

# How's Work Going 2011

*Chief Information Office 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. The Chief Information Office had a response rate of 41% (56% corporately). The survey was open between March 2 – 31, 2011.

### 1.3 How to read this report?

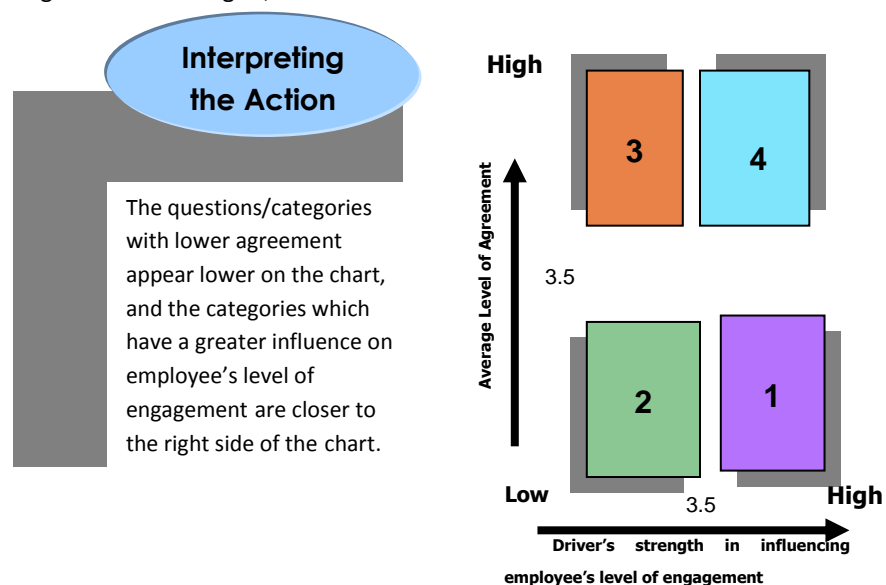
In this report, the results are presented in the following matter (note, due to the rounding of numbers the agreement scores may not equal 100%):

• <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

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, organization, 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	36
<b>Organizational Satisfaction</b>	
Department Satisfaction	30
Overall Satisfaction	51
<b>Organizational Commitment</b>	
Proud	54
Preference to stay with NS Government	48
Inspired	49
Would Recommend as a great place to work	43
<b>Engagement Index</b>	<b>46</b>

Table 1 Employee Engagement Agreement Scores

Chief Information Office's (CIO) employee index is 46 and would be considered an area of immediate concern. The corporate employee index is 62 and would be considered an area of strength.



## 2.2 Employee Engagement and Outcome Details

### 2.2.1 Engagement Outcome Details

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

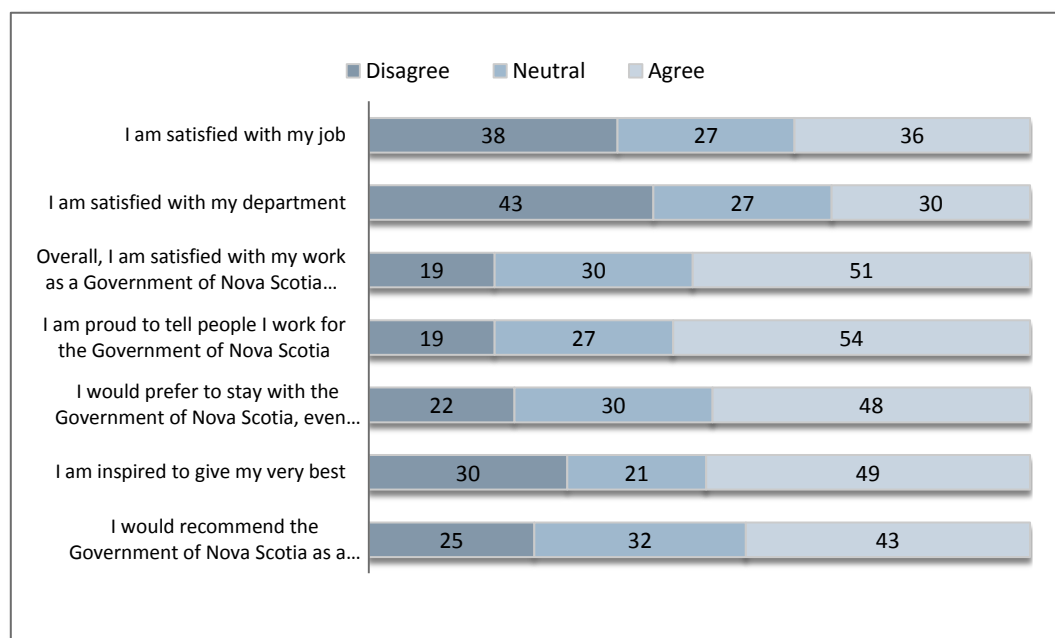


Figure 1 Detail engagement outcome results for 2011

### 2.2.2 How does the Department engagement compare?

Table 2 below compares the Department results to the overall corporate results for 2011 employee survey employee engagement outcome results.

	Agreement Scores	
	CIO	Corporate
<b>Job Satisfaction</b>		
Job Satisfaction	36	59
<b>Organizational Satisfaction</b>		
Department Satisfaction	30	53
Overall Satisfaction	51	67
<b>Organizational Commitment</b>		
Proud	54	62
Preference to stay with Government of Nova Scotia	48	62
Inspired	49	68
Would Recommend as a great place to work	43	57
<b>Engagement Level</b>	<b>46</b>	<b>62</b>

Table 2 Employee Engagement score comparison

As noted in the table above, CIO shares the similar areas for improvement as seen in the corporate results. Using the strength-improvement category guide, CIO is not as strong in all areas of satisfaction and commitment in comparison to the corporate results.

### 2.3 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 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 CIO need to focus to improve their employees' work environment to keep its employees engaged?

### 2.3.1 What do employees value?

The survey results reveal that CIO employees value:

1. Challenging and interesting work – 15%
2. Pay and benefits – 12%
3. Opportunities for growth and advancement – 12%
4. Having the opportunity to balance work and personal life – 10%
5. A chance to learn new skills and to develop – 9%
6. Freedom to make decisions about how job is done – 8%
7. Working with people I like – 7%
8. Being treated with respect – 6%
9. A chance to make a difference – 6%
10. Working for a leader they respect – 5%
11. Working for a manager they respect – 4%
12. A chance to have ideas adopted and put into use – 3%
13. Receiving recognition for a job well done – 3%

### 2.3.2 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 – 26%
2. Compensation – 17%
3. Quality work life balance – 15%
4. Work Location – 14%
5. Career advancement opportunities – 12%
6. Desire to work for the public service – 9%
7. Support for training and related professional development activities – 7%

### 2.3.3 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 2 below illustrates this:

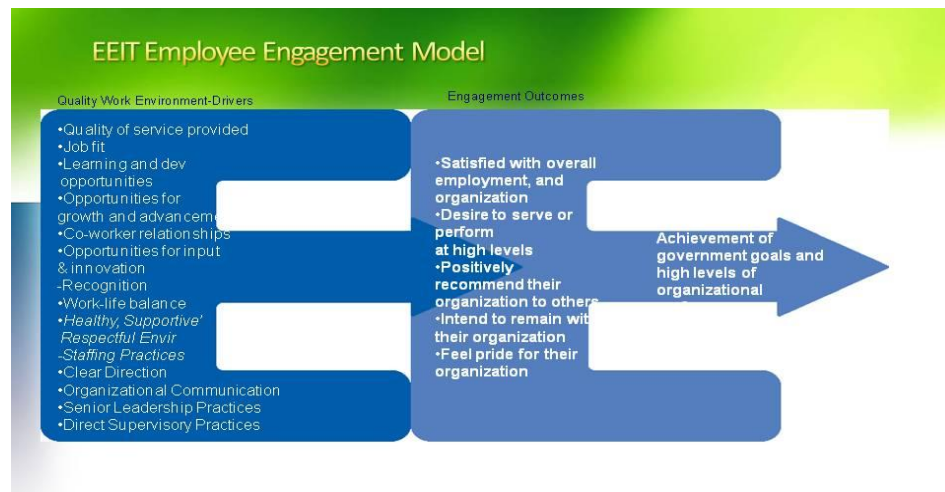


Figure 2 Employee Engagement Model

### 2.3.4 How can the Nova Scotia Government keep its employees engaged?

The next section of this report provides insight into how CIO is progressing with the drivers that impact employee's level of engagement. By understanding and reviewing how employees responded to the drivers of engagement, management will gain insight into how to keep or enhance employees' level of engagement.

## Chapter 3 - Quality Work Environment

The Quality Work Environment indicators (drivers) used in this report are based on the Public Sector Interjurisdictional Engagement Model. The Quality Environment indicators can be grouped under four categories, see Figure 3.



**Figure 3 Drivers of Engagement category chart**

To understand which drivers had a stronger influence for CIO employees, a correlation analysis was conducted. 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 list below outlines the factors influencing employees' level of commitment and satisfaction, based on the CIO 2011 survey results.

1. Job Satisfaction
2. Opportunities for Career Growth and Advancement
3. Recognition
4. Senior Leadership Practices
5. Healthy, Supportive & Respectful Environment
6. Learning and Development

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

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

### 3.1 How is CIO performing in relation to the drivers (factors) of engagement?

A Quality Environment Index can be used to understand how CIO is performing in relation 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.

For CIO :

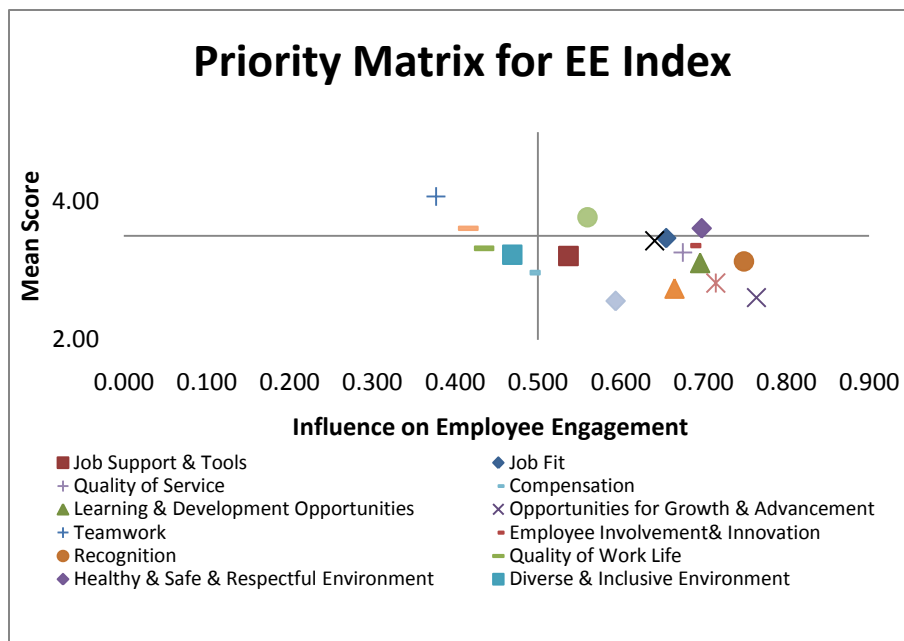
	Index
Job Productivity Index	53
Talent Capacity Index	37
Workplace Culture Index	56
Leadership Index	47
Overall - Quality Environment Index	50

Table 3 Driver Indices for 2011

### 3.2 Where does CIO need to focus to improve their employees' work environment and to keep employees engaged?

To help understand the results and to determine where CIO 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 below, provides a visual picture to illustrate how employees perceive their current work environment and what influences their level of satisfaction and commitment.



**Figure 4 Priority Action Matrix Grid**

As shown in Figure 4, 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 CIO 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 and what they consider as important to them CIO's focus should be:

- Opportunities for Career Growth and Advancement
- Recognition
- Leadership Practices
- Learning and Development Opportunities
- Employee Involvement and Innovation
- Staffing Practices
- Organization Communication
- Job Support and Tools
- Clear Expectations and Direction



The categories, Opportunities for Career Growth and Advancement, Leadership Practices, Staffing Practices and Organization Communication are the corporate focus as well.

The next section of this report provides insight into how CIO 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 to improve employees' level of engagement (satisfaction and commitment).

### 3.1 Your Job - Productivity Capacity

#### 3.1.1 Productivity Capacity Details

Figure 5 below summarizes the disagreement, neutral and agreement scores for the Productivity Capacity results.

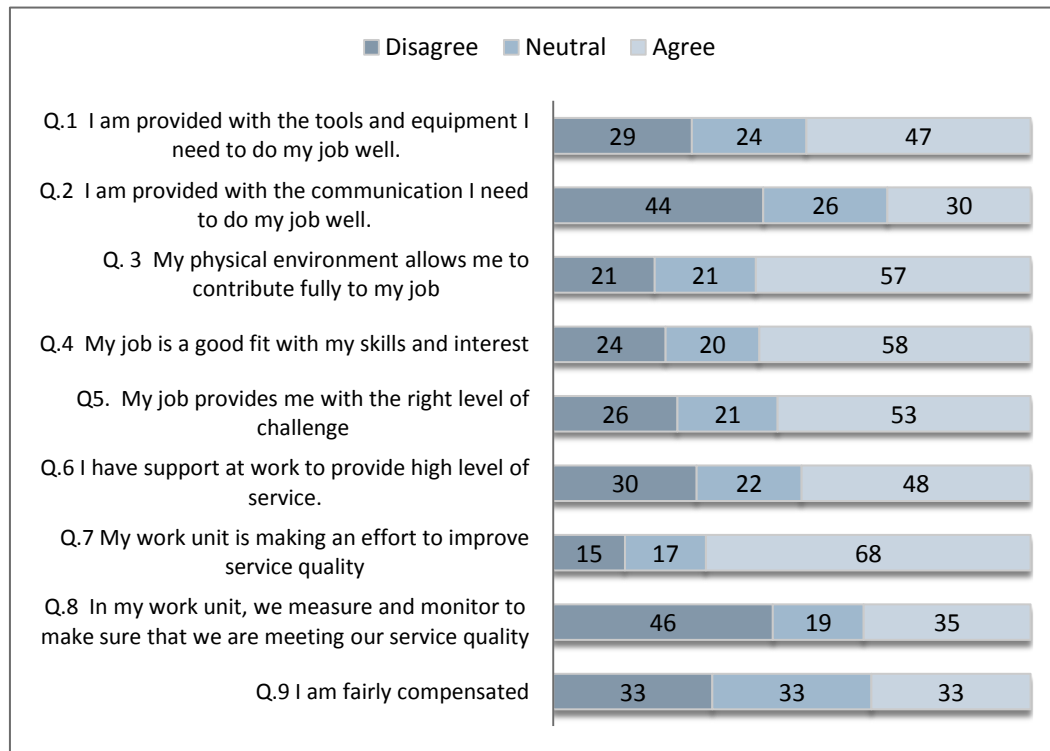


Figure 5 Detail job productivity capacity results for 2011



### 3.1.2 Productivity Capacity Comparison

Table 4 below compares the CIO results to the overall corporate results for 2011 employee survey employee engagement outcome results.

	Agreement Scores	
	CIO	Corporate
<b>Job Support and Tools</b>		
Provided with the tools and equipment needed to do job well	47	72
Provided with the communication needed to do job well	30	58
Physical work environment allows employees to fully contribute to job	57	71
<b>Job Fit</b>		
Job is a good fit with skills and interests	58	79
Job provides right level of challenge	53	66
<b>Quality of Service Provided</b>		
Have support at work to provide high level of service	48	61
Work unit is making an effort to improve service quality	68	68
Work unit measures and monitors to make sure they are meeting their service quality	35	56
<b>Compensation</b>		
Compensated fairly for job	33	44

Table 4 Productivity Capacity comparison

As noted in Table 4, CIO shares similar strengths and areas for improvement with the corporate results. Compensation is a corporate wide issue; however CIO has additional unique area for concern such as:

- Provided with the tools and equipment needed to do job well
- Provided with the communication needed to do job well
- Having support at work to provide high level of service
- Work unit measuring and monitoring to make sure they are meeting their service quality

CIO is also not as strong in the following areas:

- Providing a physical work environment allows employees to fully contribute to job
- Job fit and challenge

## 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.

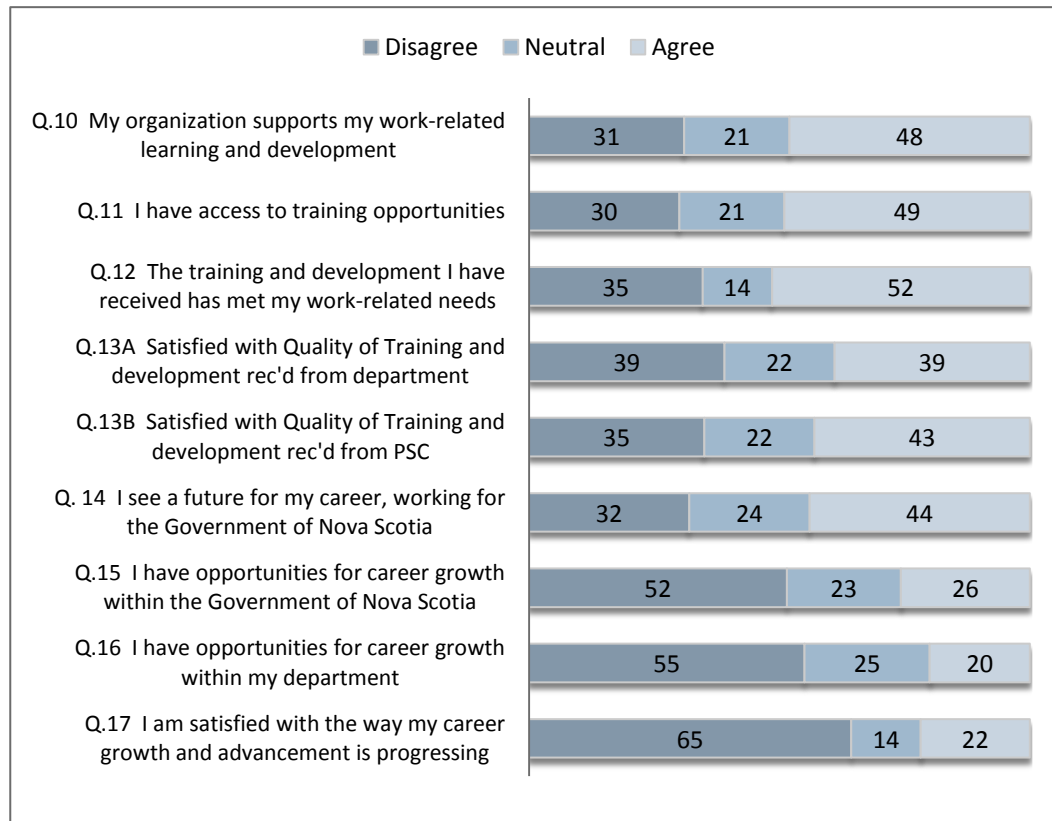


Figure 6 Detail talent capacity results for 2011

### 3.2.2 Talent Capacity Comparison

Table 5 below compares CIO's results to the overall corporate results for 2011 employee survey talent capacity results.

	CIO	Corporate
<b>Learning and Development Opportunities</b>		
Organization supports work-related learning and development	48	62
Have access to training opportunities	49	62
Training and development received met work-related needs	52	62
Satisfied with the quality of training and development received from department	39	54
Satisfied with the quality of training and development received from PSC	43	53
<b>Opportunities for Career Growth and Advancement</b>		
See a future for career working for the Government of Nova Scotia	44	60
Have opportunities for career growth within the Government of Nova Scotia	26	42
Have opportunities for career growth within the department	20	32
Satisfied with the way career growth and advancement is progressing	22	38

**Table 5 Talent Capacity Comparison**

As noted in Table 5, CIO shares similar areas for improvement with the corporate results. Concern for opportunities for career growth and advancement and satisfaction with career progress are corporate-wide issues.

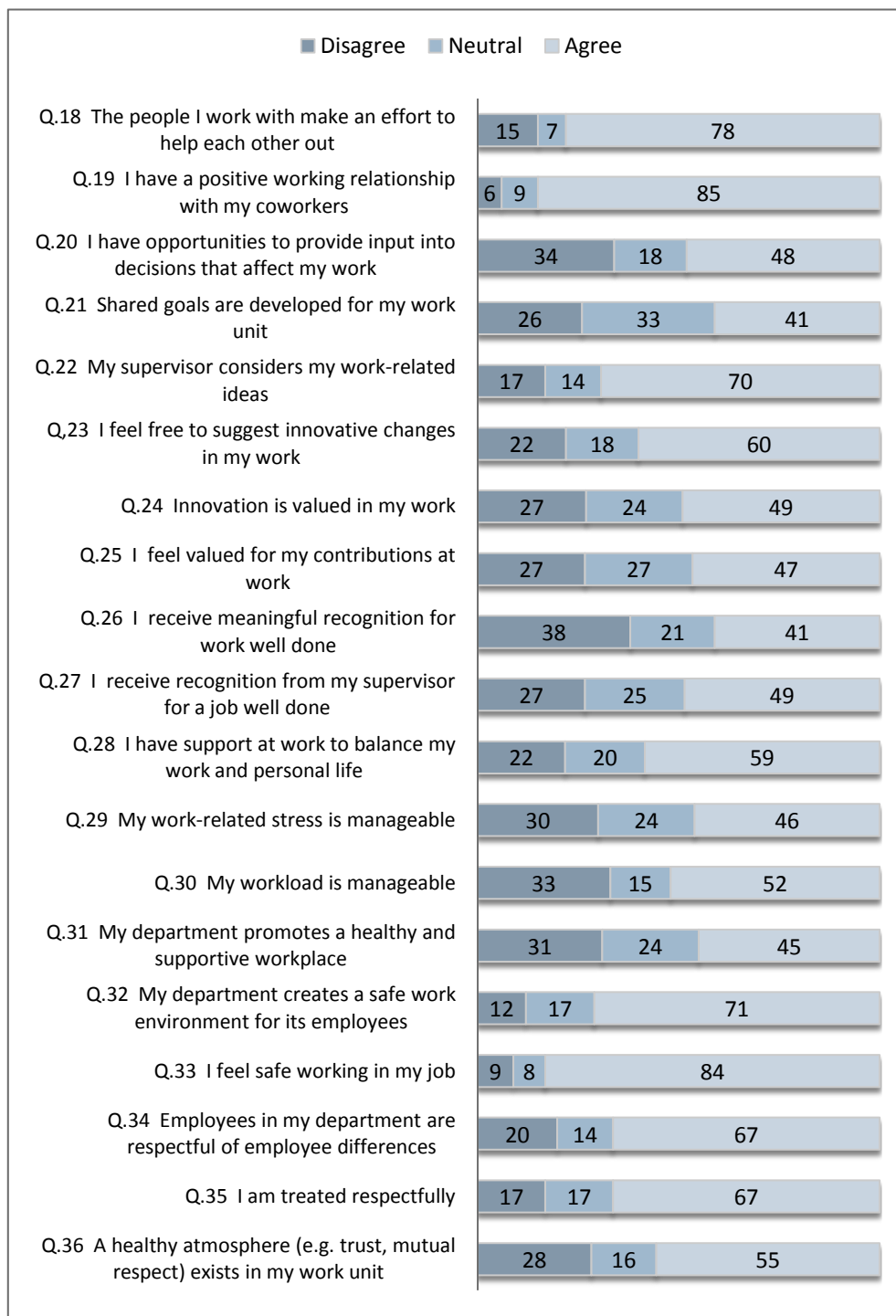
CIO does have some unique areas of concern:

- Learning and Development category
- Employees seeing a future for their career working for 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.



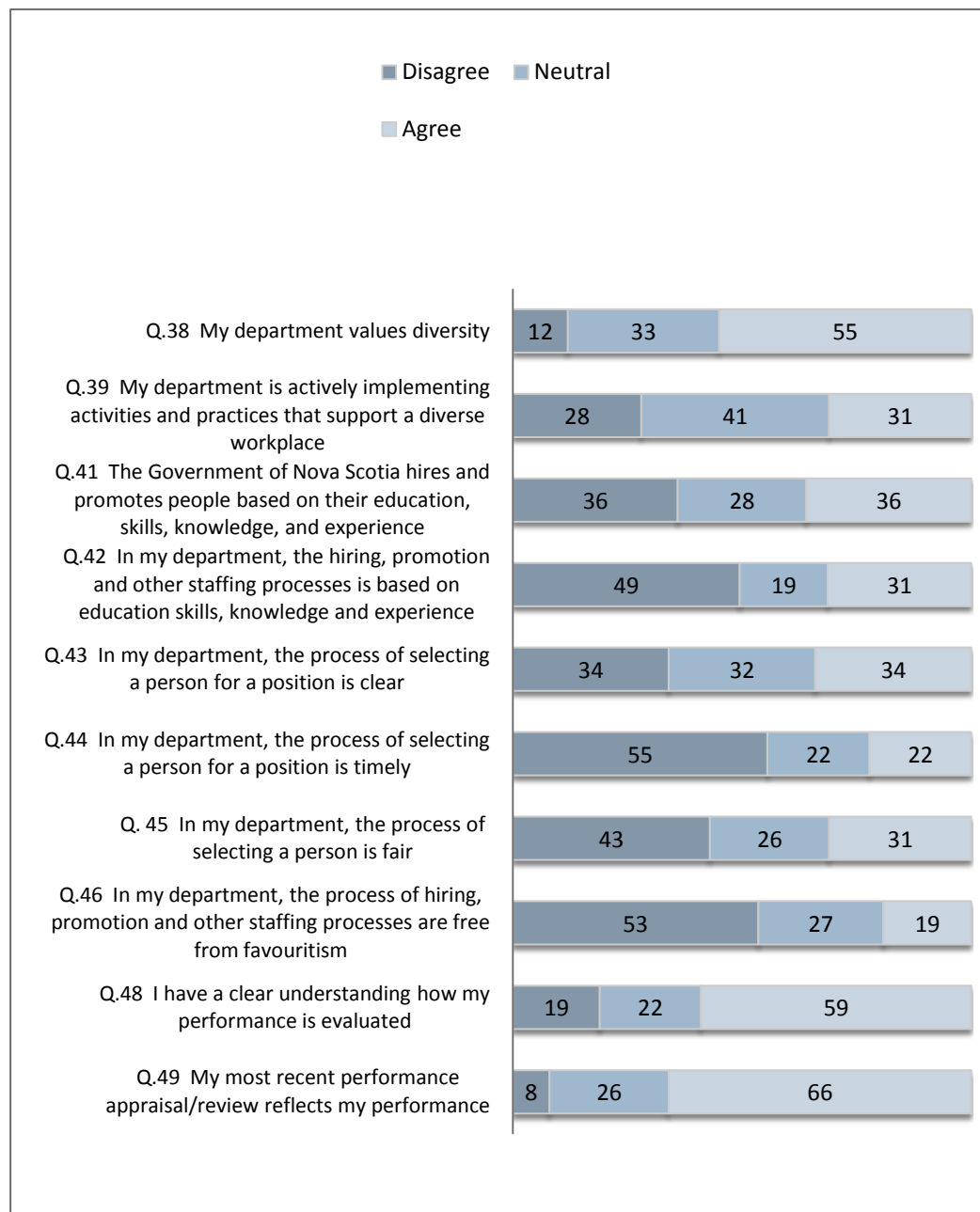


Figure 7 Detail workplace culture results for 2011

### 3.3.2 Workplace Culture Comparison

Table 6 (continued on next page) compares the Workplace Culture results for CIO to the overall corporate results for 2011.

	CIO	Corporate
<b>Coworker Relationship</b>		
The people I work with make an effort to help each other	78	77
Have a positive working relationship with coworkers	85	84
<b>Employee Involvement and Innovation</b>		
Have opportunities to provide input into decisions that affect their work	48	60
Shared goals are developed for work unit	41	51
Supervisor considers their work-related ideas	70	69
Feel free to suggest innovative changes in their work	60	67
Innovation is valued in their work	49	54
<b>Recognition</b>		
Feel valued for contributions at work	47	54
Receive meaningful recognition for work well done	41	47
Receive recognition from supervisor for a job well done	49	58
<b>Quality of Work Life</b>		
Have support at work to balance work and personal life	59	62
Work-related stress is manageable	46	59
Workload is manageable	52	58
<b>Healthy, Supportive and Respectful Environment</b>		
Department promotes a healthy and supportive workplace	45	59
Department creates a safe work environment for its employees	71	73
Employees feel safe working in their job	84	78
Employees in department are respectful of employee differences	67	69
Treated respectfully at work	67	74
A healthy atmosphere (trust, mutual respect) exists in work unit	55	62
<b>Diverse and Inclusive Environment</b>		
Department values diversity	55	67
Department is actively implementing activities and practices that support a diverse workplace	31	54
<b>Staffing Practices</b>		
NS Government hires and promotes people based on their education, skills, knowledge and experience	36	49

	CIO	Corporate
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	31	48
In the department, the process of selecting a person for a position is clear	34	47
In the department, the process of selecting a person for a position is timely	22	21
In the department, the process of selecting a person is fair	31	41
In the department, hiring, promotion and other staffing processes are free from favouritism	19	38
<b>Performance Management Practices</b>		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	81	65
% who didn't participate in a performance appraisal/review who would like to	82	76
Have a clear understanding of how performance is evaluated	59	59
Most recent performance appraisal/review reflects performance	66	67

**Table 6 Workplace Culture comparison with corporate results**

As noted in Table 6, CIO shares similar strengths and areas for improvement with the corporate results. Concern for the receiving meaningful recognition, timeliness, fairness and favouritism in the staffing practice are a corporate wide issue.

CIO does have unique areas of concern. In comparison to the corporate results, CIO is not as strong in the following areas:

- Having opportunities to provide input into decisions that affect their work
- Shared goals are developed for work unit
- Valuing innovation
- Recognition
- Have support at work to balance work and personal life
- Manageability of the work-related stress
- Department promoting a healthy and supportive workplace
- Healthy atmosphere existing in the workplace
- Diversity

In comparison to the corporate results, CIO is stronger in the following area:

- Participation in a performance appraisal

### 3.4 Leadership - Your Leader

#### 3.4.1 Leadership Details

Figure 8 summarizes the disagreement, neutral, and agreement scores for leadership practices results.

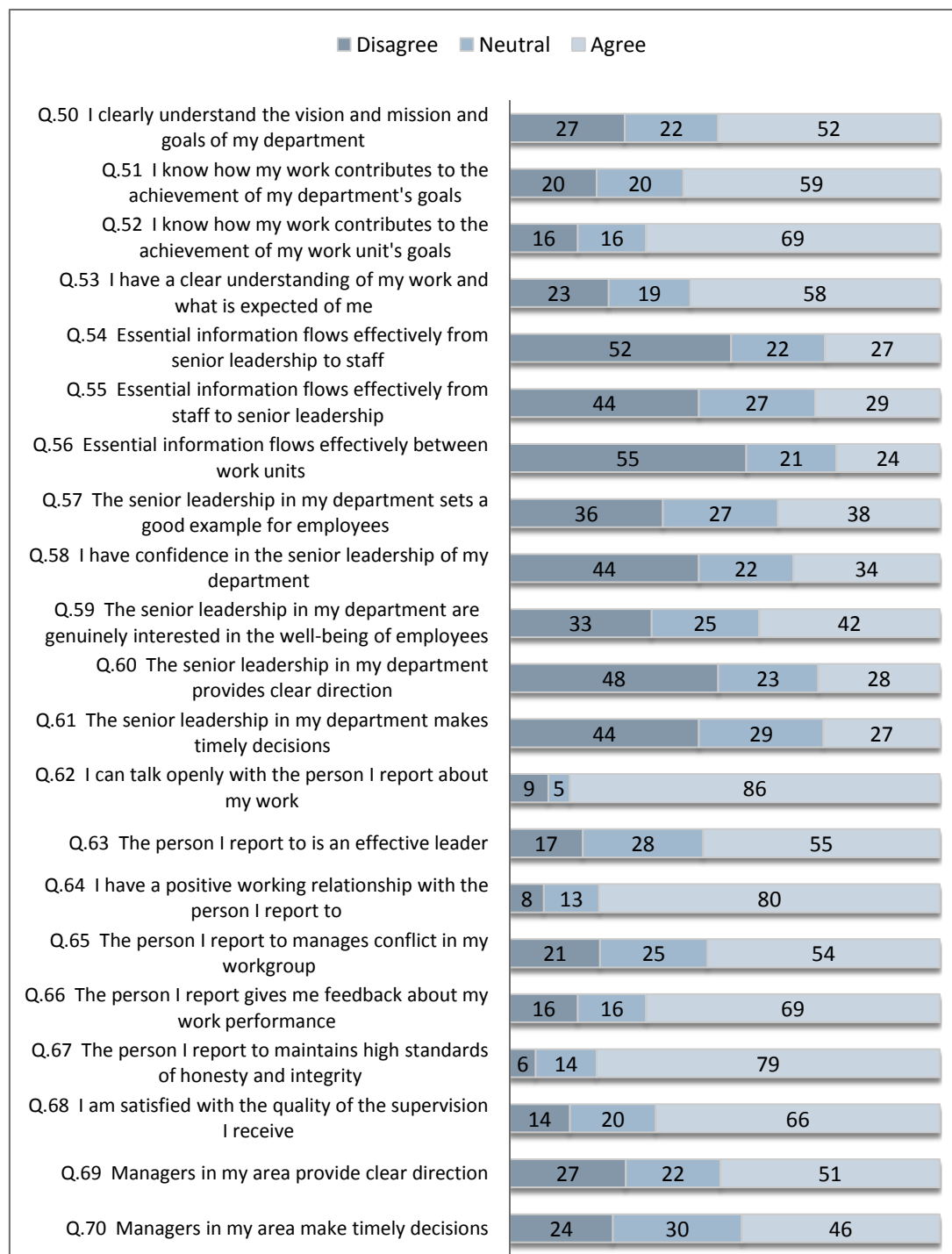


Figure 8 Leadership Capacity details



### 3.4.2 Leadership Comparison

Table 7 below compares CIO's results to the overall corporate results for 2011 employee survey leadership results.

	CIO	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	52	68
Know how work contributes to the achievement of department goals	59	73
Know how work contributes to the achievement of work unit goals	69	79
Have a clear understanding of their work and what is expected of them	58	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	27	37
Essential information flows effectively from staff to senior leadership	29	43
Essential information flows effectively between work units	24	33
Senior Leadership Practices		
Department senior leadership sets a good example	38	48
Have confidence in the department senior leadership	34	48
Department senior leadership are genuinely interested in the well being of employees	42	49
Department senior leadership provides clear direction	28	42
Department senior leadership makes timely decisions	27	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	86	76
Person report to is an effective leader	55	63
Employees have a positive working relationship with the person they report to	80	77
Person they report to manages conflict in the workgroup	54	54
Person they report to gives employees feedback on their work performance	69	63
Person they report to maintains high standards of honesty and integrity	79	72
Satisfied with the quality of supervision received	66	65
Managers provide clear direction	51	56
Managers make timely decisions	46	51

Table 7 Leadership Comparisons

As noted in Table 7 on the previous page, CIO shares similar strengths and areas for improvement with the corporate results. Concern for the organizational communication and senior leadership practices are corporate-wide issues.

CIO has unique areas of concern:

- Timeliness of managers decisions

In comparison to the corporate results, CIO is not as strong in the following areas:

- Clear direction and expectation category
- Employees' perception that the person they report to is an effective leader

In comparison to the corporate results, CIO is stronger in the following area:

- Person they report to maintains high standards of honesty and integrity

## Chapter 4 - Other Work Environment Questions

### 4.1 Respectful Environment

As shown in the survey results, 24% of CIO employees have experienced bullying behavior in the last 12 months and 57% of employees who experienced bullying behavior reported the behavior. Corporately 25% of employees experienced bullying, with only 45% stating they reported the behavior.

As noted in Table 8, the majority of the behaviour was experienced from another manager and someone who works for another part of the organization, see below for the percentages.

Experienced the bullying behavior from:	
Another manager in the organization	29%
Someone who works for another part of the organization	29%
Coworker or colleague	24%
A client	14%
A member of the public	5%

Table 8 Where bullying behaviour came from

## 4.2 Inclusive Environment

As shown in the survey results, 10% of CIO respondents reported that they have experienced racism and/or discrimination in the last 12 months; however, no body reported the behaviour. Corporately 7% of employees experienced racism and/or discrimination, with 30% stating they reported the behavior.

As shown in Table 9, the majority of the behaviour was experienced from another manager in the organization or a coworker/colleague, see below for the percentages.

Experienced the racism and/or discrimination from:	
Another manager in your organization	27%
Coworker or colleague	18%
Someone who works for another part of the organization	9%
The person they report to	9%
A member of the public	9%
Client	9%
Someone who works at a government workplace who is not a direct employee of government	9%
Someone else	9%

Table 9 Where racism/discrimination came from

Table 10 outlines the type of racism and/or discrimination experienced.

Racism and/or discrimination experienced:	
Age	43%
Sex (Gender)	14%
National or Aboriginal origin	14%
Political belief, affiliation, or activity	14%
Ethnic	14%

Table 10 Type of racism/discrimination experienced

### 4.3 Employees' Retention Intentions

As shown in the table below, 28% of CIO employees are planning on leaving within the next 5 years with the main reasons for leaving being retirement.

Table 11 outlines employees stated intentions to stay with the Government of Nova Scotia.

Employees intend to stay	
2 years or less	14%
Between 3-5 years	14%
Between 6-10 years	19%
11 years or more	52%

Table 11 Employees retention intentions for 2011

Table 12 outlines the reasons an employees is planning on leaving the organization within the next 5 years.

Reason for Leaving	
Retirement	35%
Management (lack of support or recognition)	19%
Pursuing other employment opportunities	15%
Other	15%
Job itself (not interesting work or lack of challenge)	12%
Family obligations	4%

Table 12 Reason employees are planning to leave the department

## 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	3.27
Provided with the communication needed to do job well	2.76
Physical work environment allows employees to fully contribute to job	3.61
<b><u>Job Fit</u></b>	
Job is a good fit with skills and interests	3.53
Job provides right level of challenge	3.41
<b><u>Quality of Service Provided</u></b>	
Have support at work to provide high level of service	3.25
Work unit is making an effort to improve service quality	3.75
Work unit measures and monitors to make sure they are meeting their service quality	2.78
<b><u>Compensation</u></b>	
Compensated fairly for job	2.97
<b>Talent Capacity</b>	
<b><u>Learning and Development Opportunities</u></b>	
Organization supports work-related learning and development	3.18
Have access to training opportunities	3.21
Training and development received met work-related needs	3.21
Satisfied with the quality of training and development received from department	2.89
Satisfied with the quality of training and development received from PSC	3.02
<b><u>Opportunities for Career Growth and Advancement</u></b>	
See a future for career working for the Government of Nova Scotia	3.15
Have opportunities for career growth within the Government of Nova Scotia	2.53
Have opportunities for career growth within the department	2.42
Satisfied with the way career growth and advancement is progressing	2.32
<b>Workplace Culture</b>	
<b><u>Coworker Relationship</u></b>	
The people I work with make an effort to help each other	3.93

	Mean Score
Have a positive working relationship with coworkers	4.21
<b><u>Employee Involvement and Innovation</u></b>	
Have opportunities to provide input into decisions that affect their work	3.13
Shared goals are developed for work unit	3.11
Supervisor considers their work-related ideas	3.73
Feel free to suggest innovative changes in their work	3.52
Innovation is valued in their work	3.30
<b><u>Recognition</u></b>	
Feel valued for contributions at work	3.18
Receive meaningful recognition for work well done	2.93
Receive recognition from supervisor for a job well done	3.28
<b><u>Quality of Work Life</u></b>	
Have support at work to balance work and personal life	3.55
Work-related stress is manageable	3.16
Workload is manageable	3.24
<b><u>Healthy, Supportive and Respectful Environment</u></b>	
Department promotes a healthy and supportive workplace	3.16
Department creates a safe work environment for its employees	3.80
Employees feel safe working in their job	4.03
Employees in department are respectful of employee differences	3.68
Treated respectfully at work	3.67
A healthy atmosphere (trust, mutual respect) exists in work unit	3.34
<b><u>Diverse and Inclusive Environment</u></b>	
Department values diversity	3.48
Department is actively implementing activities and practices that support a diverse workplace	2.94
<b><u>Staffing Practices</u></b>	
NS Government hires and promotes people based on their education, skills, knowledge and experience	2.94
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	2.75
In the department, the process of selecting a person for a position is clear	2.95
In the department, the process of selecting a person for a position is timely	2.46

	Mean Score
In the department, the process of selecting a person is fair	2.80
In the department, hiring, promotion and other staffing processes are free from favouritism	2.52
<b><u>Performance Management Practices</u></b>	
Have a clear understanding of how performance is evaluated	3.49
Most recent performance appraisal/review reflects performance	3.74
<b><u>Leadership</u></b>	
<b><u>Clear Direction and Expectations</u></b>	
Clearly understood the vision, mission and goals of the department	3.25
Know how work contributes to the achievement of department goals	3.42
Know how work contributes to the achievement of work unit goals	3.67
Have a clear understanding of their work and what is expected of them	3.39
<b><u>Organizational Communication</u></b>	
Essential information flows effectively from senior leadership to staff	2.56
Essential information flows effectively from staff to senior leadership	2.66
Essential information flows effectively between work units	2.47
<b><u>Senior Leadership Practices</u></b>	
Department senior leadership sets a good example	2.92
Have confidence in the department senior leadership	2.81
Department senior leadership are genuinely interested in the well-being of employees	3.05
Department senior leadership provides clear direction	2.64
Department senior leadership makes timely decisions	2.69
<b><u>Direct Supervisory Practices</u></b>	
Employees can talk openly with the person they report to about work	4.25
Person report to is an effective leader	3.61
Employees have a positive working relationship with the person they report to	4.22
Person they report to manages conflict in the workgroup	3.52
Person they report to gives employees feedback on their work performance	3.67
Person they report to maintains high standards of honesty and integrity	4.13
Satisfied with the quality of supervision received	3.83
Managers provide clear direction	3.33
Managers make timely decisions	3.33



	Mean Score
<b><u>Overall</u></b>	
Work for an effective organization	2.83
Satisfied with my job	2.94
Satisfied with my department	2.78
Overall satisfied with work as a Government of Nova Scotia employee	3.37
Proud to tell people work as a Government of Nova Scotia employee	3.48
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.37
Inspired to give my very best	3.25
Would recommend the Government of Nova Scotia as a great place to work	3.22