How's Work Going 2011

Department of Community Services Employee Survey Results

Evaluation & Accountability

June 2011

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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 send 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 Community Services had a response rate of 75% (58% 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	Strength	Area for Improvement	Area for Concern
75% and over	60-74%	50-59%	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:

Interpreting the Action

The questions/categories with lower agreement appear lower on the chart, and the categories which have a greater influence on employee's level of engagement are closer to the right side of the chart.

High

Average Level of Agreement

3.5

| **3** | **4** |

| **2** | **1** |

Low   3.5   **High**

Driver's strength in influencing employee's level of engagement
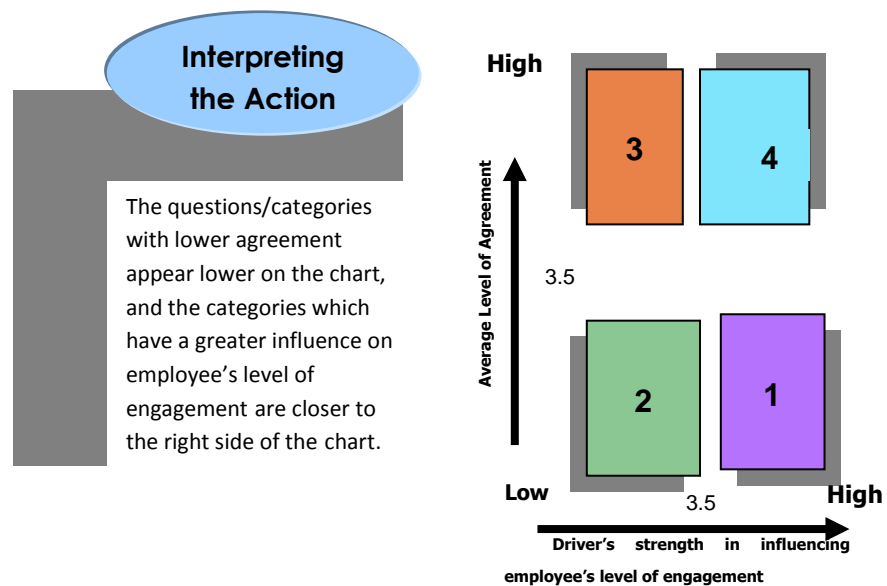
Chapter 2- Engagement Outcome Results

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 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	60
Organizational Satisfaction	
Department Satisfaction	49
Overall Satisfaction	65
Organizational Commitment	
Proud	57
Preference to stay with NS Government	60
Inspired	72
Would Recommend as a great place to work	52
Engagement Index	**59**

Table 1 Engagement Index and Engagement Outcome Results

Community Services employee index is 59 and would be considered an area for improvement.

2-2 Engagement Outcome Details

Figure 1 below summarizes employees' responses regarding engagement outcome results.
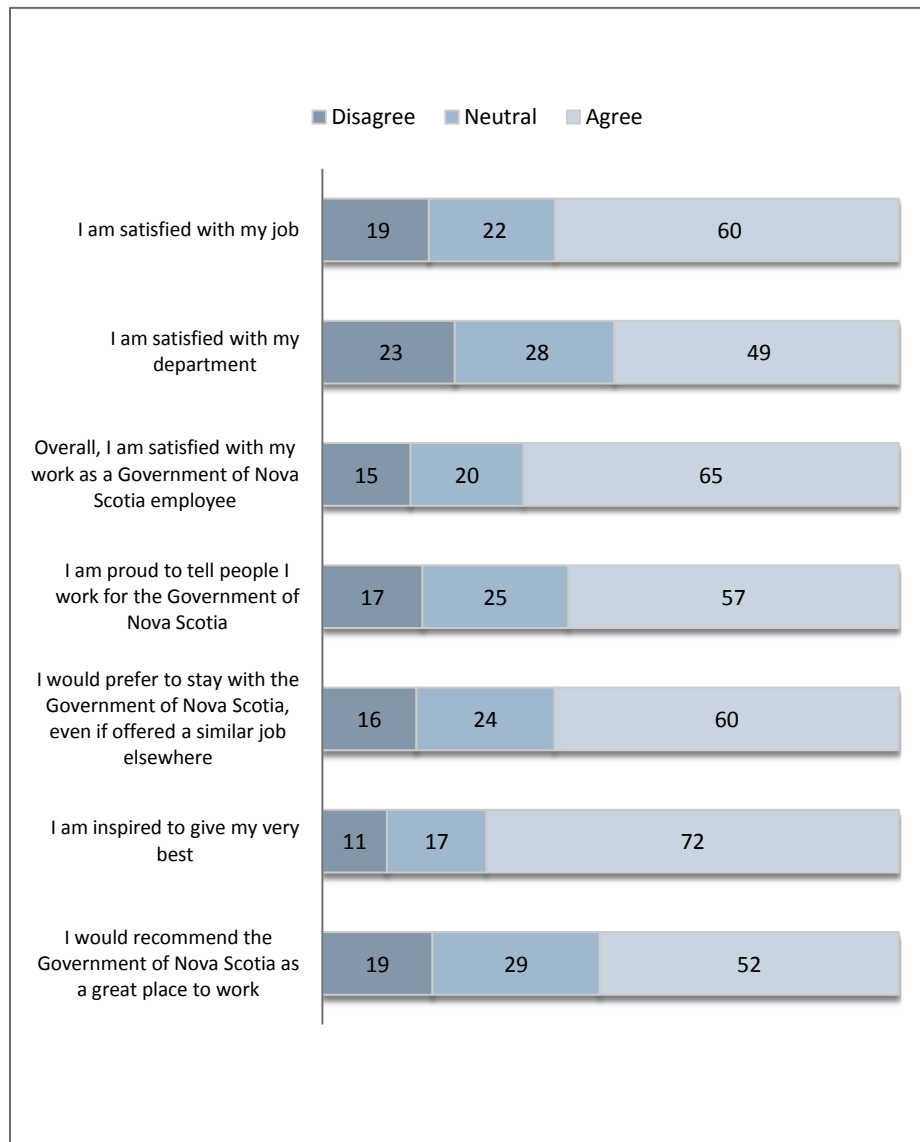
Figure 1 Detail engagement outcome results for 2011

2-3 Engagement Trend

Table 2 below shows the comparison between the Department's 2004 through to 2011 survey results for the employee engagement outcomes.

	Agreement Score					
Job Satisfaction	**2011**	**2009**	**2007**	**2006**	**2005**	**2004**
Job Satisfaction	60	78	74	69	n/a	n/a
Organizational Satisfaction						
Department Satisfaction	49	67	63	42	n/a	n/a
Overall Satisfaction	65	80	78	71	n/a	n/a
Organizational Commitment						
Proud	57	71	70	56	n/a	n/a
Preference to stay with Government of Nova Scotia	60	64	62	54	49	45
Inspired	72	82	80	71	n/a	n/a
Would Recommend as a great place to work	52	66	66	54	55	50
Engagement Level	**59**	**74**	**70**	**58**	**n/a**	n/a

Table 2 Comparison 2004 through to 2011 for engagement outcomes

For all seven questions, the level of agreement decreased substantially (by 4 to 18 percentage points) since 2009.   In comparison to the baseline the job and overall satisfaction questions have decreased (by 6 to 9 percentage points). For the commitment questions (proud, preference to stay and would recommend) and the department satisfaction the favourable scores have increased in comparison to their baseline (by 1 to 15 percentage points). The question with the largest decrease in agreement was job satisfaction agreement score.

Figure 2 Comparison 2004 to 2011 for engagement outcomes

2-4 How does Community Services 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	60	59
Organizational Satisfaction		
Department Satisfaction	49	53
Overall Satisfaction	65	67
Organizational Commitment		
Proud	57	62
Preference to stay with Government of Nova Scotia	60	62
Inspired	72	68
Would Recommend as a great place to work	52	57
Engagement Level	59	62

Table 3 Comparison between Department and Corporate results

Clear Strength	Strength	Area for Improvement	Area for Concern

As noted in the table above, Community Services shares the similar strengths and areas for improvement as seen in the corporate results. Community Services has stronger job satisfaction. Using the strength-improvement category guide, Community Services is not as strong in department satisfaction and proud 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 the 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 Community Services employees value:

1. Pay and benefits- 14%

2. Challenging and interesting work -13%

3. A chance to make a difference – 11%

4. Being treated with respect- 10%

5. Having the opportunity to balance work and personal life – 9%

6. Working with people I like -9%

7. Opportunities for growth and advancement- 8%

8. A chance to learn new skills and to develop -7%

9. Freedom to make decisions about how job is done -6%

10. Working for leaders they respect -4%

11. Working for manager they respect -4%

12. A chance to have ideas adopted and put into use -2%

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 -22%

2. Compensation -17%

3. Work Location –15%

4. Desire to work for the public service - 13%

5. Quality work life balance –12%

6. Career advancement opportunities -10%

7. Support for training and related professional development activities - 7%

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 illustrates this:
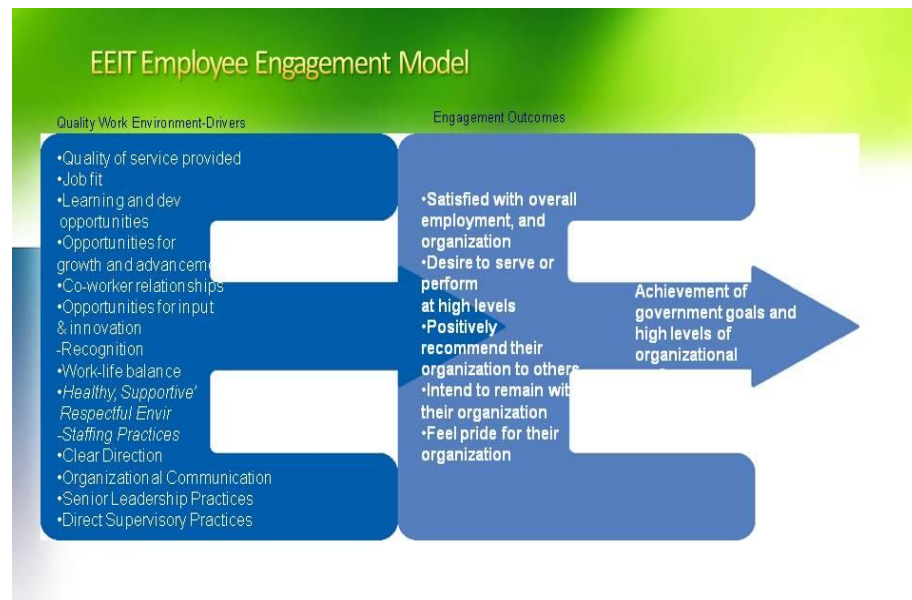
Figure 3 Interjurisdictional Employee Engagement Model

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 list below outlines the factors influencing employees' level of commitment and satisfaction, based on the Community Services 2011 survey results.

1. Job satisfaction
2. Opportunities for Career Growth and Advancement
3. Healthy, Safe and Respectful work environment
4. Senior Leadership Practices
5. Employee Involvement and Innovation
6. Job Support and Tools
7. (tied) Recognition and Quality work life

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

1. Quality of Work Life
2. Opportunities for Growth and Advancement
3. Job Fit
4. Job Support and Tools
5. Provided support to provide quality service
6. Employee Involvement and Innovation
7. Healthy, Supportive and Respectful work environment

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 Community Services:

	Index
Job Productivity Index	72
Talent Capacity Index	55
Workplace Culture Index	62
Leadership Index	55
Overall- Quality Environment Index	60

Table 4 Driver Indices for 2011

For Community Services the Quality Environment Index (Average of all the drivers of engagement) is 60.

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, as shown in Figure 5, provides a visual picture to illustrate how employees perceive their current work environment and what is influences their level of satisfaction and commitment.
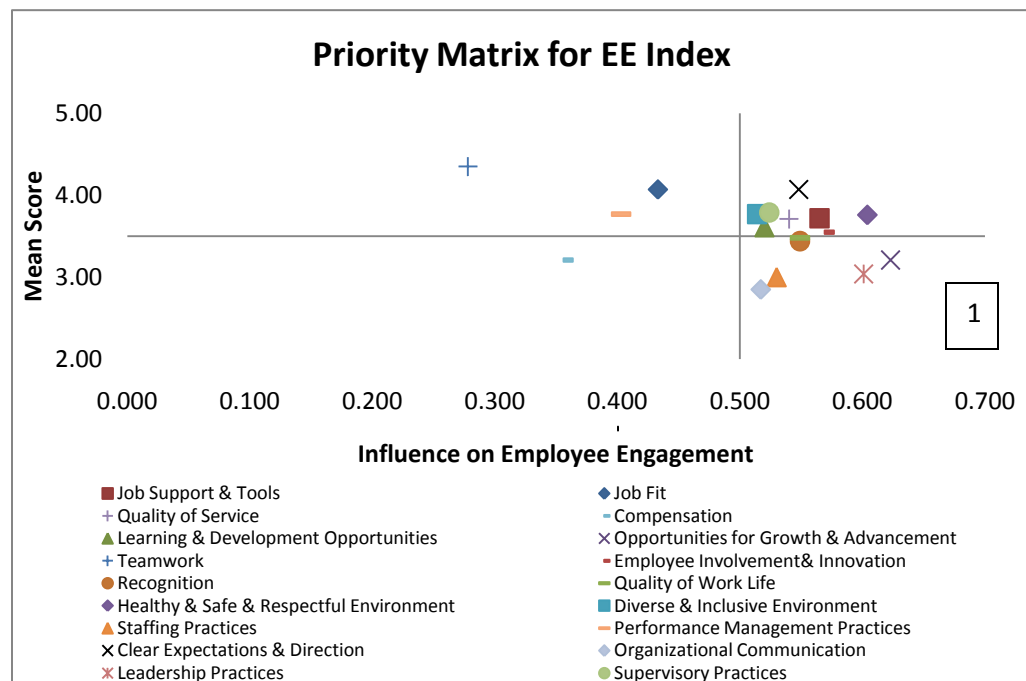
Figure 5 Priority Action Matrix Grid

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
- Leadership Practices
- Staffing Practices
- Organization Communication
- Recognition

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

The next section of this report provides insight into how Community Services 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 job – productivity capacity (job support, job fit, quality of service provided and compensation drivers) results.

Legend: ■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q.1 I am provided with the tools and equipment I need to do my job well.	16	15	70
Q.2 I am provided with the communication I need to do my job well.	22	20	58
Q. 3 My physical environment allows me to contribute fully to my job	17	15	68
Q.4 My job is a good fit with my skills and interest	8	10	82
Q5. My job provides me with the right level of challenge	15	15	70
Q.6 I have support at work to provide high level of service.	20	18	62
Q.7 My work unit is making an effort to improve service quality	12	16	71
Q.8 In my work unit, we measure and monitor to make sure that we are meeting our service quality	17	23	60
Q.9 I am fairly compensated	30	23	47

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.

	Department	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	70	72
Provided with the communication needed to do job well	58	58
Physical work environment allows employees to fully contribute to job	68	71
Job Fit		
Job is a good fit with skills and interests	82	79
Job provides right level of challenge	70	66
Quality of Service Provided		
Have support at work to provide high level of service	62	61
Work unit is making an effort to improve service quality	71	68
Work unit measures and monitors to make sure they are meeting their service quality	60	56
Compensation		
Compensated fairly for job	47	44

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

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

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

- Employees feeling their work unit measures and monitors to make sure they are meeting their service quality

3-1-3 Productivity Capacity Trend

Table 6 below shows the comparison between the Department's 2004 through to Productivity Capacity category.

	2011	2009	2007	2006	2005	2004
Provided with the tools and equipment needed to do job well	70	73	71	71	62	61
Provided with the communication needed to do job well	58	68	70	64	60	63
Job is a good fit with skills and interests	82	86	85	82	n/a	n/a
Job provides right level of challenge	70	73	n/a	n/a	n/a	n/a
Have support at work to provide high level of service	62	72	73	72	n/a	n/a
Compensated fairly for job	47	65	60	47	39	56
Productivity Index	72	79	79	77	n/a	n/a

Table 6 Comparison 2004 to 2011 results for the Job Productivity category

For all six questions, the level of agreement decreased substantially (by 3 to 18 percentage points) since 2009.   The question with the largest decrease in agreement was the compensation agreement score.

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 (learning and development, opportunities for career advancement, and growth drivers).

Disagree **Neutral** **Agree**

Question	Disagree	Neutral	Agree
Q.10 My organization supports my work-related learning and development	20	15	65
Q.11 I have access to training opportunities	18	17	65
Q.12 The training and development I have received has met my work-related needs	19	17	65
Q.13A Satisfied with Quality of Training and development rec'd from department	23	21	56
Q.13B Satisfied with Quality of Training and development rec'd from PSC	17	23	61
Q. 14 I see a future for my career, working for the Government of Nova Scotia	16	23	61
Q.15 I have opportunities for career growth within the Government of Nova Scotia	30	25	45
Q.16 I have opportunities for career growth within my department	40	25	35
Q.17 I am satisfied with the way my career growth and advancement is progressing	30	28	42

Figure 7 Detail talent capacity results for 2011

3-2-2 Talent Capacity Comparison

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

	Department	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	65	62
Have access to training opportunities	65	62
Training and development received met work-related needs	65	62
Satisfied with the quality of training and development received from department	56	54
Satisfied with the quality of training and development received from PSC	61	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	61	60
Have opportunities for career growth within the Government of Nova Scotia	45	42
Have opportunities for career growth within the department	35	32
Satisfied with the way career growth and advancement is progressing	42	38

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

As noted in the table above, Community Services shares similar strengths and areas for improvement with the corporate results. Community Services 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 Community Services is stronger the following area:

- Satisfaction with the quality of training and development they receive from their department

3-2-3 Talent Capacity Trend

Table 8 below shows the comparison between the Department's 2004 through to 2011 survey results for the Talent Capacity category.

	2011	2009	2007	2006	2005	2004
Organization supports work-related learning and development	65	73	66	67	n/a	n/a
Have access to training opportunities	65	80	82	80	72	67
Training and development received met work-related needs	65	75	n/a	n/a	n/a	n/a
See a future for career working for the Government of Nova Scotia	61	73	69	63	63	53
Have opportunities for career growth within the Government of Nova Scotia	45	57	50	44	n/a	n/a
Have opportunities for career growth within the department	35	48	44	n/a	n/a	n/a
Talent Index	55	65	58	56	n/a	n/a

Table 8 Comparison 2004 to 2011 for Talent Capacity category

For all six questions, the level of agreement decreased substantially (by 8 to 15 percentage points) since 2009.   The question with the largest decrease in agreement was the access to learning opportunities agreement score.

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 (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).

■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q.18 The people I work with make an effort to help each other out	9	7	84
Q.19 I have a positive working relationship with my coworkers	5	6	90
Q.20 I have opportunities to provide input into decisions that affect my work	23	19	58
Q.21 Shared goals are developed for my work unit	23	25	53
Q.22 My supervisor considers my work-related ideas	13	18	70
Q.23 I feel free to suggest innovative changes in my work	15	18	67
Q.24 Innovation is valued in my work	25	25	50
Q.25 I feel valued for my contributions at work	23	23	55
Q.26 I receive meaningful recognition for work well done	28	24	49
Q.27 I receive recognition from my supervisor for a job well done	20	20	60
Q.28 I have support at work to balance my work and personal life	18	21	61
Q.29 My work-related stress is manageable	20	20	59
Q.30 My workload is manageable	27	18	55
Q.31 My department promotes a healthy and supportive workplace	21	19	59
Q.32 My department creates a safe work environment for its employees	15	17	68
Q.33 I feel safe working in my job	12	16	73
Q.34 Employees in my department are respectful of employee differences	11	14	74
Q.35 I am treated respectfully	12	13	75
Q.36 A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	20	17	64

Legend: ■ Disagree ■ Neutral ■ Agree

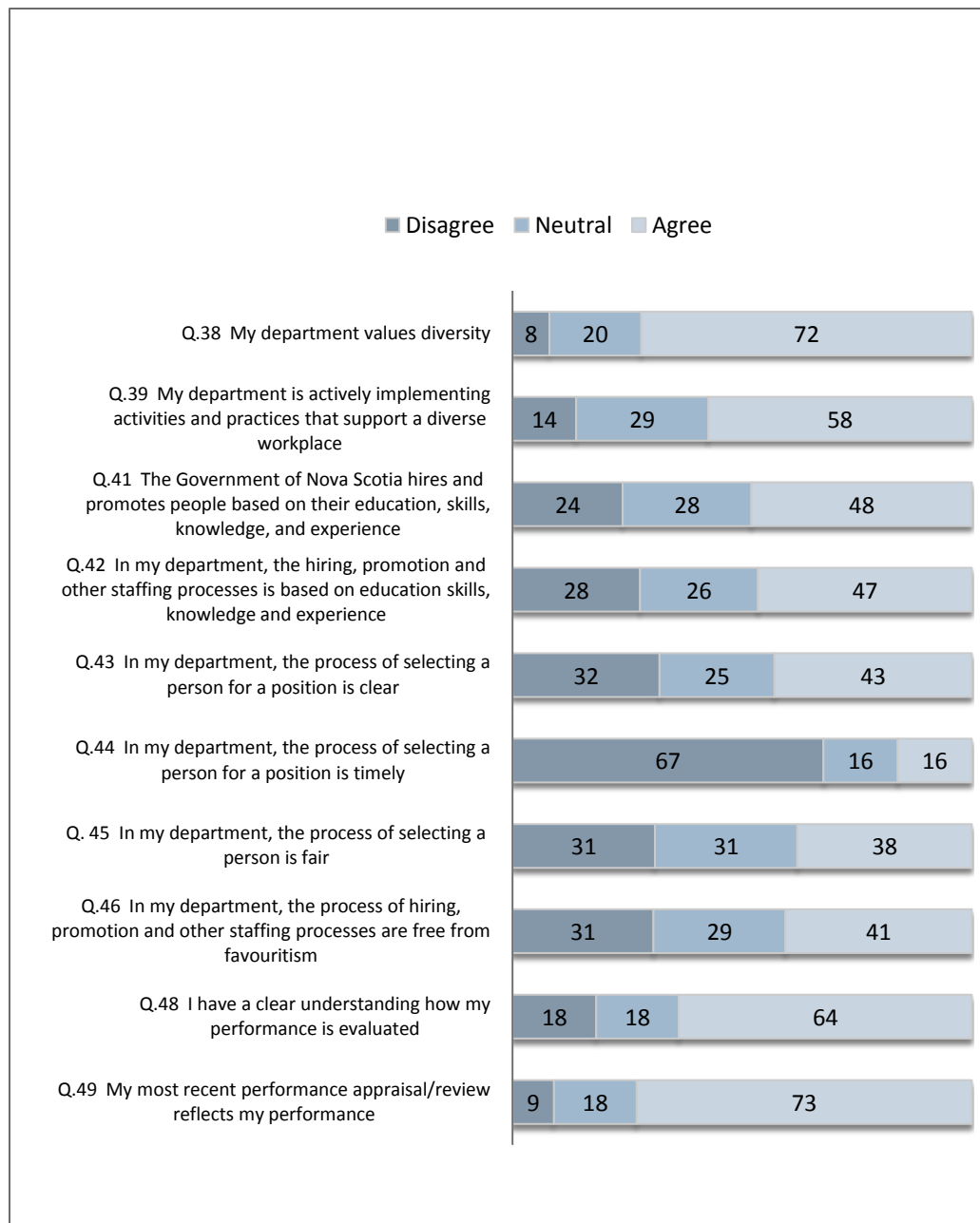| Question	Disagree	Neutral	Agree
Q.38 My department values diversity	8	20	72
Q.39 My department is actively implementing activities and practices that support a diverse workplace	14	29	58
Q.41 The Government of Nova Scotia hires and promotes people based on their education, skills, knowledge, and experience	24	28	48
Q.42 In my department, the hiring, promotion and other staffing processes is based on education skills, knowledge and experience	28	26	47
Q.43 In my department, the process of selecting a person for a position is clear	32	25	43
Q.44 In my department, the process of selecting a person for a position is timely	67	16	16
Q. 45 In my department, the process of selecting a person is fair	31	31	38
Q.46 In my department, the process of hiring, promotion and other staffing processes are free from favouritism	31	29	41
Q.48 I have a clear understanding how my performance is evaluated	18	18	64
Q.49 My most recent performance appraisal/review reflects my performance	9	18	73

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.

	Department	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	84	77
Have a positive working relationship with coworkers	90	84
Employee Involvement and Innovation		
Have opportunities to provide into decisions that affect their work	58	60
Shared goals are developed for work unit	53	51
Supervisor considers their work-related ideas	70	69
Feel free to suggest innovative changes in their work	67	67
Innovation is valued in their work	50	54
Recognition		
Feel valued for contributions at work	55	54
Receive meaningful recognition for work well done	49	47
Receive recognition from supervisor for a job well done	60	58
Quality of Work Life		
Have support at work to balance work and personal life	61	62
Work-related stress is manageable	59	59
Workload is manageable	55	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	59	59
Department creates a safe work environment for its employees	68	73
Employees feel safe working in their job	73	78
Employees in department are respectful of employee differences	74	69
Treated respectfully at work	75	74
A healthy atmosphere (trust, mutual respect) exists in work unit	64	62
Diverse and Inclusive Environment		
Department values diversity	72	67
Department is actively implementing activities and practices that support a diverse workplace	58	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	48	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	47	48
In the department, the process of selecting a person for a position is clear	43	47
In the department, the process of selecting a person for a position is timely	16	21

In the department, the process of selecting a person is fair	38	41
In the department, hiring, promotion and other staffing processes are free from favouritism	41	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	65	65
% who didn't participate in a performance appraisal/review who would like to	81	76
Have a clear understanding of how performance is evaluated	64	59
Most recent performance appraisal/review reflects performance	73	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, Community Services 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.

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

- Employees feeling they have the opportunity to provide input into the decisions that affect their work
- Creating a safe environment

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

- Receiving recognition for a job well done by their supervisor
- Treating employees respectfully
- 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 2004 through to 2011 survey results for the Workplace Culture category.

	2011	2009	2007	2006	2005	2004
The people I work with make an effort to help each other	84	91	92	85	88	**76**
Have a positive working relationship with coworkers	90	92	94	91	n/a	**n/a**
Have opportunities to provide into decisions that affect their work	58	67	72	69	61	**61**
Shared goals are developed for work unit	53	67	72	69	61	**61**
Supervisor considers their work-related ideas	70	69	70	63	52	**61**
Feel free to suggest innovative changes in their work	67	79	81	74	77	**68**
Innovation is valued in their work	50	75	n/a	n/a	n/a	n/a
Feel valued for contributions at work	55	67	65	56	51	53
Receive meaningful recognition for work well done	49	57	55	49	n/a	n/a
Receive recognition from supervisor for a job well done	60	69	71	67	61	57
Have support at work to balance work and personal life	61	71	73	54	58	54
Work-related stress is manageable	59	72	n/a	n/a	n/a	n/a
Workload is manageable	55	68	n/a	n/a	n/a	n/a
Department promotes a healthy and supportive workplace	59	68	61	n/a	n/a	n/a
Department creates a safe work environment for its employees	68	78	82	72	77	68
Employees feel safe working in their job	73	84	86	81	82	70
Employees in department are respectful of employee differences	74	75	82	64	80	67
Treated respectfully at work	75	79	n/a	n/a	n/a	n/a
A healthy atmosphere (trust, mutual respect) exists in work unit	64	66	n/a	n/a	n/a	n/a
Department values diversity	72	78	71	65	64	55
Department is actively implementing activities and practices that support a diverse workplace	58	61	50	n/a	n/a	n/a
NS Government hires and promotes people based on their education, skills, knowledge and experience	48	60	40	22	25	38
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	47	53	n/a	n/a	n/a	n/a
In the department, the process of selecting a person for a position is clear	43	52	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)	65	68	70	90	76	66
Have a clear understanding of how performance is evaluated	64	70	n/a	n/a	n/a	n/a
Most recent performance appraisal/review reflects performance	73	70	n/a	n/a	n/a	n/a
Workplace Culture Index	**62**	**72**	**n/a**	**n/a**	**n/a**	n/a

Table 10 Comparison 2004 - 2011 for Workplace Culture category

For all questions, except for "supervisor considers my work-related ideas" and "performance evaluation reflects actual performance" the level of agreement decreased substantially (by 1 to 25 percentage points) since 2009.   The question with the largest decrease in agreement was the "Innovation is values" agreement score.

For "supervisor considers my work-related ideas" and "performance evaluation reflects actual performance" questions the favourable score increased in comparison to their baseline (by 1 to 3percentage points).

3-4 Leadership - Your Leader

3-4-1 Leadership Details

Figure 9 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).
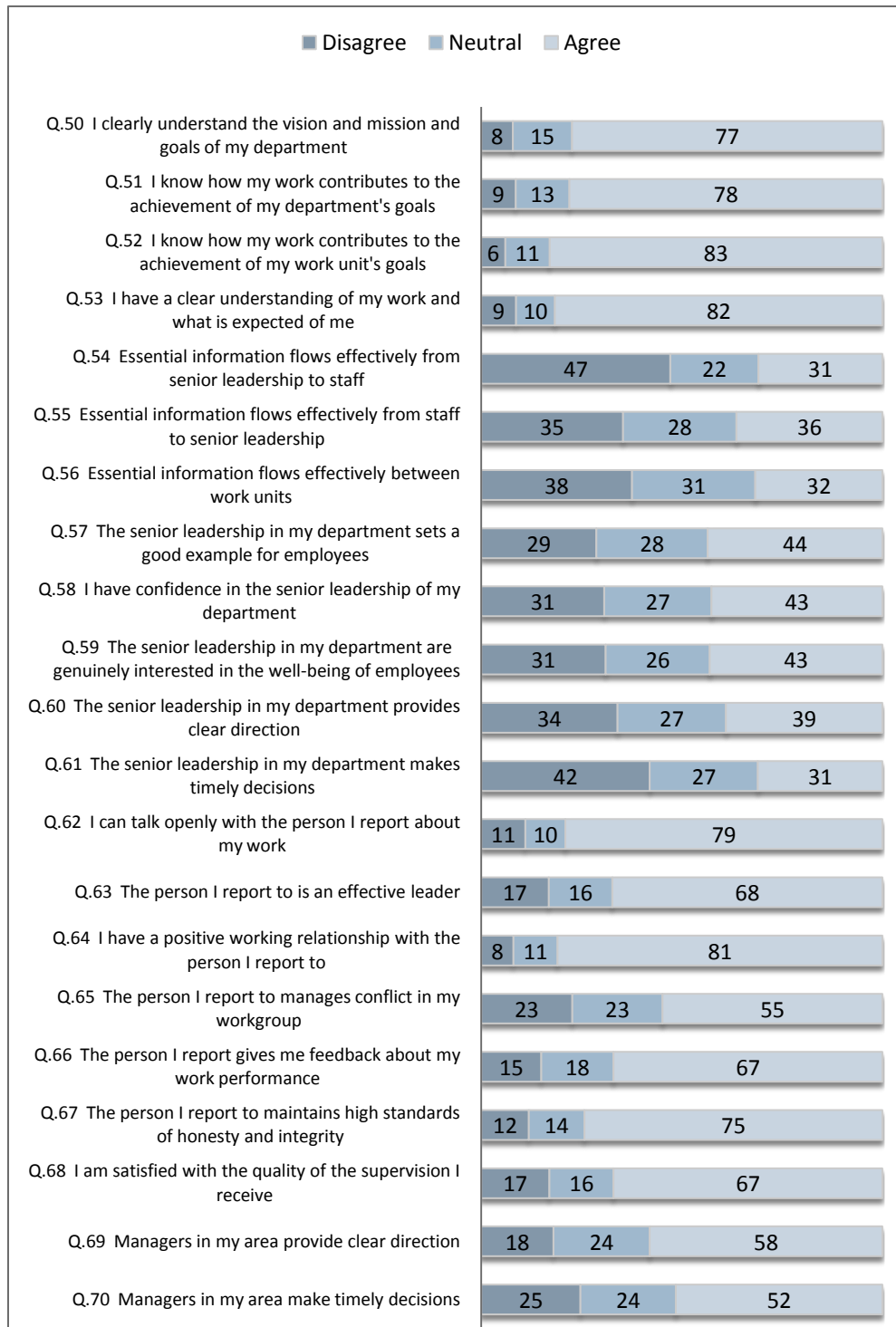

Figure 9 Leadership Details for 2011

June 2011

3-4-2 Leadership Comparison

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

	Department	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	77	68
Know how work contributes to the achievement of department goals	78	73
Know how work contributes to the achievement of work unit goals	83	79
Have a clear understanding of their work and what is expected of them	82	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	31	37
Essential information flows effectively from staff to senior leadership	36	43
Essential information flows effectively between work units	32	33
Senior Leadership Practices		
Department senior leadership sets a good example	44	48
Have confidence in the department senior leadership	43	48
Department senior leadership are genuinely interested in the well being of employees	43	49
Department senior leadership provides clear direction	39	42
Department senior leadership makes timely decisions	31	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	79	76
Person report to is an effective leader	68	63
Employees have a positive working relationship with the person they report to	81	77
Person they report to manages conflict in the workgroup	55	54
Person they report to gives employees feedback on their work performance	67	63
Person they report to maintains high standards of honesty and integrity	75	72
Satisfied with the quality of supervision received	67	65
Managers provide clear direction	58	56
Managers make timely decisions	52	51

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

As noted in the table on the previous page, Community Services shares similar strengths and areas for improvement with the corporate results. Community Services has no unique areas of concern. 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 Community Services is stronger the following areas:

- Employees understanding of the department's vision, mission and goals
- Employees knowing how their work contributes to the achievement of their department goals
- Person they report to maintains high standards of honesty and integrity

3-4-3 Leadership Trend

Table 12 below shows the comparison between the Department's 2004 through to 2011 survey results for the Leadership Category.

	2011	2009	2007	2006	2005	2004
Clearly understood the vision, mission and goals of the department	77	70	n/a	n/a	n/a	n/a
Know how work contributes to the achievement of department goals	78	79	77	71	70	66
Know how work contributes to the achievement of work unit goals	83	84	n/a	n/a	n/a	n/a
Have a clear understanding of their work and what is expected of them	82	90	n/a	n/a	n/a	n/a
Essential information flows effectively from senior leadership to staff	31	45	45	n/a	n/a	n/a
Department senior leadership sets a good example	44	54	47	35	38	49
Have confidence in the department senior leadership	43	56	51	39	41	48
Department senior leadership are genuinely interested in the well being of employees	43	50	50	n/a	n/a	n/a
Department senior leadership provides clear direction	39	47	50	n/a	n/a	n/a
Department senior leadership makes timely decisions	31	36	36	n/a	n/a	n/a
Employees can talk openly with the person they report to about work	79	82	85	85	81	71
Person report to is an effective leader	68	71	73	71	n/a	n/a
Employees have a positive working relationship with the person they report to	81	84	85	82	n/a	n/a
Person they report to manages conflict in the workgroup	55	54	55	50	52	50
Person they report to gives employees feedback on their work performance	67	74	74	74	69	65
Person they report to maintains high standards of honesty and integrity	75	77	n/a	n/a	n/a	n/a
Satisfied with the quality of supervision received	67	73	73	n/a	n/a	n/a
Managers provide clear direction	58	65	n/a	n/a	n/a	n/a
Managers make timely decisions	52	60	65	n/a	n/a	n/a
Leadership Index	**55**	**63**	**62**	**n/a**	**n/a**	**n/a**

Table 12 Comparison 2004 - 2011 for Leadership category

June 2011

For all questions, except for "Clearly understood the vision, mission and goals of the department" and "Person they report to manages conflict in the workgroup" the level of agreement decreased substantially (by 1 to 14 percentage points) since 2009.   The question with the largest decrease in agreement was the "Essential information flows effectively from senior leadership to staff" agreement score.

For questions "Clearly understood the vision, mission and goals of the department" and "Person they report to manages conflict in the workgroup" the favourable score increased in comparison to their baseline (by 1 to 7 percentage points).

Chapter 4 - Other Work Environment Questions

4-1 Respectful Environment

As shown in the survey, 29% of Community Services employees have experienced bullying behavior in the last 12months. And 47% 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	29%
The person they report to	23%
A client	17%
Another manager in the org	11%
A member of the public	7%
Someone who works for another part of the organization	6%
Someone you manage	4%
Someone who works at a government workplace who is not a direct employee of government	2%
Someone else	1%

Table 13 Who harassed/bullied the employee in 2011

4-2 Inclusive Environment

As shown in the survey, 7% of Community Services employees have experienced racism and/or discrimination in the last 12months. Only 33% 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	35%
The person they report to	21%
Another manager in the organization	16%
A client	12%
Someone who works for another part of the organization	9%
Someone else	3%
Someone you manage	2%
A member of the public	2%

Table 14 Where the racism and/or discrimination came from

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

Racism and/or discrimination experienced:	
Age	16%
Sex (Gender)	13%
Race	11%
Colour	10%
Sexual orientation	8%
Religion	7%
Physical disability	7%
Mental disability	7%
Source of income	5%
Political belief, affiliation or activity	4%
Family status	4%
Ethic	2%
National or Aboriginal origin	2%
Marital status	2%
Creed	1%

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

4-3 Employees' Retention Intentions

As shown in the tables below, 30% of Community Services 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	9%
Between 3-5 years	21%
Between 6-10 years	23%
11 years or more	47%

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	57%
Pursuing other employment opportunities	20%
Job itself (not interesting work or lack of challenge)	7%
Other	5%
Management (lack of support or recognition)	5%
Family obligations	3%
Pursuing other educational training	3%

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

Appendix I   Mean Scores

	Mean Score
Productivity	
Job Support and Tools	
Provided with the tools and equipment needed to do job well	3.82
Provided with the communication needed to do job well	3.53
Physical work environment allows employees to fully contribute to job	3.80
Job Fit	
Job is a good fit with skills and interests	4.25
Job provides right level of challenge	3.89
Quality of Service	
Have support at work to provide high level of service	3.62
Work unit is making an effort to improve service quality	3.89
Work unit measures and monitors to make sure they are meeting their service quality	3.61
Compensation	
Compensated fairly for job	3.21
Talent Capacity	
Learning and Development	
Organization supports work-related learning and development	3.64
Have access to training opportunities	3.69
Training and development received met work-related needs	3.64
Satisfied with the quality of training and development received from department	3.47
Satisfied with the quality of training and development received from PSC	3.61
Opportunities for Career Growth and Advancement	
See a future for career working for the Government of Nova Scotia	3.68
Have opportunities for career growth within the Government of Nova Scotia	3.17
Have opportunities for career growth within the department	2.86
Satisfied with the way career growth and advancement is progressing	3.13

	Mean Score
Workplace Culture	
<u>**Coworker Relationship**</u>	
The people I work with make an effort to help each other	4.26
Have a positive working relationship with coworkers	4.44
<u>**Employee Involvement and Innovation**</u>	
Have opportunities to provide into decisions that affect their work	3.45
Shared goals are developed for work unit	3.37
Supervisor considers their work-related ideas	3.84
Feel free to suggest innovative changes in their work	3.75
Innovation is valued in their work	3.34
<u>**Recognition**</u>	
Feel valued for contributions at work	3.43
Receive meaningful recognition for work well done	3.26
Receive recognition from supervisor for a job well done	3.61
<u>**Quality of Work Life**</u>	
Have support at work to balance work and personal life	3.61
Work-related stress is manageable	3.51
Workload is manageable	3.31
<u>**Healthy, Supportive and Respectful Environment**</u>	
Department promotes a healthy and supportive workplace	3.52
Department creates a safe work environment for its employees	3.73
Employees feel safe working in their job	3.88
Employees in department are respectful of employee differences	3.89
Treated respectfully at work	3.93
A healthy atmosphere (trust, mutual respect) exists in work unit	3.64
<u>**Diverse and Inclusive Environment**</u>	
Department values diversity	3.91
Department is actively implementing activities and practices that support a diverse workplace	3.62
<u>**Staffing Practices**</u>	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.29

	Mean Score
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.22
In the department, the process of selecting a person for a position is clear	3.15
In the department, the process of selecting a person for a position is timely	2.14
In the department, the process of selecting a person is fair	3.07
In the department, hiring, promotion and other staffing processes are free from favouritism	3.11
Performance Management Practices	
Have a clear understanding of how performance is evaluated	3.64
Most recent performance appraisal/review reflects performance	3.92
Leadership	
Clear Direction and Expectations	
Clearly understood the vision, mission and goals of the department	4.02
Know how work contributes to the achievement of department goals	4.01
Know how work contributes to the achievement of work unit goals	4.13
Have a clear understanding of their work and what is expected of them	4.13
Organizational Communication	
Essential information flows effectively from senior leadership to staff	2.69
Essential information flows effectively from staff to senior leadership	2.98
Essential information flows effectively between work units	2.88
Senior Leadership Practices	
Department senior leadership sets a good example	3.17
Have confidence in the department senior leadership	3.12
Department senior leadership are genuinely interested in the well-being of employees	3.13
Department senior leadership provides clear direction	3.01
Department senior leadership makes timely decisions	2.77
Direct Supervisory Practices	
Employees can talk openly with the person they report to about work	4.11

	Mean Score
Person report to is an effective leader	3.79
Employees have a positive working relationship with the person they report to	4.18
Person they report to manages conflict in the workgroup	3.47
Person they report to gives employees feedback on their work performance	3.79
Person they report to maintains high standards of honesty and integrity	4.04
Satisfied with the quality of supervision received	3.77
Managers provide clear direction	3.54
Managers make timely decisions	3.38
Overall	
Work for an effective organization	3.31
Satisfied with my job	3.56
Satisfied with my department	3.31
Overall satisfied with work as a Government of Nova Scotia employee	3.67
Proud to tell people work as a Government of Nova Scotia employee	3.59
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.66
Inspired to give my very best	3.90
Would recommend the Government of Nova Scotia as a great place to work	3.47