satisfaction and commitment)

The 2011 survey maps the average agreement score using descriptive statistics and driver strength on an action grid, as illustrated below:



## Chapter 2- Engagement Outcome Results

### 2-1 Engagement Outcome Summary Results

In 2006, the Government of Nova Scotia established the Employee Engagement Index based on the Public Sector Interjurisdictional Engagement Model. The Employee Engagement Index measures the extent to which individuals feel connected to and involved in their job and their organization and their level of satisfaction and commitment. The index is an average calculation of six satisfaction and commitment agreement scores. The percent who agreed with each of the six questions that comprise the Employee Engagement Index is also provided below.

	Agreement Score
<b>Job Satisfaction</b>	
Job Satisfaction	66
<b>Organizational Satisfaction</b>	
Department Satisfaction	61
Overall Satisfaction	75
<b>Organizational Commitment</b>	
Proud	68
Preference to stay with NS Government	58
Inspired	64
Would Recommend as a great place to work	58
<b>Engagement Index</b>	<b>64</b>

Table 1 Engagement Index and Engagement Outcome Results

Agriculture employee index is 64 and would be considered a strength.



## 2-2 Engagement Details

Figure 1 below summarizes employees' responses regarding engagement outcome results.

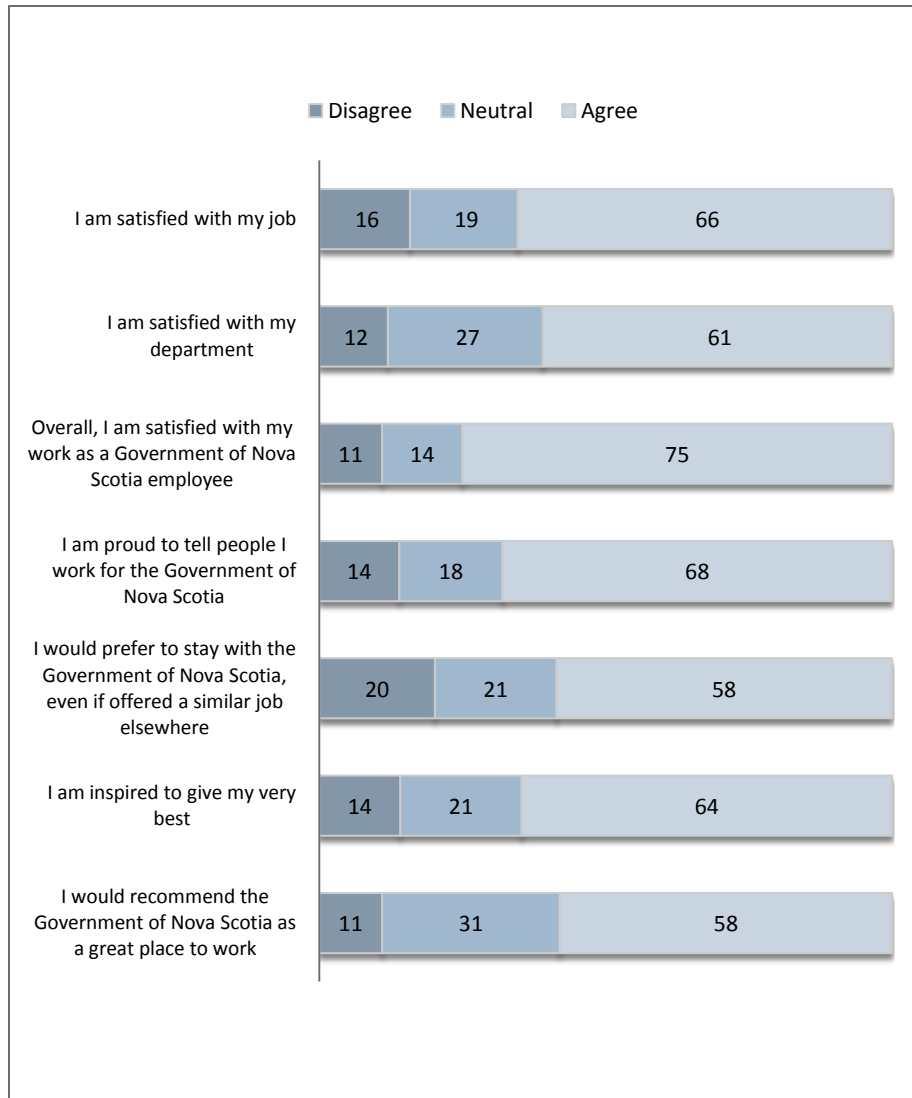


Figure 1 Detail engagement outcome results for 2011

## 2-3 Engagement Trend

Table 2 and Figure 2 below show the comparison between the Department's 2009 and 2011 survey results for the employee engagement outcomes.

	2011	2009
<b>Job Satisfaction</b>	66	81
<b>Department Satisfaction</b>	61	75
<b>Overall Satisfaction</b>	75	86
<b>Proud</b>	68	85
<b>Preference to stay with Government of Nova Scotia</b>	58	73
<b>Inspired</b>	64	84
<b>Would Recommend as a great place to work</b>	58	82
<b>Engagement Level</b>	<b>64</b>	<b>81</b>

Table 2 Comparison between 2009 and 2011 for engagement

All seven questions, the level of agreement decreased (by 11 to 24 percentage points) since 2009. The question with the largest decrease in agreement was "Would recommend" agreement score.

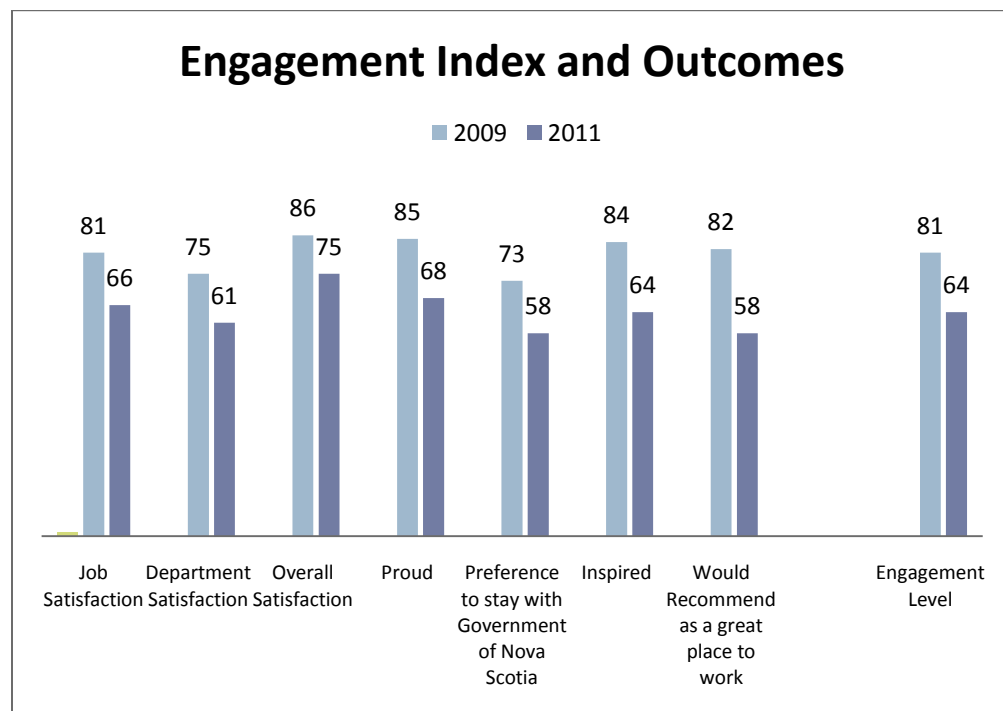


Figure 2 Comparison between 2009 and 2011 for engagement

## 2-4 How does Agriculture's engagement compare?

Table 3 below compares the Department results to the overall Corporate results for 2011 employee survey employee engagement outcome results.

	Department Agreement Score	Corporate Agreement Score
Job Satisfaction		
Job Satisfaction	66	59
Organizational Satisfaction		
Department Satisfaction	61	53
Overall Satisfaction	75	67
Organizational Commitment		
Proud	68	62
Preference to stay with Government of Nova Scotia	58	62
Inspired	64	68
Would Recommend as a great place to work	58	57
Engagement Level		
Engagement Level	64	62

Table 3 Comparison between Department and Corporate results for 2011 for engagement outcomes

Clear Strength	Strength	Area for Improvement	Area for Concern
----------------	----------	----------------------	------------------

As noted in the table above, Agriculture shares the same strengths and areas for improvement as seen in the corporate results. Using the strength-improvement category guide, Agriculture is stronger in the areas of satisfaction, and preference to stay in comparison to the corporate results.

## 2-5 How can the level of employee engagement be improved?

To motivate and retain **employees** it is essential to understand what government employees **feel are important aspects** of their work environment. Management needs to know:

- What do employees value?
- What attracted them to work for Government?
- What factor(s) influence employees' level of engagement (satisfaction and commitment)?
- How is the Department performing in relations to the drivers (factors) of engagement?
- Where does Department need to focus to improve their employees' work environment to keep its employees engaged?

### 2-5-1 What do employees value?

The survey results reveal that Agriculture employees value:

1. Pay and benefits- 15%
2. Challenging and interesting work -14%
3. Having the opportunity to balance work and personal life – 13%
4. Working with people I like -9%
5. Freedom to make decisions about how they do their job-9%
6. Being treated with respect - 8%
7. A chance to make a difference – 8%
8. A chance to learn new skills and to develop- 6%
9. Opportunities for growth and advancement- 6%
10. Chance to have their ideas adopted and put into use -3%
11. Receiving recognition for a job well done -3%

### 2-5-2 What attracted them to work for Government?

What is important to them is very similar to what attracted them to work for the Government of Nova Scotia in the first place, which was:

1. Opportunity to work in chosen Field -27%
2. Compensation- 18%
3. Work Location – 18%

4. Quality work life balance – 11%
5. Career advancement opportunities- 9%
6. Desire to work for the public service- 9%
7. Support for training and related professional development activities- 6%

### 2-5-3 What factors influence employees' level of satisfaction and commitment with the organization?

There are several drivers of employee engagement, which can be measured. These include employees perceptions of their opportunities for input into decisions that affect their work; productive, collaborative and respectful working relationships; clear expectations and sense of direction for the organization; confidence in leadership; job fit with skills and interests; opportunities for learning and development; recognition for their work; and, having the support they need to provide customers quality service while achieving a balance between work and personal life. Figure 3 below illustrates this:

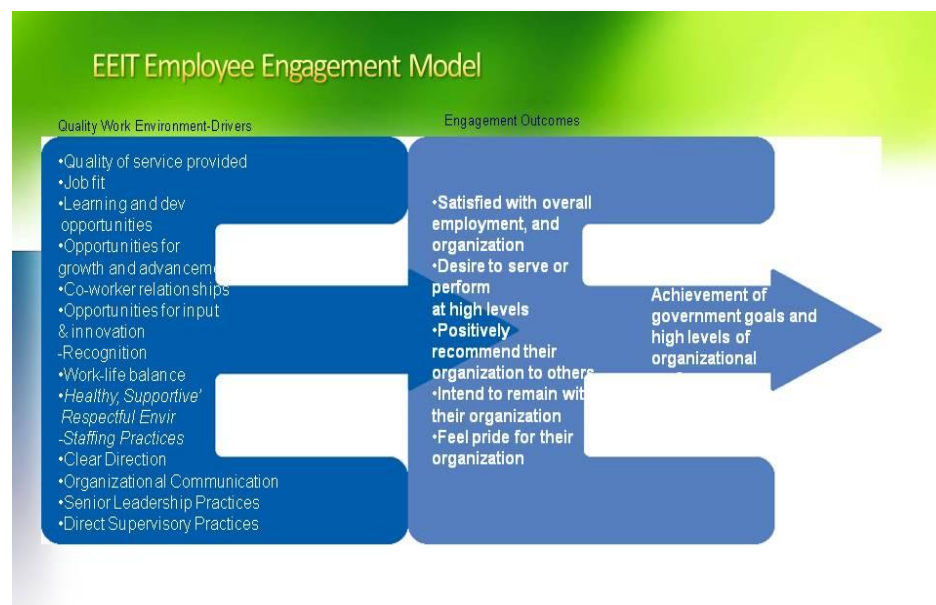
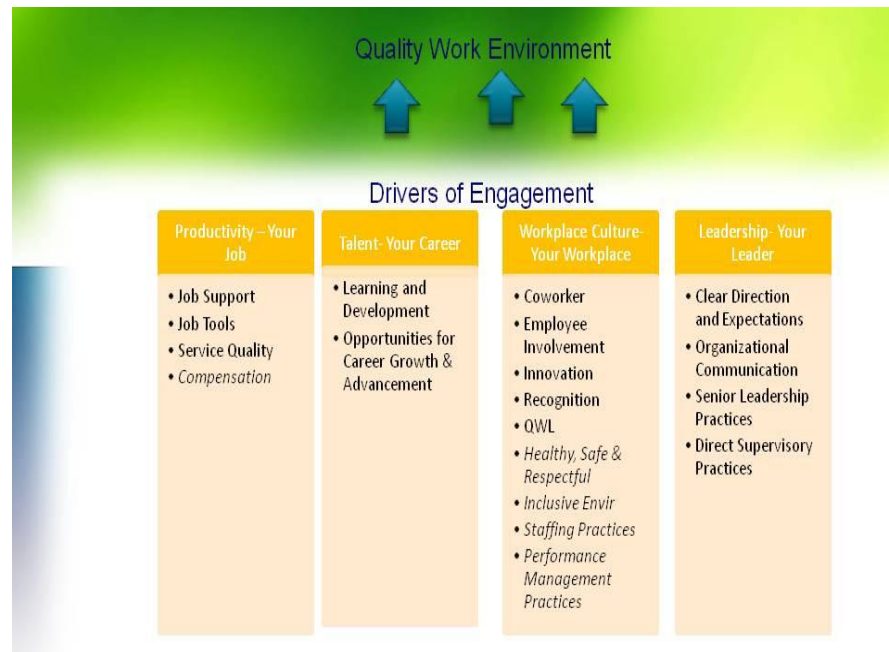


Figure 3 Interjurisdictional Employee Engagement Model

The drivers (quality environment indicators) can be grouped under four categories.



**Figure 4 Engagement Drivers by Category**

An analysis of the correlations between the engagement drivers and indicators can show where action and attention should be focused to improve employee engagement and quality work environment. The Evaluation and Accountability unit of the PSC has performed this analysis. The table below outlines the factors influencing employees' level of commitment and satisfaction, based on the Agriculture 2011 survey results.

1. Job satisfaction
2. Opportunities for Career Growth and Advancement
3. Staffing Practices
4. Senior Leadership Practices
5. Job Support and Tools
6. Compensation

The list below outlines the top factors influencing employees' job satisfaction, based on the Agriculture 2011 survey results.

1. Opportunities for Career Growth and Advancement
2. Recognition
3. Job Fit
4. Staffing Practices
5. Senior Leadership Practices

#### 2-5-4 How is the Department performing in relations to the drivers (factors) of engagement?

A Quality Environment Index can be used to understand how a Department is performing in relations to the drivers of employee engagement. This report calculates a Quality Work Environment Index which is based on the quality environment indicators used in the Public Sector Interjurisdictional Engagement Model. The Quality Work Environment index is an average calculation of the 13 EEIT drivers' agreement scores. Additional indices have been calculated for each of the four categories of drivers as well using the EEIT driver's common questions.

For Agriculture:

	Index
Job Productivity Index	80
Talent Capacity Index	58
Workplace Culture Index	68
Leadership Index	55
Overall- Quality Environment Index	64

Table 4 Driver Indices for 2011

#### 2-5-5 Where does the Department need to focus to improve their employees' work environment?

To help understand the results and to determine where Government should continue to focus its response and action efforts, the 2011 survey was analyzed using a method which comprises both the level of agreement and the strength of the individual drivers.

Evaluation and Accountability calculated the average scores for each of the 18 drivers. The mean score and the driver strength score for each of the 18 drivers was then mapped on a scatter plot. This scatter plot, shown on the next page, provides a visual picture to illustrate how employees perceive their current work environment and what influences their level of satisfaction and commitment.

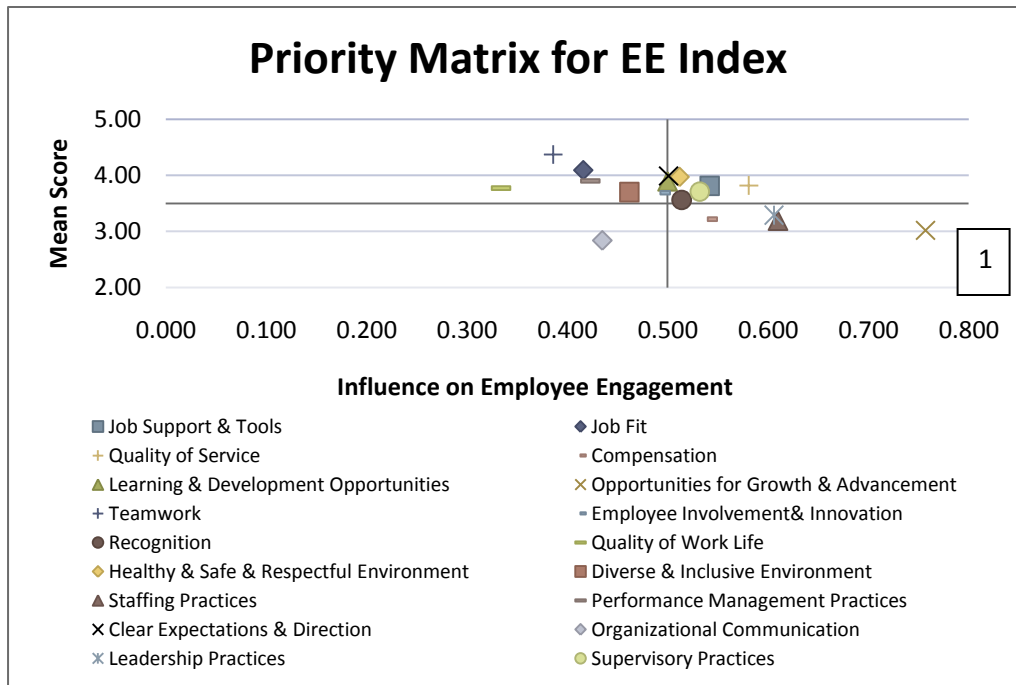


Figure 5 Priority Action Matrix Grid

The drivers with lower agreement appear lower on the chart, and the drivers which have a greater influence on employee's engagement are closer to the right side of the chart. The focus for Government would be in the lower right quadrant (Quadrant 1).

Based on the analysis of employee engagement drivers and analyzing how employees perceive their current work environment, the categories that follow into quadrant 1 and where the Department focus should be are:

- Opportunities for Career Growth and Advancement
- Staffing Practices
- Leadership Practices
- Compensation

All of these categories are also the corporate focus as well.

The next section of this report provides insight into how Agriculture is progressing with each driver. By reviewing how employees responded to the drivers of engagement along with drilling down further by examining the favourable score per question, management can gain an understanding where to focus improve employees' level of engagement (satisfaction and commitment).





## Chapter 3- Quality Work Environment

### 3-1 Your Job- Productivity Capacity

#### 3-1-1 Productivity Capacity Details

Figure 5 below summarizes the disagreement, neutral and agreement scores for the job – productivity capacity (job support, job fit, quality of service provided and compensation drivers) results.

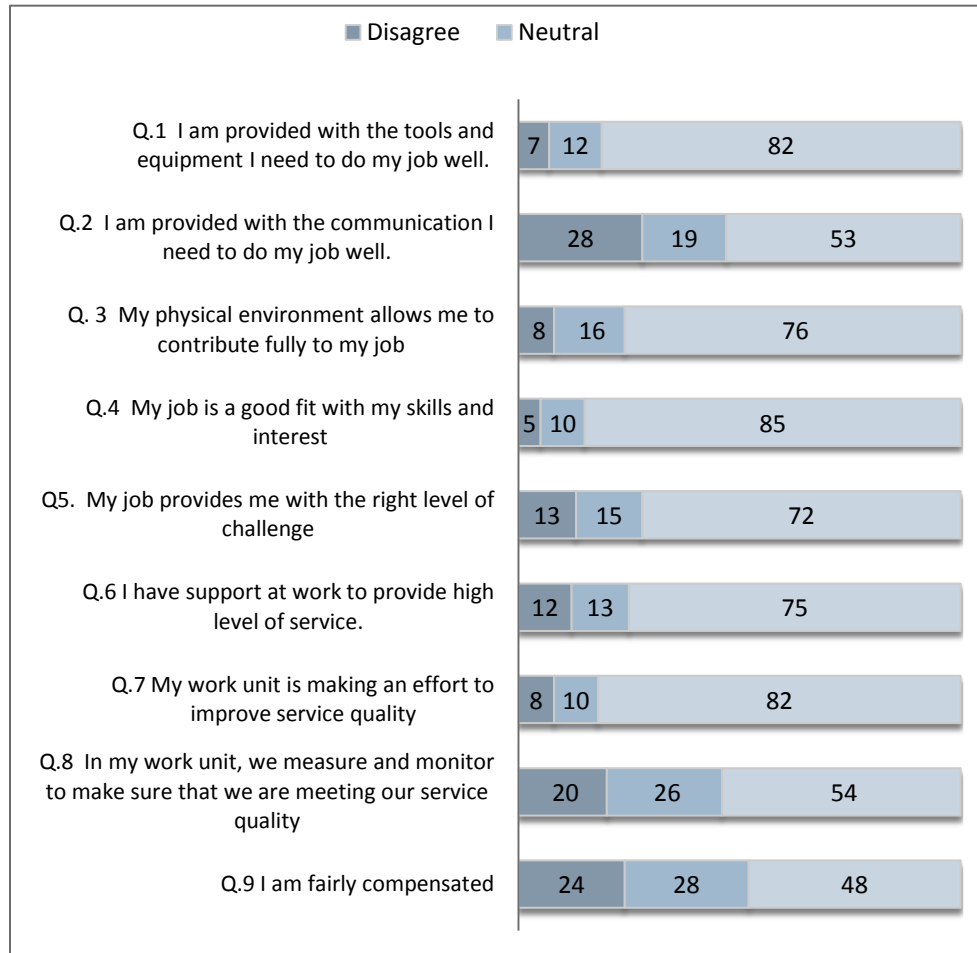


Figure 6 Detail job productivity capacity results for 2011

### 3-1-2 Productivity Capacity Comparison

Table 5 below compares the Department results to the overall Corporate results for 2011 employee survey productivity capacity results.

	Agriculture	Corporate
<b>Job Support and Tools</b>		
Provided with the tools and equipment needed to do job well	82	72
Provided with the communication needed to do job well	53	58
Physical work environment allows employees to fully contribute to job	76	71
<b>Job Fit</b>		
Job is a good fit with skills and interests	85	79
Job provides right level of challenge	72	66
<b>Quality of Service Provided</b>		
Have support at work to provide high level of service	75	61
Work unit is making an effort to improve service quality	82	68
Work unit measures and monitors to make sure they are meeting their service quality	54	56
<b>Compensation</b>		
Compensated fairly for job	48	44

**Table 5 Comparison between Department and Corporate results for 2011 for job productivity survey results**

As noted in the table above, Agriculture shares similar strengths and areas for improvement with the corporate results. There is no unique area for concern for Agriculture. Compensation is a corporate-wide issue.

Using the strength-improvement category guide, in comparison to the corporate results, Agriculture is stronger in the following areas:

- Providing tools and equipment needed to do the job well
- Providing a physical work environment that allows employees to contribute fully to their job
- Providing support at work to provide high level of service
- Work unit making an effort to improve service quality

### 3-1-3 Productivity Capacity Trend

Table 6 below shows the comparison between the Department's 2009 and 2011 survey results for the Productivity Capacity category.

	2011	2009
<b>Provided with the tools and equipment needed to do job well</b>	82	<b>77</b>
<b>Provided with the communication needed to do job well</b>	53	<b>69</b>
<b>Job is a good fit with skills and interests</b>	85	<b>93</b>
<b>Job provides right level of challenge</b>	72	<b>81</b>
<b>Have support at work to provide high level of service</b>	75	<b>75</b>
<b>Compensated fairly for job</b>	48	<b>60</b>
<b>Productivity Index</b>	<b>80</b>	<b>84</b>

Table 6 Comparison between 2009 and 2011 for Productivity category

For four of the six questions, the level of agreement decreased (by 8 to 16 percentage points) since 2009. The question with the largest decrease in agreement was "Provided with the communication needed to do job well" agreement score.

For the following question, "Provided with the tools and equipment needed to do job well", the favourable score increased in comparison to 2009 (by 5 percentage points).

For the following question, "Have support at work to provide high level of service", there was no change in the favourable score in comparison to 2009.

### 3-2 Talent Capacity- Your Career

#### 3-2-1 Talent Capacity Details

Figure 6 summarizes the disagreement, neutral, and agreement scores for the career-talent capacity results (learning and development, opportunities for career advancement, and growth drivers).

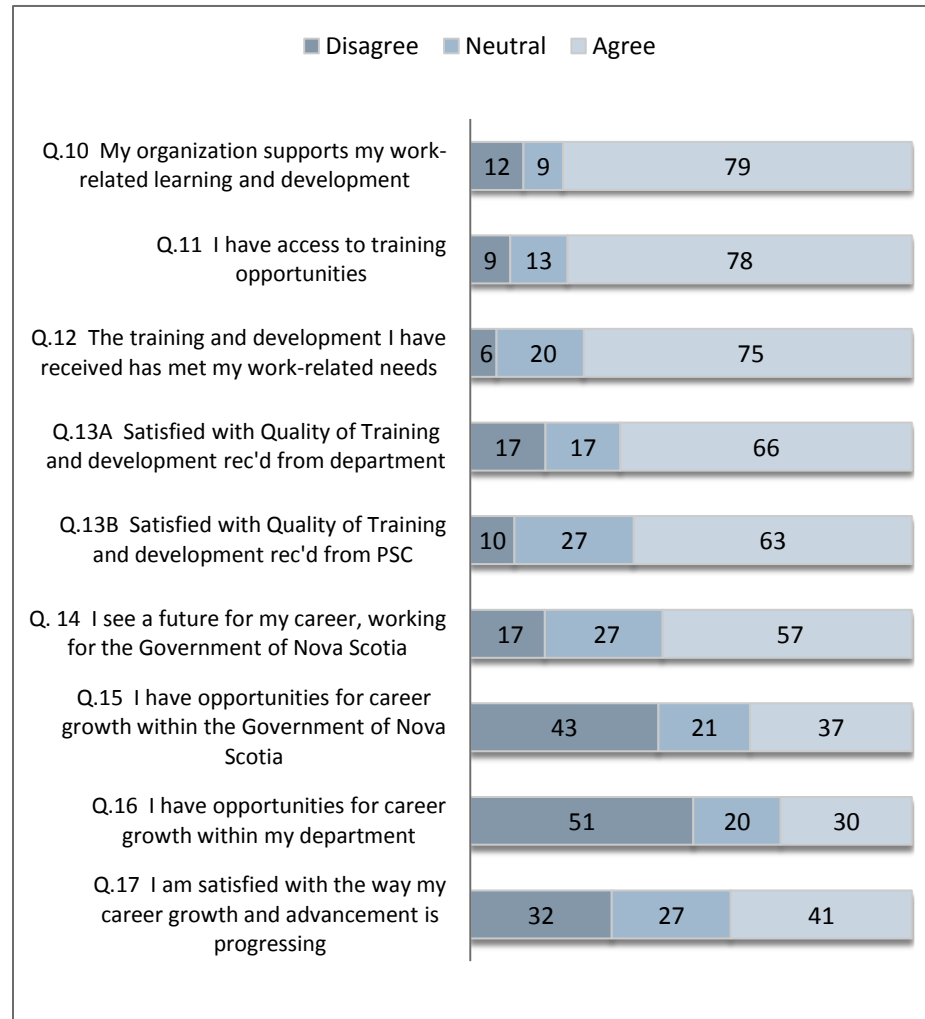


Figure 7 Detail talent capacity results for 2011

### 3-2-2 Talent Capacity Comparison

Table 7 below compares the Department results to the overall Corporate results for 2011 employee survey talent capacity results.

	Agriculture	Corporate
<b>Learning and Development Opportunities</b>		
Organization supports work-related learning and development	79	62
Have access to training opportunities	78	62
Training and development received met work-related needs	75	62
Satisfied with the quality of training and development received from department	66	54
Satisfied with the quality of training and development received from PSC	63	53
<b>Opportunities for Career Growth and Advancement</b>		
See a future for career working for the Government of Nova Scotia	57	60
Have opportunities for career growth within the Government of Nova Scotia	37	42
Have opportunities for career growth within the department	30	32
Satisfied with the way career growth and advancement is progressing	41	38

**Table 7 Comparison between Department and Corporate results for 2011 for talent capacity results**

As noted in the table above, Agriculture shares similar strengths and areas for improvement with the corporate results. Agriculture does not have any unique areas of concern. Concern for opportunities for career growth and advancement and satisfaction with career progress are corporate-wide issues.

Using the strength-improvement category guide, in comparison to the corporate results, Agriculture is not as strong in the following area:

- Employees seeing a future for their career working for the Government of Nova Scotia

Using the strength-improvement category guide, in comparison to the corporate results, Agriculture is stronger in the following area:

- Learning and Development category

### 3-2-3 Talent Capacity Trend

Table 8 below shows the comparison between the Department's 2009 and 2011 survey results for the Talent Capacity category.

	2011	2009
<b>Organization supports work-related learning and development</b>	79	82
<b>Have access to training opportunities</b>	78	79
<b>Training and development received met work-related needs</b>	75	79
<b>See a future for career working for the Government of Nova Scotia</b>	57	58
<b>Have opportunities for career growth within the Government of Nova Scotia</b>	37	41
<b>Have opportunities for career growth within the department</b>	30	33
<b>Talent Capacity Index</b>	<b>58</b>	<b>62</b>

Table 8 Comparison between 2009 and 2011 for Talent Capacity category

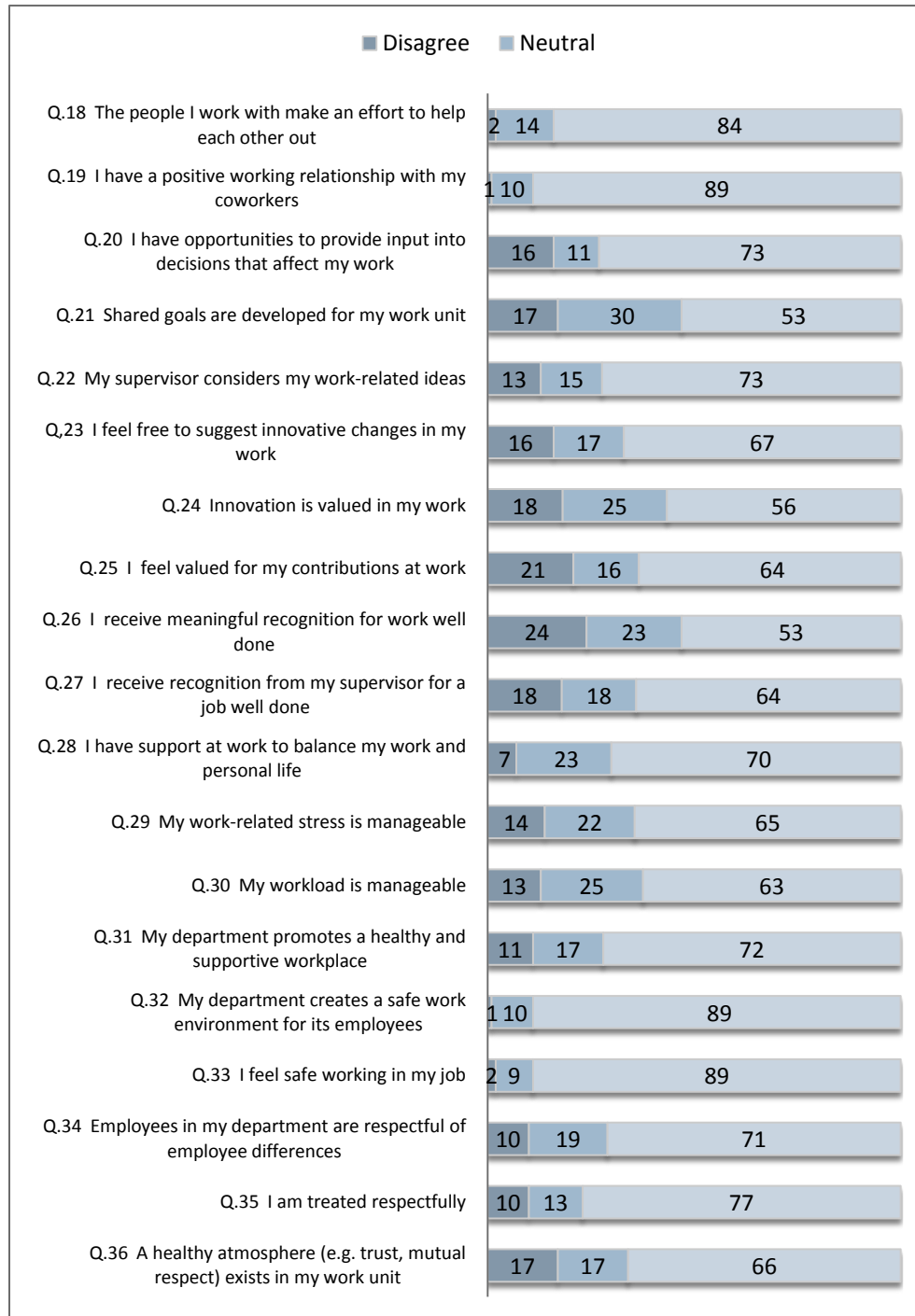
For all six questions, the level of agreement decreased (by 1 to 4 percentage points) since 2009. The questions with the largest decrease in agreement

- Training and development received met work-related needs
- Have opportunities for career growth within the Government of Nova Scotia

### 3-3 Workplace Culture- Your Workplace

#### 3-3-1 Workplace Culture Details

Figure 7 (continued on next page) summarizes the disagreement, neutral, and agreement scores for the workplace culture results (coworker relationships, employee involvement, innovation, recognition, quality of work life, healthy, supportive and respectful environment, diverse and inclusive workplace, staffing practices, and performance management practices).



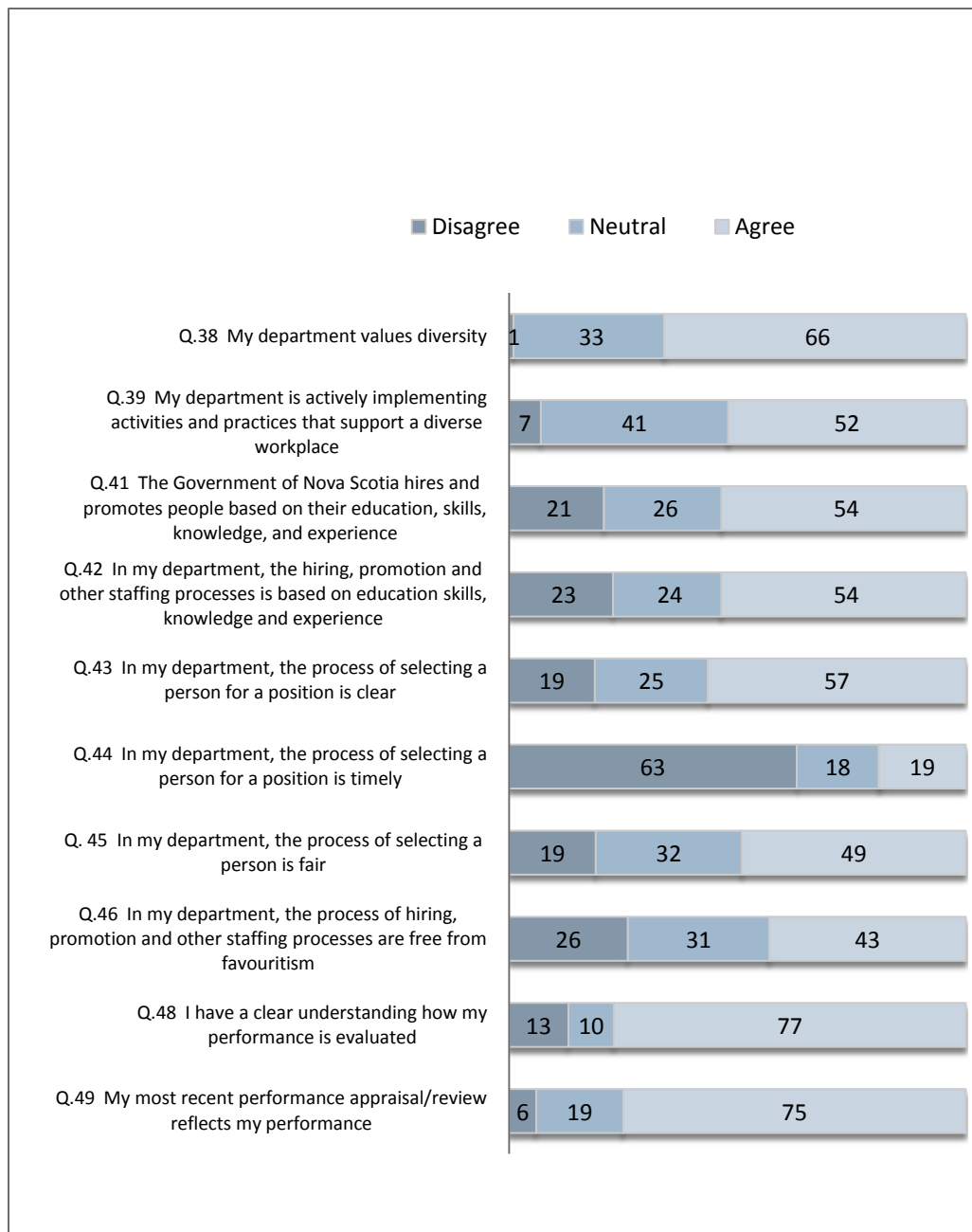


Figure 8 Detail workplace culture results for 2011



### 3-3-2 Workplace Culture Comparison

Table 9 (continued on next page) compares the Department results to the overall Corporate results for 2011 employee survey workplace culture results.

	Agriculture	Corporate
<b>Coworker Relationship</b>		
The people I work with make an effort to help each other	84	77
Have a positive working relationship with coworkers	89	84
<b>Employee Involvement and Innovation</b>		
Have opportunities to provide input into decisions that affect their work	73	60
Shared goals are developed for work unit	53	51
Supervisor considers their work-related ideas	73	69
Feel free to suggest innovative changes in their work	67	67
Innovation is valued in their work	56	54
<b>Recognition</b>		
Feel valued for contributions at work	64	54
Receive meaningful recognition for work well done	53	47
Receive recognition from supervisor for a job well done	64	58
<b>Quality of Work Life</b>		
Have support at work to balance work and personal life	70	62
Work-related stress is manageable	65	59
Workload is manageable	63	58
<b>Healthy, Supportive and Respectful Environment</b>		
Department promotes a healthy and supportive workplace	72	59
Department creates a safe work environment for its employees	89	73
Employees feel safe working in their job	89	78
Employees in department are respectful of employee differences	71	69
Treated respectfully at work	77	74
A healthy atmosphere (trust, mutual respect) exists in work unit	66	62
<b>Diverse and Inclusive Environment</b>		
Department values diversity	66	67
Department is actively implementing activities and practices that support a diverse workplace	52	54
<b>Staffing Practices</b>		
NS Government hires and promotes people based on their education, skills, knowledge and experience	54	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	54	48
In the department, the process of selecting a person for a position is clear	57	47

In the department, the process of selecting a person for a position is timely	19	21
In the department, the process of selecting a person is fair	49	41
In the department, hiring, promotion and other staffing processes are free from favouritism	43	38
<b>Performance Management Practices</b>		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	73	65
% who didn't participate in a performance appraisal/review who would like to	91	76
Have a clear understanding of how performance is evaluated	77	59
Most recent performance appraisal/review reflects performance	75	67

**Table 9 Comparison between Department and Corporate results for 2011 for Workplace Culture results**

As noted in the table on this page and the previous page, Agriculture shares similar strengths and areas for improvement with the corporate results. Concern for the timeliness, fairness and favouritism in the staffing practice are a corporate wide issue.

Agriculture does not have any unique areas of concern.

Using the strength-improvement category guide, in comparison to the corporate results Agriculture is stronger the following areas:

- Recognition
- Manageability of work-related stress and workload
- Creating a safe environment and employees feeling safe
- Treating employees respectfully
- Perception of merit hiring and understanding of the staffing practices
- Employees understanding of the staffing practices
- Employees understanding of the performance management practices
- And belief that performance appraisal reflects actual work performance

### 3-3-3 Workplace Culture Trend

Table 10 below shows the comparison between the Department's 2009 and 2011 survey results for the Workplace Culture category.

	2011	2009
The people I work with make an effort to help each other	84	88
Have a positive working relationship with coworkers	89	90
Have opportunities to provide input into decisions that affect their work	73	80
Shared goals are developed for work unit	53	72
Supervisor considers their work-related ideas	73	83
Feel free to suggest innovative changes in their work	67	81
Innovation is valued in their work	56	74
Feel valued for contributions at work	64	70
Receive meaningful recognition for work well done	53	61
Receive recognition from supervisor for a job well done	64	64
Have support at work to balance work and personal life	70	72
Work-related stress is manageable	65	79
Workload is manageable	63	71
Department promotes a healthy and supportive workplace	72	78
Department creates a safe work environment for its employees	89	89
Employees feel safe working in their job	89	91
Employees in department are respectful of employee differences	71	80
Treated respectfully at work	77	79
A healthy atmosphere (trust, mutual respect) exists in work unit	66	70
Department values diversity	66	68
Department is actively implementing activities and practices that support a diverse workplace	52	48
NS Government hires and promotes people based on their education, skills, knowledge and experience	54	61
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	54	62
In the department, the process of selecting a person for a position is clear	57	60
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	73	66
Have a clear understanding of how performance is evaluated	77	70
Most recent performance appraisal/review reflects performance	75	69
<b>Workplace Culture Index</b>	<b>68</b>	<b>75</b>

Table 10 Comparison between 2009 and 2011 for Workplace Culture category

For 21 out the 27 questions, the level of agreement decreased (by 2 to 19 percentage points) since 2009. The question with the largest decrease in agreement was “Shared goals are developed for work unit” agreement score.

For the following questions the favourable scores increased in comparison to 2009 (by 4 to 7 percentage points):

- Department is actively implementing activities and practices that support a diverse workplace
- Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)
- Have a clear understanding of how performance is evaluated
- Most recent performance appraisal/review reflects performance

For the following questions there was no change in the favourable scores in comparison to 2009:

- Receive recognition from supervisor for a job well done
- Department creates a safe work environment for its employees

### 3-4 Leadership - Your Leader

#### 3-4-1 Leadership Details

Figure 8 summarizes the disagreement, neutral, and agreement scores for leadership practices results (clear direction and expectations, organizational communication, senior leadership practices and direct supervisory practices drivers).

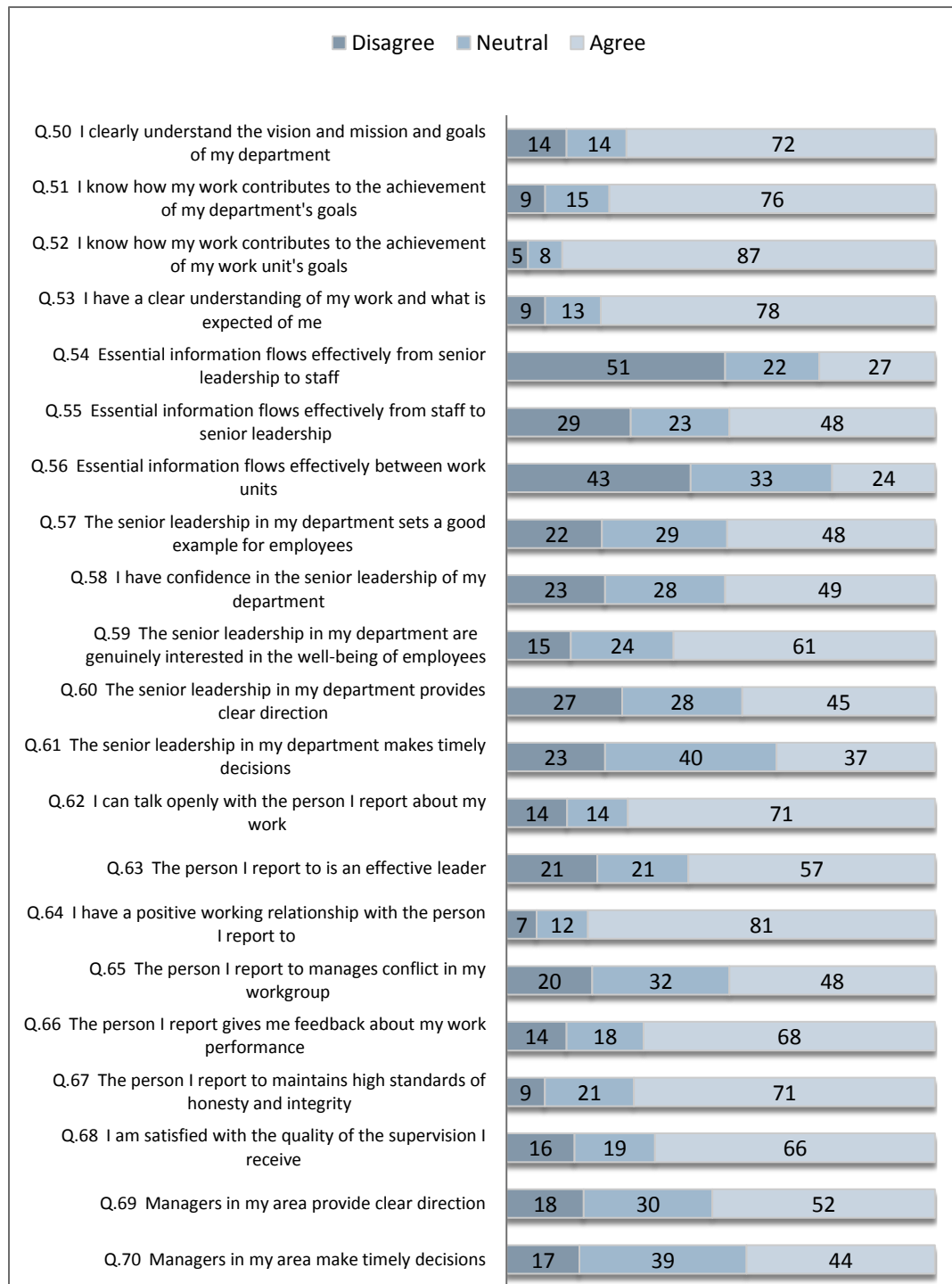


Figure 9 Leadership Details for 2011

### 3-4-2 Leadership Comparison

Table 11 below compares the Department results to the overall Corporate results for 2011 employee survey leadership results.

	Agriculture	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	72	68
Know how work contributes to the achievement of department goals	76	73
Know how work contributes to the achievement of work unit goals	87	79
Have a clear understanding of their work and what is expected of them	78	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	27	37
Essential information flows effectively from staff to senior leadership	48	43
Essential information flows effectively between work units	24	33
Senior Leadership Practices		
Department senior leadership sets a good example	48	48
Have confidence in the department senior leadership	49	48
Department senior leadership are genuinely interested in the well being of employees	61	49
Department senior leadership provides clear direction	45	42
Department senior leadership makes timely decisions	37	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	71	76
Person report to is an effective leader	57	63
Employees have a positive working relationship with the person they report to	81	77
Person they report to manages conflict in the workgroup	48	54
Person they report to gives employees feedback on their work performance	68	63
Person they report to maintains high standards of honesty and integrity	71	72
Satisfied with the quality of supervision received	66	65
Managers provide clear direction	52	56
Managers make timely decisions	44	51

Table 11 Comparison between Department and Corporate results for 2011 for Leadership results

As noted in the table on the previous page, Agriculture shares similar strengths and areas for improvement with the corporate results. Concern for the organizational communication and senior leadership practices are corporate-wide issues.

Using the strength-improvement category guide, in comparison to the corporate results, Agriculture is not as strong in the following areas:

- Employees feeling they can talk openly to the person they report to
- Employees feeling the person they report to is an effective leader
- Employees belief that the person they report to manages conflict in their workgroup
- Timeliness of managers decisions

Using the strength-improvement category guide, in comparison to the corporate results Agriculture is stronger the following areas:

- Employees knowing how their work contributes to the department's goals
- Senior leadership genuinely interested in employees

### 3-4-3 Leadership Trend

Table 12 below shows the comparison between the Department's 2009 and 2011 survey results for the Leadership category.

	2011	2009
Clearly understood the vision, mission and goals of the department	72	69
Know how work contributes to the achievement of department goals	76	83
Know how work contributes to the achievement of work unit goals	87	85
Have a clear understanding of their work and what is expected of them	78	90
Essential information flows effectively from senior leadership to staff	27	48
Department senior leadership sets a good example	48	61
Have confidence in the department senior leadership	49	62
Department senior leadership are genuinely interested in the well being of employees	61	64
Department senior leadership provides clear direction	45	56
Department senior leadership makes timely decisions	37	47
Employees can talk openly with the person they report to about work	71	83
Person report to is an effective leader	57	67
Employees have a positive working relationship with the person they report to	81	83
Person they report to manages conflict in the workgroup	48	55
Person they report to gives employees feedback on their work performance	68	72
Person they report to maintains high standards of honesty and integrity	71	75
Satisfied with the quality of supervision received	66	70
Managers provide clear direction	52	60
Managers make timely decisions	44	59
<b>Leadership Index</b>	<b>55</b>	<b>66</b>

Table 12 Comparison between 2009 and 2011 for Leadership category

For 17 out of the 19 questions, the level of agreement decreased (by 2 to 21 percentage points) since 2009. The question with the largest decrease in agreement was "Essential information flows effectively from senior leadership to staff" agreement score.

For the following questions the favourable scores increased in comparison to 2009 (by 2 to 3 percentage points):

- Clearly understood the vision, mission and goals of the department
- Know how work contributes to the achievement of work unit goals



## Chapter 4 - Other Work Environment Questions

### 4-1 Respectful Environment

As shown in the survey, 18% of Agriculture employees have experienced bullying behavior in the last 12 months. And 31% who experienced bullying behavior reported the behavior.

Corporately 25% of employees experienced bullying, with 45% stating they reported the behavior.

The majority of the behaviour was experienced from a coworker or a manager. The table below outlines the percentage.

Experienced the bullying behavior from:	
Coworker or colleague	26%
Another manager in the organization	26%
The person they report to	21%
A client	11%
Someone who works for another part of the organization	5%
A member of the public	5%
Someone you manage	5%

Table 13 Who harassed/bullied the employee in 2011

## 4-2 Inclusive Environment

As shown in the survey, 4% of Agriculture employees have experienced racism and/or discrimination in the last 12 months. None of employees who experienced racism and/or discrimination reported the behavior.

Corporately 7% of employees experienced racism and/or discrimination, with 30% stating they reported the behavior.

The majority of the behaviour was experienced from a coworker or a manager. The table below outlines the percentage.

Experienced the racism and/or discrimination from:	
Coworker or colleague	33%
The person they report to	33%
Someone who works for another part of the organization	33%

Table 14 Who the employee experienced racism and/or discrimination from in 2011

The table below outlines the type of racism and/or discrimination experienced.

Racism and/or discrimination experienced:	
Sex (Gender)	33%
Physical disability	33%
Source of income	33%

Table 15 Type of racism and/or discrimination experienced in 2011

### 4-3 Employees' Retention Intentions

As shown in the tables below, 36% of Agriculture employees are planning on leaving within the next 5 years. The main reason for leaving is retirement and to pursue other employment opportunities.

The table below outlines employees stated intentions to stay with the Government of Nova Scotia.

Employees intend to stay:	
<b>2 years or less</b>	24%
<b>Between 3-5 years</b>	12%
<b>Between 6-10 years</b>	21%
<b>11 years or more</b>	44%

Table 16 Employees retention intentions for 2011

The table below outlines the reasons an employees is planning on leaving the organization within the next 5 years

Reason for Leaving:	
<b>Retirement</b>	49%
<b>Pursuing other employment opportunities</b>	20%
<b>Management (lack of support or recognition)</b>	11%
<b>Job itself (not interesting work or lack of challenge)</b>	11%
<b>Other</b>	6%
<b>Family obligations</b>	3%

Table 17 Reason employees are planning to leave the department within the next 5 years

## Appendix I Mean Scores

	Mean Score
<b>Productivity</b>	
<b><u>Job Support and Tools</u></b>	
Provided with the tools and equipment needed to do job well	4.12
Provided with the communication needed to do job well	3.33
Physical work environment allows employees to fully contribute to job	3.99
<b><u>Job Fit</u></b>	
Job is a good fit with skills and interests	4.32
Job provides right level of challenge	3.87
<b><u>Quality of Service</u></b>	
Have support at work to provide high level of service	3.84
Work unit is making an effort to improve service quality	4.05
Work unit measures and monitors to make sure they are meeting their service quality	3.55
<b><u>Compensation</u></b>	
Compensated fairly for job	3.22
<b>Talent Capacity</b>	
<b><u>Learning and Development</u></b>	
Organization supports work-related learning and development	3.98
Have access to training opportunities	4.02
Training and development received met work-related needs	3.97
Satisfied with the quality of training and development received from department	3.72
Satisfied with the quality of training and development received from PSC	3.74
<b><u>Opportunities for Career Growth and Advancement</u></b>	
See a future for career working for the Government of Nova Scotia	3.55
Have opportunities for career growth within the Government of Nova Scotia	2.84
Have opportunities for career growth within the department	2.62
Satisfied with the way career growth and advancement is progressing	3.07

	Mean Score
<b>Workplace Culture</b>	
<b><u>Coworker Relationship</u></b>	
The people I work with make an effort to help each other	4.31
Have a positive working relationship with coworkers	4.42
<b><u>Employee Involvement and Innovation</u></b>	
Have opportunities to provide input into decisions that affect their work	3.73
Shared goals are developed for work unit	3.48
Supervisor considers their work-related ideas	3.89
Feel free to suggest innovative changes in their work	3.78
Innovation is valued in their work	3.59
<b><u>Recognition</u></b>	
Feel valued for contributions at work	3.59
Receive meaningful recognition for work well done	3.43
Receive recognition from supervisor for a job well done	3.65
<b><u>Quality of Work Life</u></b>	
Have support at work to balance work and personal life	3.94
Work-related stress is manageable	3.70
Workload is manageable	3.66
<b><u>Healthy, Supportive and Respectful Environment</u></b>	
Department promotes a healthy and supportive workplace	3.77
Department creates a safe work environment for its employees	4.26
Employees feel safe working in their job	4.19
Employees in department are respectful of employee differences	3.91
Treated respectfully at work	3.98
A healthy atmosphere (trust, mutual respect) exists in work unit	3.72
<b><u>Diverse and Inclusive Environment</u></b>	
Department values diversity	3.81
Department is actively implementing activities and practices that support a diverse workplace	3.58
<b><u>Staffing Practices</u></b>	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.40

	Mean Score
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.42
In the department, the process of selecting a person for a position is clear	3.44
In the department, the process of selecting a person for a position is timely	2.32
In the department, the process of selecting a person is fair	3.38
In the department, hiring, promotion and other staffing processes are free from favouritism	3.17
<b><u>Performance Management Practices</u></b>	
Have a clear understanding of how performance is evaluated	3.86
Most recent performance appraisal/review reflects performance	3.95
<b><u>Leadership</u></b>	
<b><u>Clear Direction and Expectations</u></b>	
Clearly understood the vision, mission and goals of the department	3.77
Know how work contributes to the achievement of department goals	3.95
Know how work contributes to the achievement of work unit goals	4.21
Have a clear understanding of their work and what is expected of them	4.05
<b><u>Organizational Communication</u></b>	
Essential information flows effectively from senior leadership to staff	2.64
Essential information flows effectively from staff to senior leadership	3.17
Essential information flows effectively between work units	2.73
<b><u>Senior Leadership Practices</u></b>	
Department senior leadership sets a good example	3.33
Have confidence in the department senior leadership	3.29
Department senior leadership are genuinely interested in the well-being of employees	3.54
Department senior leadership provides clear direction	3.16
Department senior leadership makes timely decisions	3.14
<b><u>Direct Supervisory Practices</u></b>	
Employees can talk openly with the person they report to about work	3.95
Person report to is an effective leader	3.52

	Mean Score
Employees have a positive working relationship with the person they report to	4.15
Person they report to manages conflict in the workgroup	3.33
Person they report to gives employees feedback on their work performance	3.79
Person they report to maintains high standards of honesty and integrity	3.99
Satisfied with the quality of supervision received	3.80
Managers provide clear direction	3.47
Managers make timely decisions	3.33
<b><u>Overall</u></b>	
Work for an effective organization	3.52
Satisfied with my job	3.71
Satisfied with my department	3.60
Overall satisfied with work as a Government of Nova Scotia employee	3.82
Proud to tell people work as a Government of Nova Scotia employee	3.79
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.60
Inspired to give my very best	3.74
Would recommend the Government of Nova Scotia as a great place to work	3.65