

How's Work Going 2011

Communication Nova Scotia Employee Survey



Evaluation & Accountability

June 2011

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Copies of this paper are available on the website of the Public Service Commission, www.gov.ns.ca/psc/survey
Additionally, you can contact the Evaluation and Accountability division of the Public Service Commission at the address below.

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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. Communication Nova Scotia (CNS) had a response rate of 78% (96% in 2009). The survey was open between March 2nd - 31st, 2011.

1-3 How to read this report?

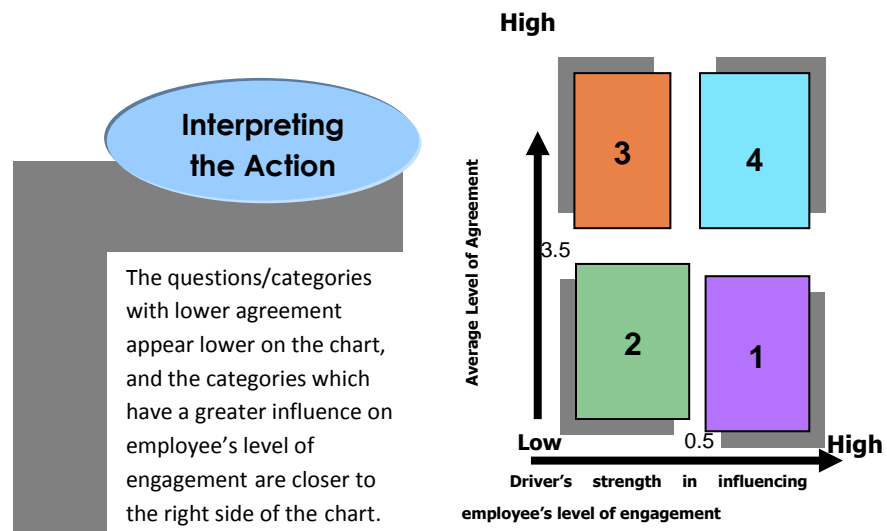
In this report, the results are presented in the following matter:

• Engagement Score	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.
• Disagree- Agreement Percentage	Percentage of respondents who strongly disagreed and somewhat disagreed.
• Neutral - Agreement Percentage	Percentage of respondents who either agreed or disagreed.
• Agree - Agreement Percentage	Percentage of respondents who strongly agreed and somewhat agreed.
• Mean Category Score	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 Outcomes 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
Job Satisfaction	
Job Satisfaction	73
Organizational Satisfaction	
Department Satisfaction	73
Overall Satisfaction	80
Organizational Commitment	
Proud	80
Preference to stay with NS Government	69
Inspired	84
Would Recommend as a great place to work	70
Engagement Index	76

Table 1 Employee Engagement Agreement Scores

CNS employee index is 76 and would be considered a clear strength.

2-2 Engagement Outcome Details

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

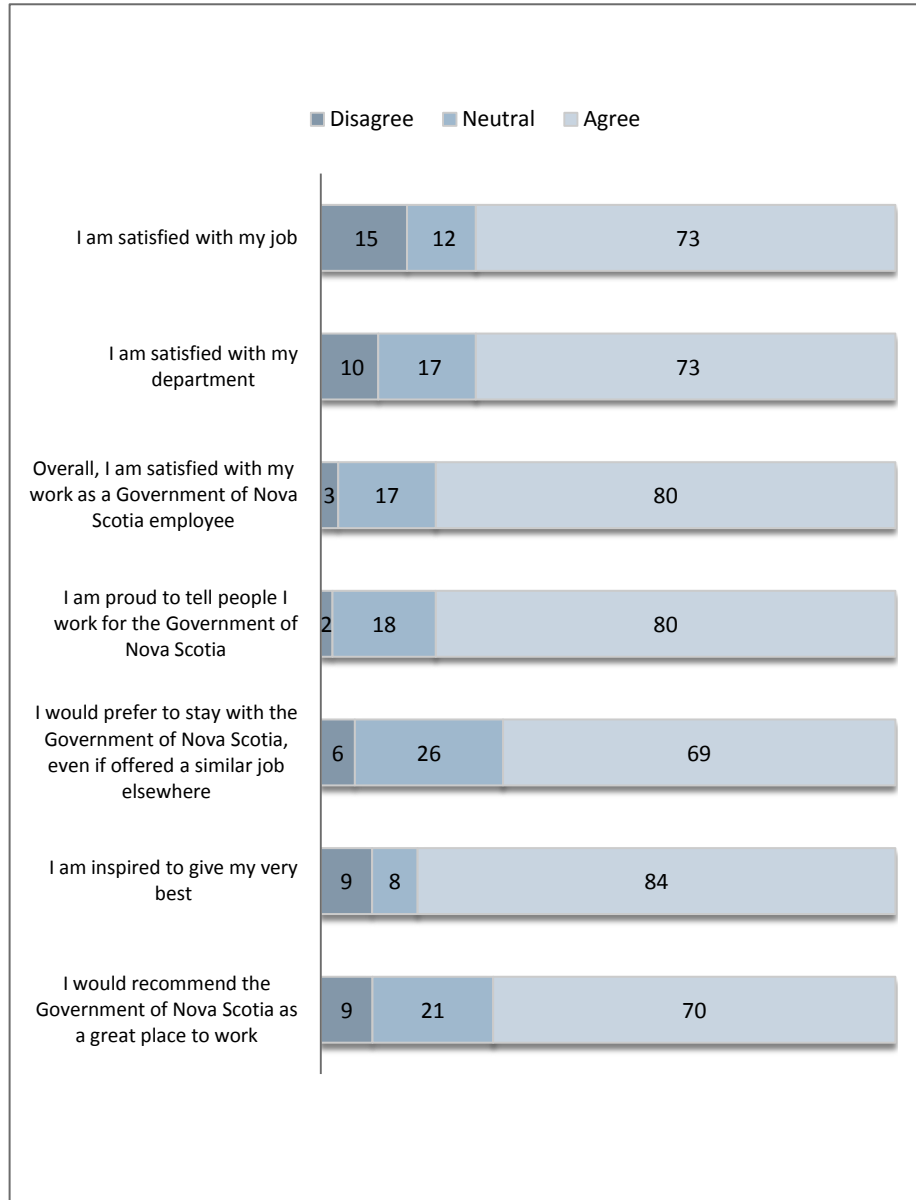


Figure 1 Detail engagement outcome results for 2011

2-3 Engagement Trend

Table 2 below compares CNS' employee engagement results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
Job Satisfaction						
Job Satisfaction	73	86	81	88	n/a	n/a
Organizational Satisfaction						
Department Satisfaction	73	86	84	63	n/a	n/a
Overall Satisfaction	80	94	92	100	n/a	n/a
Organizational Commitment						
Proud	80	89	87	88	n/a	n/a
Preference to stay with Government of Nova Scotia	69	68	68	88	67	51
Inspired	84	92	90	100	n/a	n/a
Would Recommend as a great place to work	70	88	81	75	89	49
Engagement Level	76	86	84	86	n/a	n/a

Table 2 Employee Engagement Trend

For all seven questions, except for preference to stay, the level of agreement decreased substantially (by 8 to 18 percentage points) since 2009. The level of agreement increased by 1 point for Preference to Stay since 2009. In comparison to the baseline all the questions, job satisfaction, overall satisfaction, proud and inspired have decreased (by 15 to 20 percentage points). For the department satisfaction, preference to stay and would recommend questions the favourable scores have increased in comparison to their baseline (by 10-21 percentage points). The question with the largest decrease in agreement was would recommend agreement score.

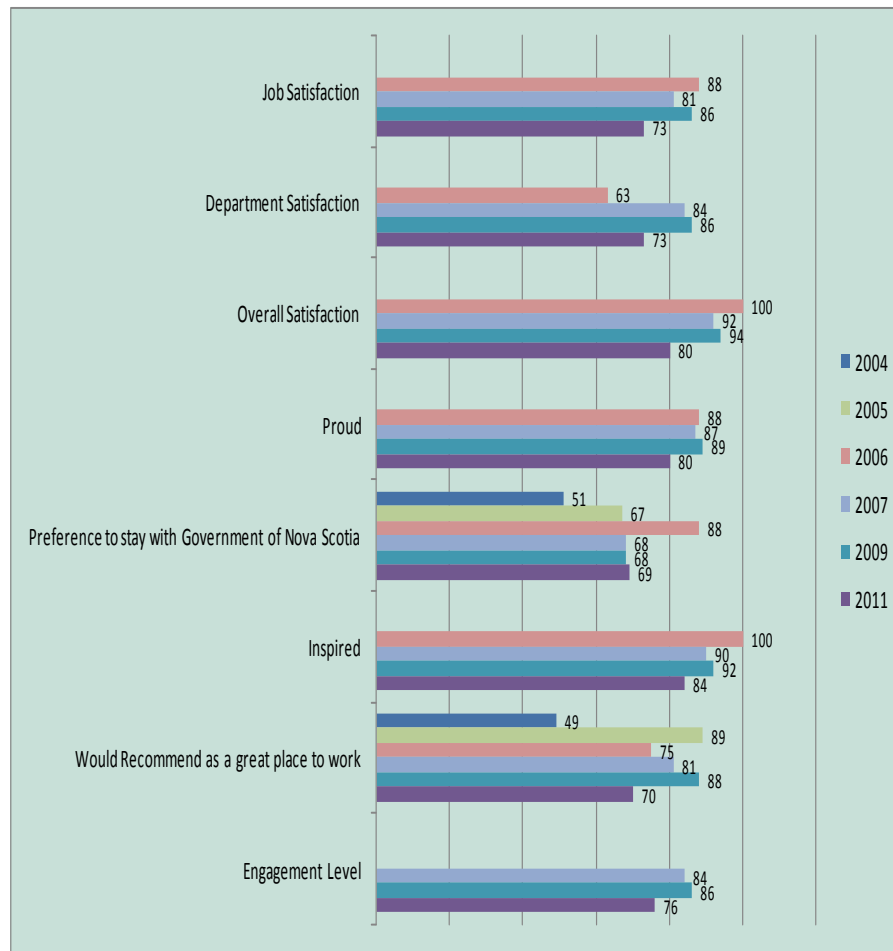


Figure 2 Agreement Score Comparison

2-4 How does CNS 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	73	59
Organizational Satisfaction		
Department Satisfaction	73	53
Overall Satisfaction	80	67
Organizational Commitment		
Proud	80	62
Preference to stay with Government of Nova Scotia	69	62
Inspired	84	68
Would Recommend as a great place to work	70	57
Engagement Level	76	62

Table 3 Employee Engagement score comparison

Clear Strength	Strength	Area for Improvement	Area for Concern
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As noted in Table 3 above, CNS shares the same strengths and areas for improvement as seen in the corporate results. Using the strength-improvement category guide, CNS has stronger satisfaction and commitment 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 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 CNS employees value:

1. Challenging and interesting work -16%
2. Pay and benefits- 13%
3. Having the opportunity to balance work and personal life – 12%
4. Working with people I like -10%
5. Opportunities for growth and advancement- 9%
6. Being treated with respect- 8%
7. A chance to make a difference – 7%
8. A chance to learn new skills and to develop -7%
9. Freedom to make decisions about how job is done -6%
10. A chance to have ideas adopted and put into use -5%
11. Receiving recognition for a job well done -4%
12. Working for a leader they respect -3%
13. Working for a manager they respect -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 -26%
2. Compensation- 15%
3. Career advancement opportunities- 15%
4. Quality work life balance – 14%
5. Work Location – 12%
6. Desire to work for the public service- 10%
7. Support for training and related professional development activities- 8%

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 on the next page illustrates this:

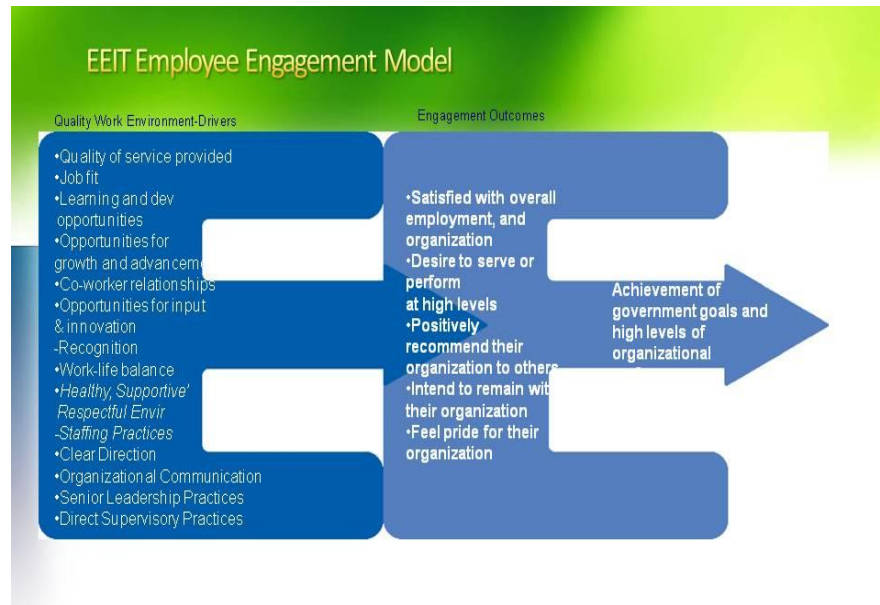


Figure 3 Employee Engagement Model

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

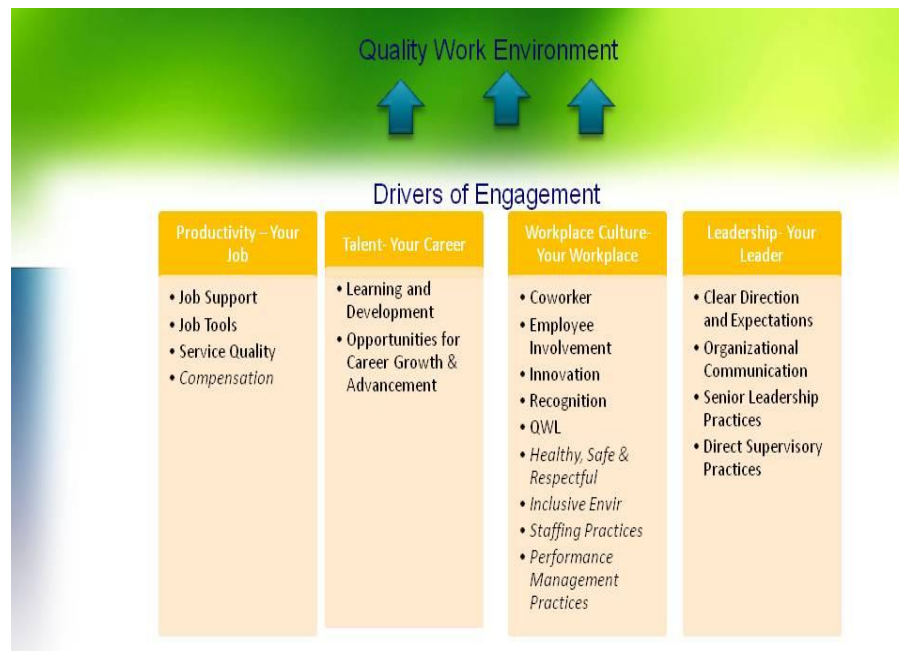


Figure 4 Drivers of Engagement category chart

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 top factors influencing employees' level of commitment and satisfaction, based on the CNS 2011 survey results.

1. Job Satisfaction
2. Employee Involvement and Innovation
3. Senior Leadership Practices
4. Healthy, Supportive & Respectful Environment
5. Clear Expectations and Directions
6. Job Support and Tools
7. Recognition

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

1. Job Fit
2. Senior Leadership Practices
3. (tied) Employee Involvement and Innovation and Direct Supervisory Practices
4. Healthy, Supportive & Respectful Environment
5. Recognition

2-5-4 How is the Department performing in relation 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 CNS:

	Index
Job Productivity Index	85
Talent Capacity Index	62
Workplace Culture Index	78
Leadership Index	76
Overall - Quality Environment Index	76

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 below, provides a visual picture to illustrate how employees perceive their current work environment and what influences their level of satisfaction and commitment.

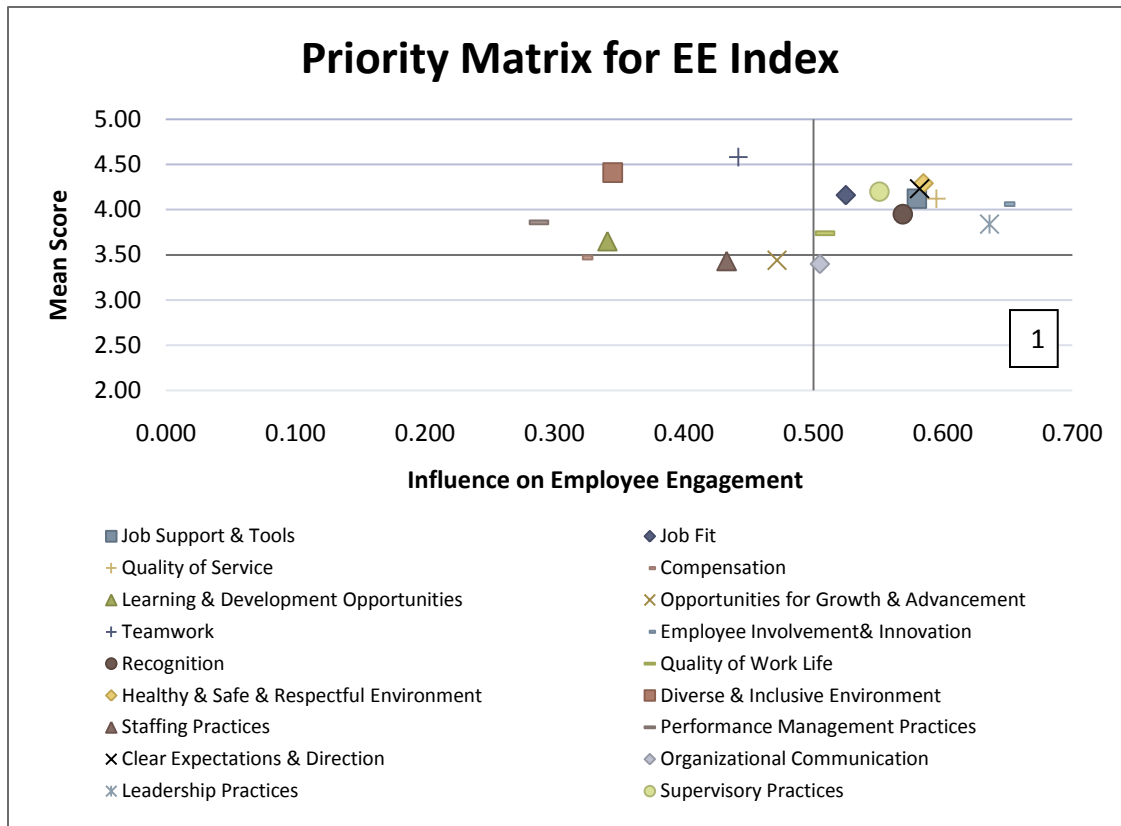


Figure 5 Priority Action Matrix Grid

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 and what they consider as important to them CNS's focus should be:

- Organization Communication

This category is also a corporate focus as well.



The next section of this report provides insight into how CNS 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 6 below summarizes the disagreement, neutral and agreement scores for the Productivity Capacity results.

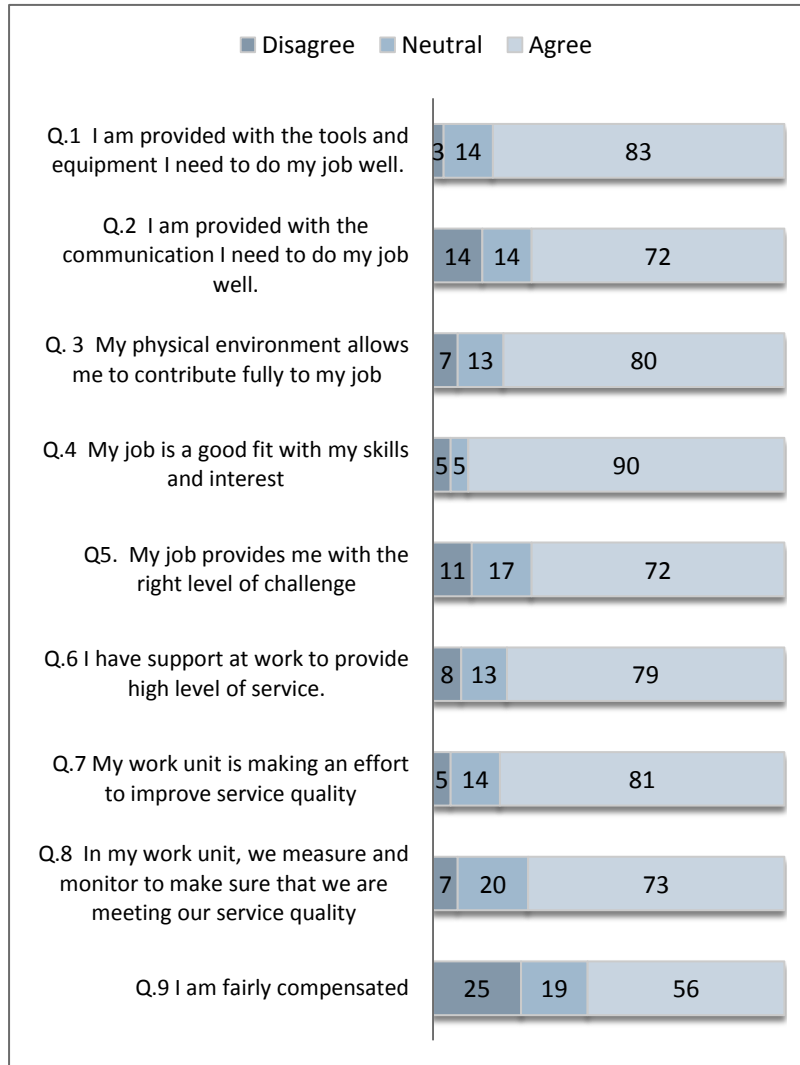


Figure 6 Detail job productivity capacity results for 2011

3-1-2 Productivity Capacity Comparison

Table 5 below compares the CNS results to the overall corporate results for 2011 employee survey employee engagement outcome results.

	CNS	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	83	72
Provided with the communication needed to do job well	72	58
Physical work environment allows employees to fully contribute to job	80	71
Job Fit		
Job is a good fit with skills and interests	90	79
Job provides right level of challenge	72	66
Quality of Service Provided		
Have support at work to provide high level of service	79	61
Work unit is making an effort to improve service quality	81	68
Work unit measures and monitors to make sure they are meeting their service quality	73	56
Compensation		
Compensated fairly for job	56	44

Table 5 Productivity Capacity comparison

As noted in Table 5, CNS shares similar strengths and areas for improvement with the corporate results. There is no unique area for concern for CNS.

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

- Job Support and Tools category
- Quality of Service Provided category
- Compensation

3-1-3 Productivity Capacity Trend

Table 6 shows the productivity capacity trend analysis for CNS' employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
Provided with the tools and equipment needed to do job well	83	83	88	88	89	68
Provided with the communication needed to do job well	72	82	87	88	89	73
Job is a good fit with skills and interests	90	93	92	88	n/a	n/a
Job provides right level of challenge	72	85	n/a	n/a	n/a	n/a
Have support at work to provide high level of service	79	87	78	88	n/a	n/a
Compensated fairly for job	56	60	53	75	78	51
Productivity Index	85	90	85	88	n/a	n/a

Table 6 Productivity Capacity Trend

For five of the six questions, the level of agreement decreased (by 3 to 13 percentage points) since 2009. The question with the largest decrease in agreement was "Job provides the right level of challenge" agreement score.

For question "Provided with the tools and equipment needed to do job well" there was no change in level of agreement since 2009.

3-2 Talent Capacity- Your Career

3-2-1 Talent Capacity Details

Figure 7 summarizes the disagreement, neutral, and agreement scores for the career-talent capacity results.

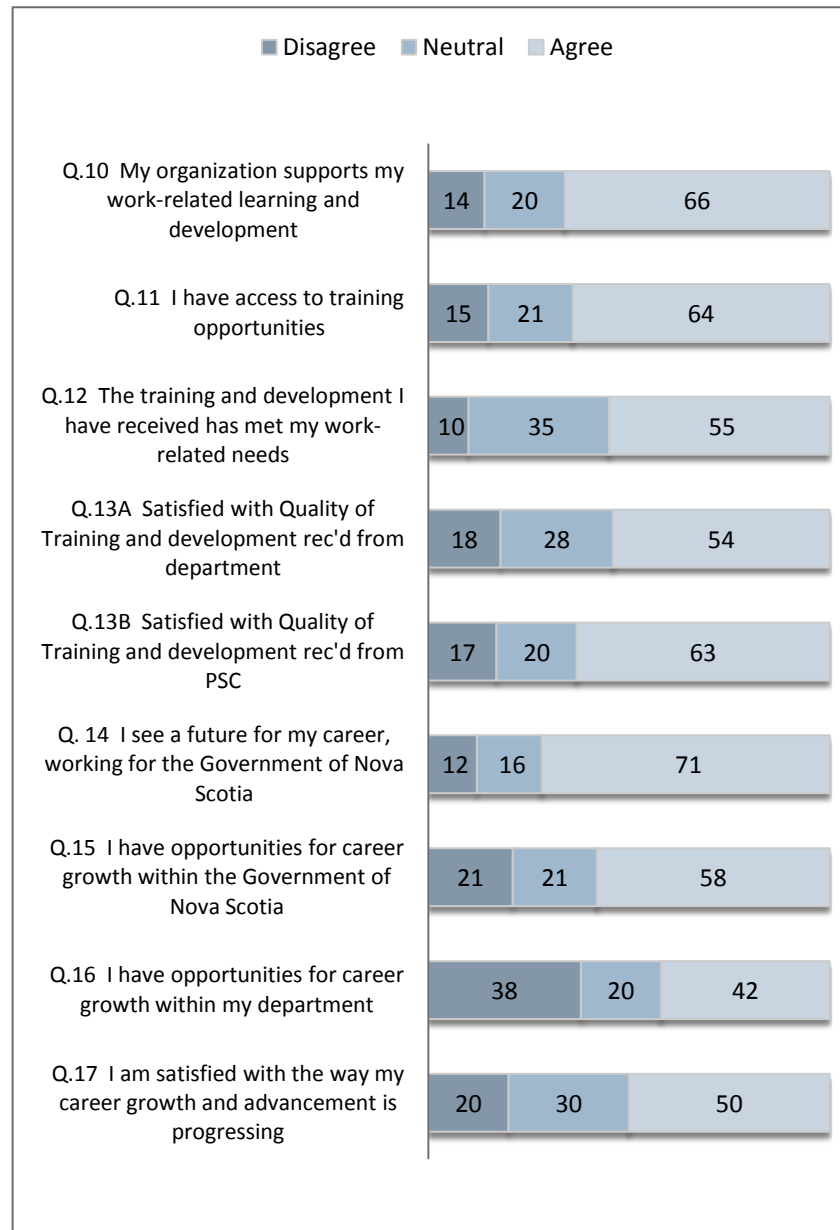


Figure 7 Detail talent capacity results for 2011

3-2-2 Talent Capacity Comparison

Table 7 below compares CNS' results to the overall corporate results for 2011 employee survey talent capacity results.

	CNS	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	66	62
Have access to training opportunities	64	62
Training and development received met work-related needs	55	62
Satisfied with the quality of training and development received from department	54	54
Satisfied with the quality of training and development received from PSC	63	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	71	60
Have opportunities for career growth within the Government of Nova Scotia	58	42
Have opportunities for career growth within the department	42	32
Satisfied with the way career growth and advancement is progressing	50	38

Table 7 Talent Capacity Comparison

As noted in the table above, CNS shares similar strengths and areas for improvement with the corporate results. Concern for opportunities for career growth and advancement within department is a corporate-wide issue. CNS does not have any unique areas of concern; however CNS is not as strong as in their perception that the training and development they received met their work-related needs.

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

- Employees' satisfaction with the quality of training and development received from PSC
- Employees feeling they have opportunities for career growth within the Government of Nova Scotia
- Employees' satisfaction with the way career growth and advancement is progressing

3-2-3 Talent Capacity Trend

Table 8 shows the Talent Capacity trend analysis for CNS' employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
Organization supports work-related learning and development	66	83	79	63	n/a	n/a
Have access to training opportunities	64	80	82	63	89	76
Training and development received met work-related needs	55	70	n/a	n/a	n/a	n/a
See a future for career working for the Government of Nova Scotia	71	87	83	88	89	64
Have opportunities for career growth within the Government of Nova Scotia	58	58	58	63	n/a	n/a
Have opportunities for career growth within the department	42	55	52	n/a	n/a	n/a
Talent Capacity Index	62	71	69	63	n/a	n/a

Table 8 Talent Capacity Trend

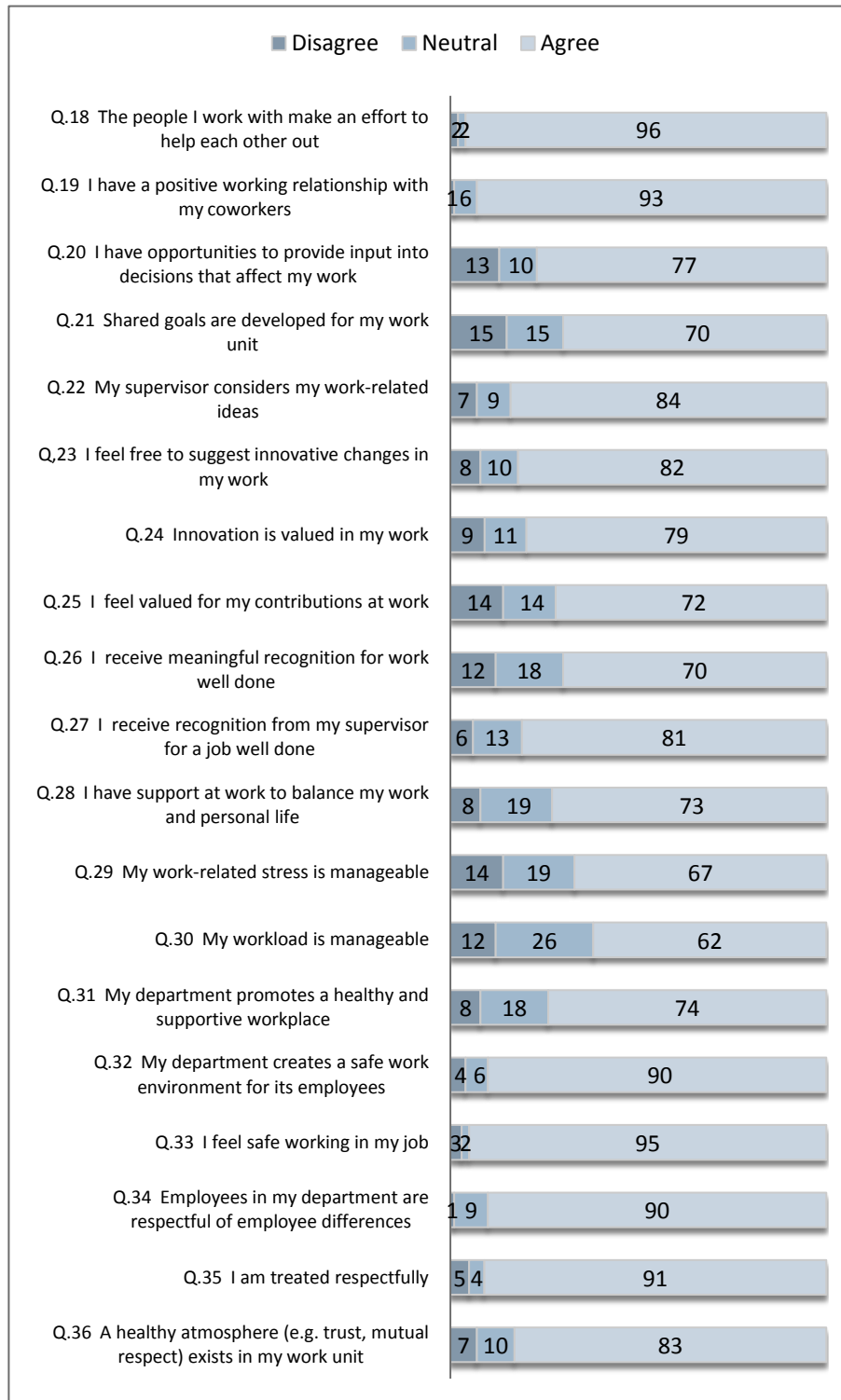
For five of the six questions, the level of agreement decreased (by 13 to 17 percentage points) since 2009. The question with the largest decrease in agreement was "Organization supports work-related learning and development" agreement score.

For question "Have opportunities for career growth within the Government of Nova Scotia" there was no change in level of agreement since 2009.

3-3 Workplace Culture- Your Workplace

3-3-1 Workplace Culture Details

Figure 8 (continued on next page) summarizes the disagreement, neutral, and agreement scores for the workplace culture results



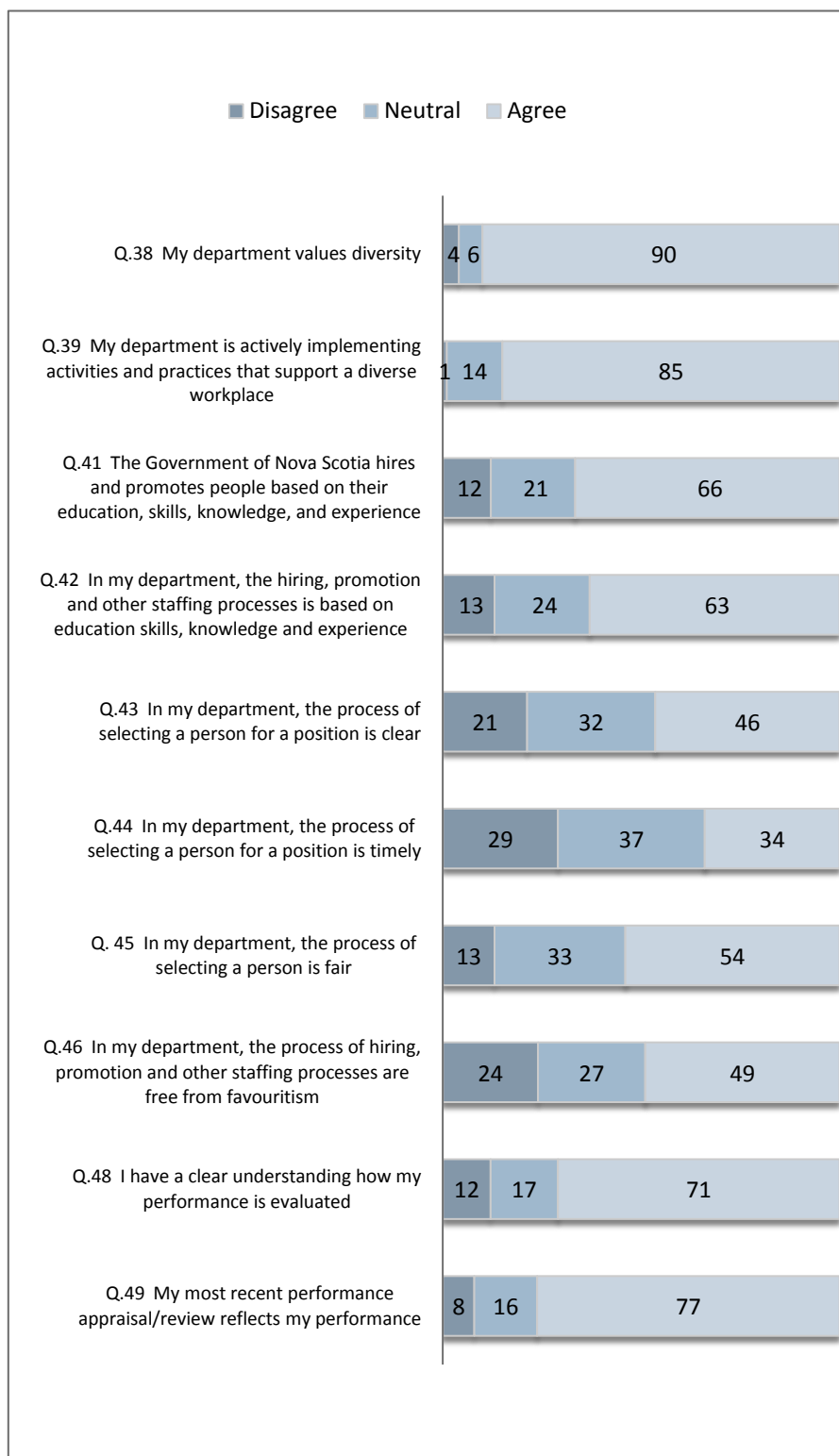


Figure 8 Detail workplace culture results for 2011

3-3-2 Workplace Culture Comparison

Table 9 (continued on next page) compares the Workplace Culture results for CNS to the overall corporate results for 2011.

	CNS	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	96	77
Have a positive working relationship with coworkers	93	84
Employee Involvement and Innovation		
Have opportunities to provide input into decisions that affect their work	77	60
Shared goals are developed for work unit	70	51
Supervisor considers their work-related ideas	84	69
Feel free to suggest innovative changes in their work	82	67
Innovation is valued in their work	79	54
Recognition		
Feel valued for contributions at work	72	54
Receive meaningful recognition for work well done	70	47
Receive recognition from supervisor for a job well done	81	58
Quality of Work Life		
Have support at work to balance work and personal life	73	62
Work-related stress is manageable	67	59
Workload is manageable	62	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	74	59
Department creates a safe work environment for its employees	90	73
Employees feel safe working in their job	95	78
Employees in department are respectful of employee differences	90	69
Treated respectfully at work	91	74
A healthy atmosphere (trust, mutual respect) exists in work unit	83	62
Diverse and Inclusive Environment		
Department values diversity	90	67
Department is actively implementing activities and practices that support a diverse workplace	85	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	66	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	63	48
In the department, the process of selecting a person for a position is clear	46	47

	CNS	Corporate
In the department, the process of selecting a person for a position is timely	34	21
In the department, the process of selecting a person is fair	54	41
In the department, hiring, promotion and other staffing processes are free from favouritism	49	38
Performance Management Practices		
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	87	76
Have a clear understanding of how performance is evaluated	71	59
Most recent performance appraisal/review reflects performance	77	67

Table 9 Workplace Culture comparison with corporate results

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

CNS does not have any unique areas of concern.

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

- Employee Involvement and Innovation category
- Recognition category
- Healthy, Supportive and Respectful Workplace category
- Diversity category
- Perception of merit hiring and the fairness of the staffing practices
- Understanding of the performance management practices

3-3-3 Workplace Culture Trend

Table 10 (continued on next page) shows the workplace culture trend analysis for CNS' employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
The people I work with make an effort to help each other	96	97	97	100	100	79
Have a positive working relationship with coworkers	93	96	94	100	n/a	n/a
Have opportunities to provide input into decisions that affect their work	77	93	91	88	89	70
Shared goals are developed for work unit	70	82	90	63	100	63
Supervisor considers their work-related ideas	84	95	96	100	100	74
Feel free to suggest innovative changes in their work	82	90	n/a	n/a	n/a	n/a
Innovation is valued in their work	79	88	88	n/a	n/a	n/a
Feel valued for contributions at work	72	79	81	75	89	70
Receive meaningful recognition for work well done	70	76	70	50	n/a	n/a
Receive recognition from supervisor for a job well done	81	84	82	63	78	66
Have support at work to balance work and personal life	73	80	77	63	89	68
Work-related stress is manageable	67	80	n/a	n/a	n/a	n/a
Workload is manageable	62	66	n/a	n/a	n/a	n/a
Department promotes a healthy and supportive workplace	74	86	88	n/a	n/a	n/a
Department creates a safe work environment for its employees	90	89	90	88	100	74
Employees feel safe working in their job	95	92	97	75	100	72
Employees in department are respectful of employee differences	90	88	92	88	100	76
Treated respectfully at work	91	91	n/a	n/a	n/a	n/a
A healthy atmosphere (trust, mutual respect) exists in work unit	83	88	n/a	n/a	n/a	n/a
Department values diversity	90	92	95	75	78	64
Department is actively implementing activities and practices that support a diverse workplace	85	83	86	n/a	n/a	n/a
NS Government hires and promotes people based on their education, skills, knowledge and experience	66	70	73	38	89	30
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	63	64	n/a	n/a	n/a	n/a
In the department, the process of selecting a person for a position is clear	46	62	n/a	n/a	n/a	n/a
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	73	69	71	50	89	58

	2011	2009	2007	2006	2005	2004
Have a clear understanding of how performance is evaluated	71	75	n/a	n/a	n/a	n/a
Most recent performance appraisal/review reflects performance	77	68	n/a	n/a	n/a	n/a
Workplace Culture Index	78	87	84	n/a	n/a	n/a

Table 10 Workplace Culture Trend

For 20 out of the 27 questions, the level of agreement decreased (by 1 to 16 percentage points) since 2009. The questions with the largest decrease in agreement were:

- “Have opportunities to provide input into decisions that affect their work”, and
- “In the department, the process of selecting a person for a position is clear”

For the following six questions the favourable scores have increased in comparison to 2009 (by 1-9 percentage points):

- Department creates a safe work environment for its employees
- Employees feel safe working in their job
- Employees in department are respectful of employee differences
- Department is actively implementing activities and practices that support a diverse workplace
- Participated in a performance appraisal/review with direct supervisor
- Most recent performance appraisal/review reflects performance

For the question, “Treated respectfully at work”, there was no change in favourable score since 2009.

3-4 Leadership- Your Leader

3-4-1 Leadership Details

Figure 9 summarizes the disagreement, neutral, and agreement scores for leadership practices results.

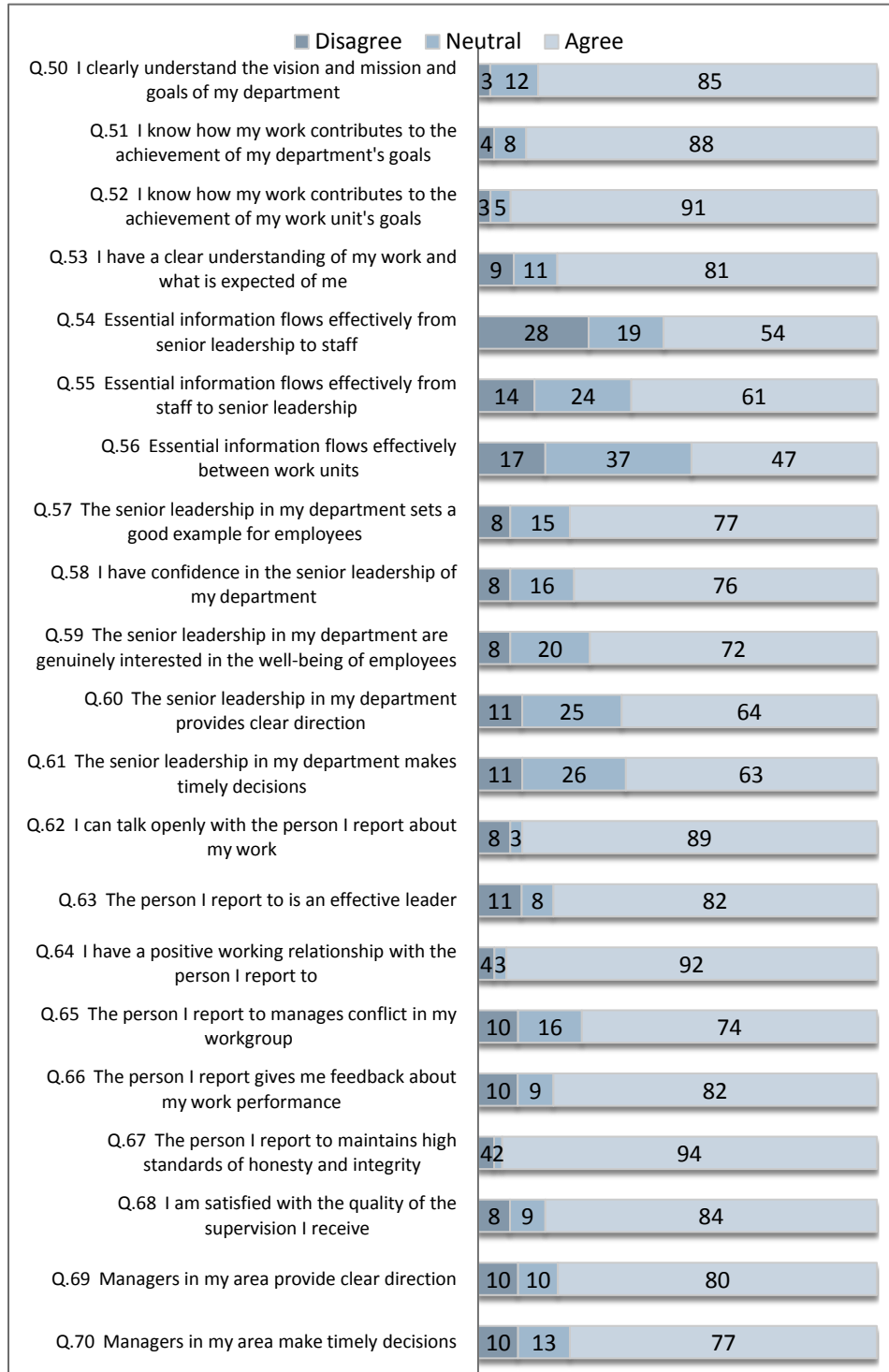


Figure 9 Leadership Capacity details

3-4-2 Leadership Comparison

Table 11 below compares CNS' results to the overall corporate results for 2011 employee survey leadership results.

	CNS	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	85	68
Know how work contributes to the achievement of department goals	88	73
Know how work contributes to the achievement of work unit goals	91	79
Have a clear understanding of their work and what is expected of them	81	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	54	37
Essential information flows effectively from staff to senior leadership	61	43
Essential information flows effectively between work units	47	33
Senior Leadership Practices		
Department senior leadership sets a good example	77	48
Have confidence in the department senior leadership	76	48
Department senior leadership are genuinely interested in the well being of employees	72	49
Department senior leadership provides clear direction	64	42
Department senior leadership makes timely decisions	63	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	89	76
Person report to is an effective leader	82	63
Employees have a positive working relationship with the person they report to	92	77
Person they report to manages conflict in the workgroup	74	54
Person they report to gives employees feedback on their work performance	82	63
Person they report to maintains high standards of honesty and integrity	94	72
Satisfied with the quality of supervision received	84	65
Managers provide clear direction	80	56
Managers make timely decisions	77	51

Table 11 Leadership Comparisons

As noted in Table 11 on the previous page, CNS shares similar strengths and areas for improvement with the corporate results. CNS has no unique areas of concern.

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

- Employees clearly understood the vision, mission and goals of the department
- Employees knowing how their work contributes to the achievement of department goals
- Employees perception that essential information flows effectively from senior leadership to staff; and from staff to senior leadership
- Senior Leadership category
- Employees' perception that the person they report to is an effective leader
- Employees' belief that the person they report to manages conflict in the workgroup
- Employees' belief that the person they report to gives employees feedback on their work performance
- Employees' belief that the person they report to maintains high standards of honesty and integrity
- Clarity of management direction and timeliness of management decisions

3-4-3 Leadership Trend

Table 12 shows the Leadership trend analysis for CNS' employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
Clearly understood the vision, mission and goals of the department	85	88	n/a	n/a	n/a	n/a
Know how work contributes to the achievement of department goals	88	85	95	100	100	73
Know how work contributes to the achievement of work unit goals	91	87	n/a	n/a	n/a	n/a
Have a clear understanding of their work and what is expected of them	81	93	n/a	n/a	n/a	n/a
Essential information flows effectively from senior leadership to staff	54	77	78	n/a	n/a	n/a
Department senior leadership sets a good example	77	77	75	75	89	60
Have confidence in the department senior leadership	76	85	81	63	89	59
Department senior leadership are genuinely interested in the well being of employees	72	87	83	n/a	n/a	n/a
Department senior leadership provides clear direction	64	81	77	n/a	n/a	n/a
Department senior leadership makes timely decisions	63	72	79	n/a	n/a	n/a
Employees can talk openly with the person they report to about work	89	95	90	63	89	79
Person report to is an effective leader	82	83	78	75	n/a	n/a
Employees have a positive working relationship with the person they report to	92	96	88	75	n/a	n/a
Person they report to manages conflict in the workgroup	74	64	65	63	89	51
Person they report to gives employees feedback on their work performance	82	88	81	63	78	66
Person they report to maintains high standards of honesty and integrity	94	92	n/a	n/a	n/a	n/a
Satisfied with the quality of supervision received	84	85	81	n/a	n/a	n/a
Managers provide clear direction	80	78	n/a	n/a	n/a	n/a
Managers make timely decisions	77	79	84	n/a	n/a	n/a
Leadership Index	76	83	84	n/a	n/a	n/a

Table 12 Leadership Trend

For 13 out of the 19 questions, the level of agreement decreased (by 1 to 23 percentage points) since 2009. The question with the largest decrease in agreement was “Essential information flows effectively from senior leadership to staff”

For the following five questions the favourable scores have increased in comparison to 2009 (by 2-10 percentage points):

- Know how work contributes to the achievement of department goals
- Know how work contributes to the achievement of work unit goals
- Person they report to manages conflict in the workgroup
- Person they report to maintains high standards of honesty and integrity
- Managers provide clear direction

For the question, “Department senior leadership sets a good example”, there was no change in favourable score since 2009.

Chapter 4- Other Work Environment Questions

4-1 Respectful Environment

As per CNS 2011 employee survey results, 10% of CNS employees have experienced bullying behavior in the last 12 months. And 50% 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/colleague or the person they report to. The table below outlines the percentage.

Experienced the bullying behavior from:	
Coworker or colleague	36%
The person they report to	36%
Someone who works for another part of the organization	9%
Another manager in the organization	9%
A client	9%

Table 13 Where bullying behaviour came from

4-2 Inclusive Environment

As per CNS 2011 employee survey results, 1% of CNS employees have experienced racism and/or discrimination in the last 12 months. Of those who experienced racism and/or discrimination, none 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 someone who works for another part of the organization. The table below outlines the percentage.

Experienced the racism and/or discrimination from:	
Someone who works for another part of the organization	100%

Table 14 Where racism/discrimination came from

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

Racism and/or discrimination experienced:	
Sex (Gender)	100%

Table 15 Type of racism/discrimination experienced

4-3 Employees' Retention Intentions

As shown in the tables below, 25% of Communications Nova Scotia 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:	
2 years or less	5%
Between 3-5 years	20%
Between 6-10 years	22%
11 years or more	53%

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:	
Retirement	39%
Pursuing other employment opportunities	28%
Other	17%
Management (lack of support or recognition)	6%
Family obligations	6%
Pursuing other educational training	6%

Table 17 Reason employees are planning to leave the department

Appendix I - Mean Scores

	Mean Score
Productivity	
<u>Job Support and Tools</u>	
Provided with the tools and equipment needed to do job well	4.33
Provided with the communication needed to do job well	3.84
Physical work environment allows employees to fully contribute to job	4.19
<u>Job Fit</u>	
Job is a good fit with skills and interests	4.36
Job provides right level of challenge	3.95
<u>Quality of Service</u>	
Have support at work to provide high level of service	4.10
Work unit is making an effort to improve service quality	4.30
Work unit measures and monitors to make sure they are meeting their service quality	3.94
<u>Compensation</u>	
Compensated fairly for job	3.47
Talent Capacity	
<u>Learning and Development</u>	
Organization supports work-related learning and development	3.80
Have access to training opportunities	3.72
Training and development received met work-related needs	3.63
Satisfied with the quality of training and development received from department	3.51
Satisfied with the quality of training and development received from PSC	3.60
<u>Opportunities for Career Growth and Advancement</u>	
See a future for career working for the Government of Nova Scotia	3.90
Have opportunities for career growth within the Government of Nova Scotia	3.48
Have opportunities for career growth within the department	2.98
Satisfied with the way career growth and advancement is progressing	3.39
Workplace Culture	
<u>Coworker Relationship</u>	
The people I work with make an effort to help each other	4.58

	Mean Score
Have a positive working relationship with coworkers	4.58
<u>Employee Involvement and Innovation</u>	
Have opportunities to provide input into decisions that affect their work	3.88
Shared goals are developed for work unit	3.78
Supervisor considers their work-related ideas	4.33
Feel free to suggest innovative changes in their work	4.20
Innovation is valued in their work	4.10
<u>Recognition</u>	
Feel valued for contributions at work	3.86
Receive meaningful recognition for work well done	3.81
Receive recognition from supervisor for a job well done	4.17
<u>Quality of Work Life</u>	
Have support at work to balance work and personal life	3.89
Work-related stress is manageable	3.65
Workload is manageable	3.68
<u>Healthy, Supportive and Respectful Environment</u>	
Department promotes a healthy and supportive workplace	3.94
Department creates a safe work environment for its employees	4.32
Employees feel safe working in their job	4.55
Employees in department are respectful of employee differences	4.40
Treated respectfully at work	4.35
A healthy atmosphere (trust, mutual respect) exists in work unit	4.18
<u>Diverse and Inclusive Environment</u>	
Department values diversity	4.43
Department is actively implementing activities and practices that support a diverse workplace	4.39
<u>Staffing Practices</u>	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.61
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.70
In the department, the process of selecting a person for a position is clear	3.35
In the department, the process of selecting a person for a	3.03

	Mean Score
position is timely	
In the department, the process of selecting a person is fair	3.52
In the department, hiring, promotion and other staffing processes are free from favouritism	3.34
<u>Performance Management Practices</u>	
Have a clear understanding of how performance is evaluated	3.76
Most recent performance appraisal/review reflects performance	3.97
<u>Leadership</u>	
<u>Clear Direction and Expectations</u>	
Clearly understood the vision, mission and goals of the department	4.22
Know how work contributes to the achievement of department goals	4.25
Know how work contributes to the achievement of work unit goals	4.33
Have a clear understanding of their work and what is expected of them	4.11
<u>Organizational Communication</u>	
Essential information flows effectively from senior leadership to staff	3.29
Essential information flows effectively from staff to senior leadership	3.58
Essential information flows effectively between work units	3.34
<u>Senior Leadership Practices</u>	
Department senior leadership sets a good example	3.93
Have confidence in the department senior leadership	3.97
Department senior leadership are genuinely interested in the well-being of employees	3.98
Department senior leadership provides clear direction	3.67
Department senior leadership makes timely decisions	3.65
<u>Direct Supervisory Practices</u>	
Employees can talk openly with the person they report to about work	4.35
Person report to is an effective leader	4.13
Employees have a positive working relationship with the person they report to	4.46
Person they report to manages conflict in the workgroup	4.04

	Mean Score
Person they report to gives employees feedback on their work performance	4.11
Person they report to maintains high standards of honesty and integrity	4.54
Satisfied with the quality of supervision received	4.27
Managers provide clear direction	3.98
Managers make timely decisions	3.93
<u>Overall</u>	
Work for an effective organization	4.10
Satisfied with my job	3.81
Satisfied with my department	3.92
Overall satisfied with work as a Government of Nova Scotia employee	4.08
Proud to tell people work as a Government of Nova Scotia employee	4.13
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.94
Inspired to give my very best	4.13
Would recommend the Government of Nova Scotia as a great place to work	3.92