

How's Work Going 2011

*Emergency Management 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. Emergency Management 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?

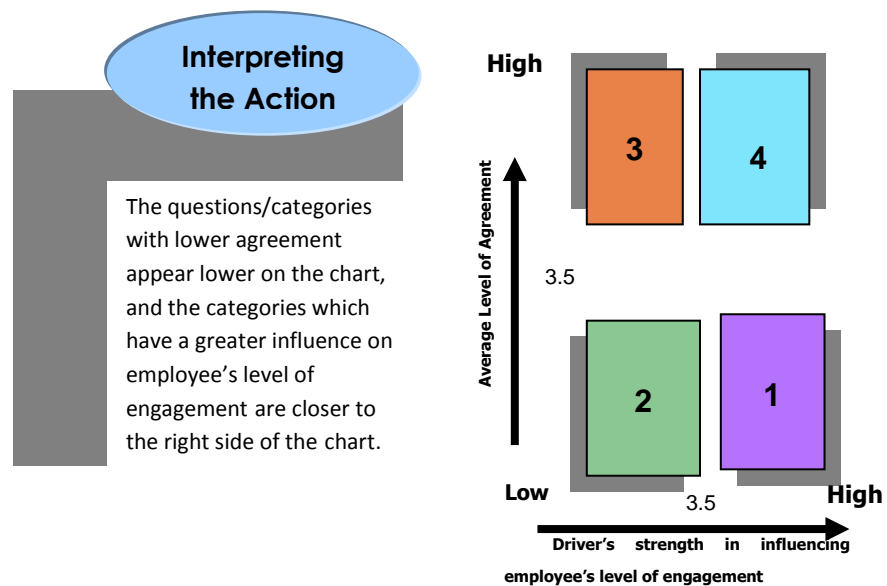
In this report, the results are presented in the following matter (note, due to the rounding of numbers the agreement scores may not equal 100%):

• 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 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
Job Satisfaction	
Job Satisfaction	80
Organizational Satisfaction	
Department Satisfaction	80
Overall Satisfaction	80
Organizational Commitment	
Proud	80
Preference to stay with NS Government	90
Inspired	90
Would Recommend as a great place to work	90
Engagement Index	85

Table 1 Employee Engagement Agreement Scores

Emergency Management Office's (EMO) employee index is 85 and would be considered an area of clear strength. 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.

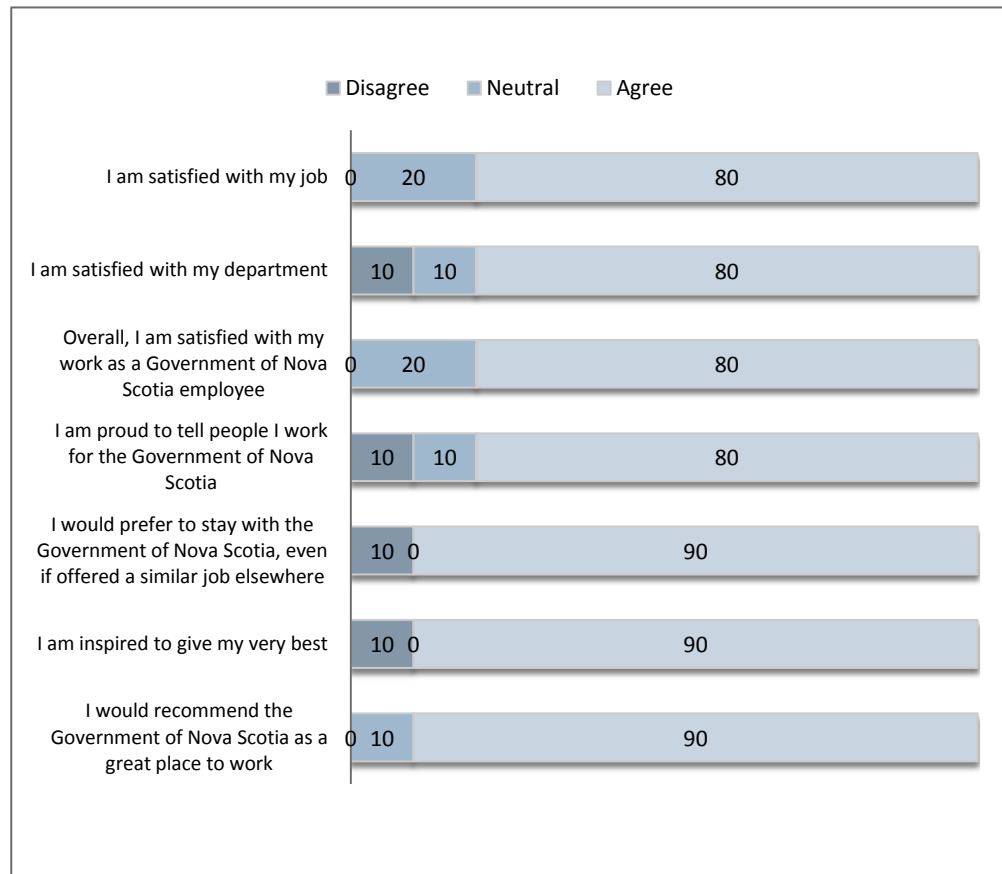


Figure 1 Detail engagement outcome results for 2011

2.2.2 Employee Engagement Trend for 2009 and 2011

Table 2 below compares EMO's 2009 and 2011 employee engagement results.

	Agreement Score	
	2011	2009
Job Satisfaction		
Job Satisfaction	80	80
Organizational Satisfaction		
Department Satisfaction	80	80
Overall Satisfaction	80	80
Organizational Commitment		
Proud	80	80
Preference to stay with Government of Nova Scotia	90	80
Inspired	90	80
Would Recommend as a great place to work	90	80
Engagement Level	85	80

Table 2 Employee Engagement Trend for 2009 and 2011

Figure 2 below displays the agreement score comparisons for Employee Engagement drivers.

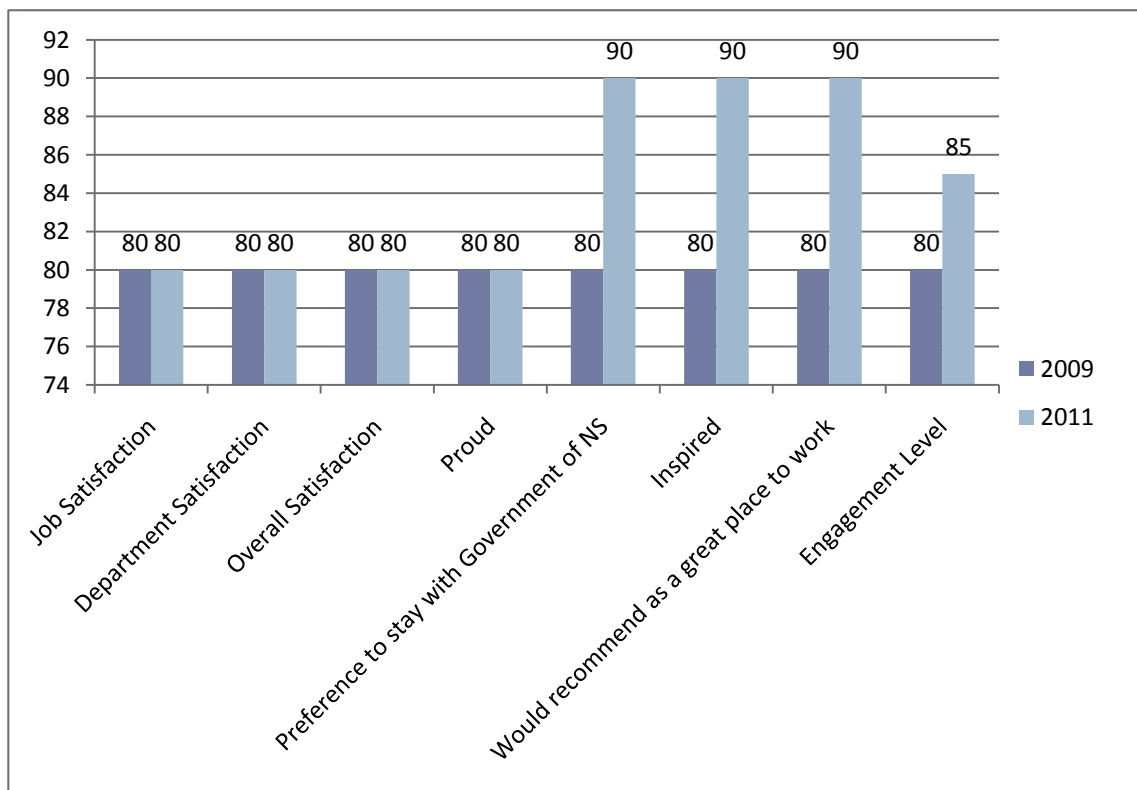


Figure 2 Agreement Score Comparison for 2009 and 2011

EMO's employee engagement index has continued to be a clear strength overall. Many questions remained in the clear strength category with no changes in agreement. Preference to stay, inspired to do their best and would recommend each increased in agreement by 10 percentage points and remain areas of clear strength. The overall engagement score increased by 5 percentage points and is still an area of clear strength.

2.2.3 How does the Department engagement compare?

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

	Agreement Scores	
	EMO	Corporate
Job Satisfaction		
Job Satisfaction	80	59
Organizational Satisfaction		
Department Satisfaction	80	53
Overall Satisfaction	80	67
Organizational Commitment		
Proud	80	62
Preference to stay with Government of Nova Scotia	90	62
Inspired	90	68
Would Recommend as a great place to work	90	57
Engagement Level	85	62

Table 3 Employee Engagement score comparison

As noted in the table above, EMO is stronger in all of the questions regarding employee engagement. The overall engagement level is 23 percentage points higher in agreement and an area of clear strength compared to the department where it is a basic strength.

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 EMO 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 EMO employees value:

1. Challenging and interesting work – 60%
2. Pay and benefits – 60%
3. Opportunities to balance work and personal life – 60%
4. Freedom to make decisions about how I do my job – 50%
5. A chance to make a difference – 40%
6. Working with people I like – 40%
7. Being treated with respect – 40%

2.3.2 What attracted them to work for Government?

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

1. Opportunities for work-life balance – 60%
2. Opportunity to work in chosen field – 50%
3. Compensation – 40%
4. Desire to work in the public service – 40%
5. Work location – 30%
6. Support for training and related professional development activities – 20%

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 3 below illustrates this:

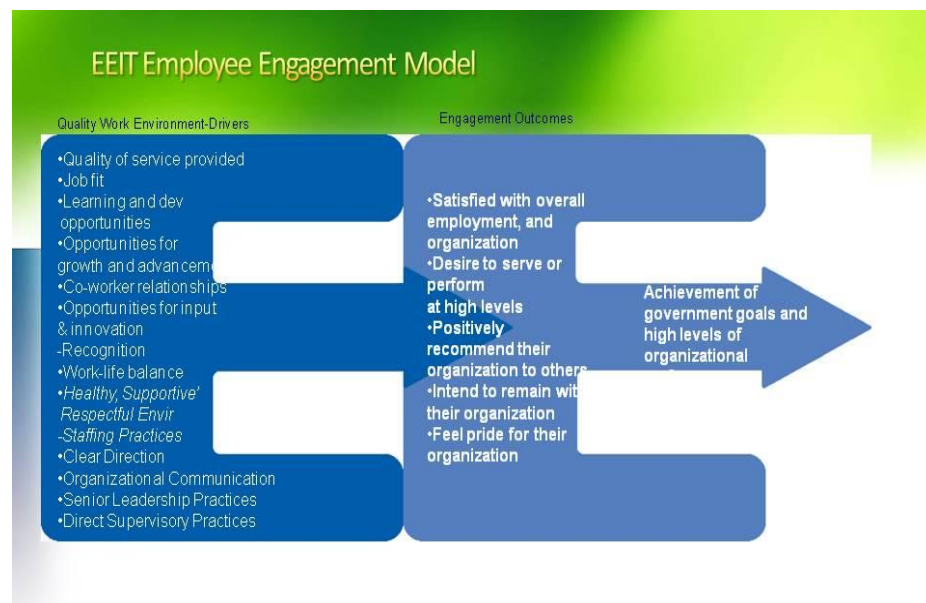


Figure 3 Employee Engagement Model

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 4 on next page.



Figure 4 Drivers of Engagement category chart

To understand which drivers had a stronger influence for EMO 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 EMO 2011 survey results.

1. Job support and Tools
2. Compensation
3. Senior Leadership Practices
4. Job Fit
5. Opportunities for Growth and Advancement
6. Healthy, Supportive and Respectful Environment
7. Organizational Communication
8. Recognition
9. Direct Supervisory Practices
10. Staffing Practices
11. Inclusive and Diverse Environment

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

1. Senior Leadership Practices
2. Staffing Practices
3. Job Support and Tools
4. Compensation
5. Job Fit

6. Opportunities for Growth and Advancement
7. Direct supervisory Practices
8. Healthy, Supportive and Respectful Environment
9. Learning and Development Opportunities
10. Involvement and Innovation
11. Inclusive and Diverse Environment
12. Recognition

2.3.4 How is EMO performing in relation to the drivers (factors) of engagement?

A Quality Environment Index can be used to understand how EMO 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 EMO the Quality Environment Index (average of all the drivers of engagement) is 83. The Corporate Quality Environment Index is 60.

2.3.5 Where does EMO need to focus to improve their employees' work environment and to keep employees engaged?

To help understand the results and to determine where EMO 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 factors. The mean score and the driver strength score for each of the 18 drivers were then mapped on the scatter plot below. To provide a visual picture to illustrate with regards to how employees perceive their current work environment and what they consider as important to them,

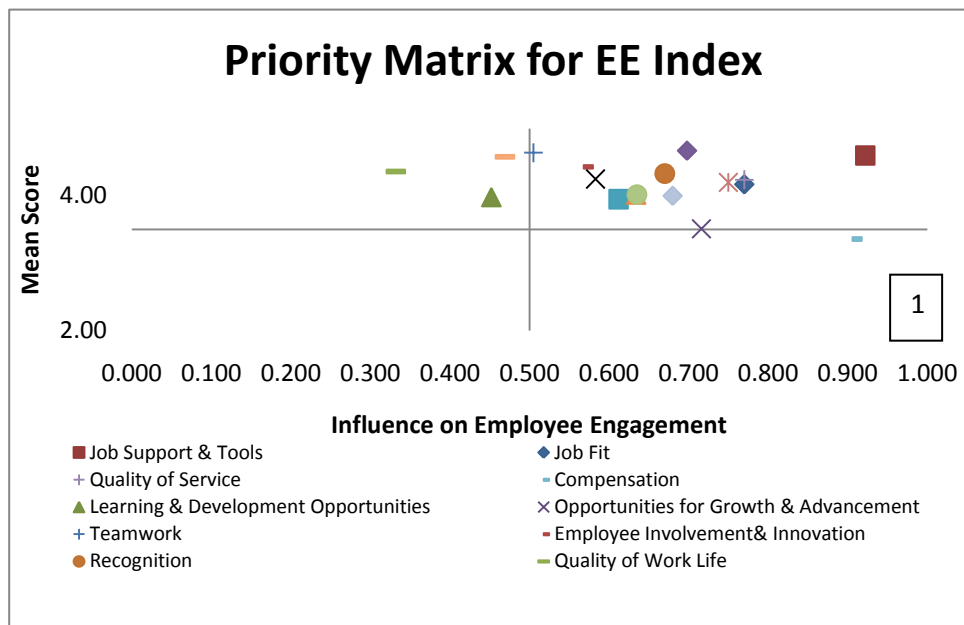


Figure 5 Priority Action Matrix Grid

As shown in Figure 5, 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 EMO 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 EMO's focus should be:

- Compensation
- Opportunities for Growth and Advancement

The next section of this report provides insight into how EMO 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).

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.

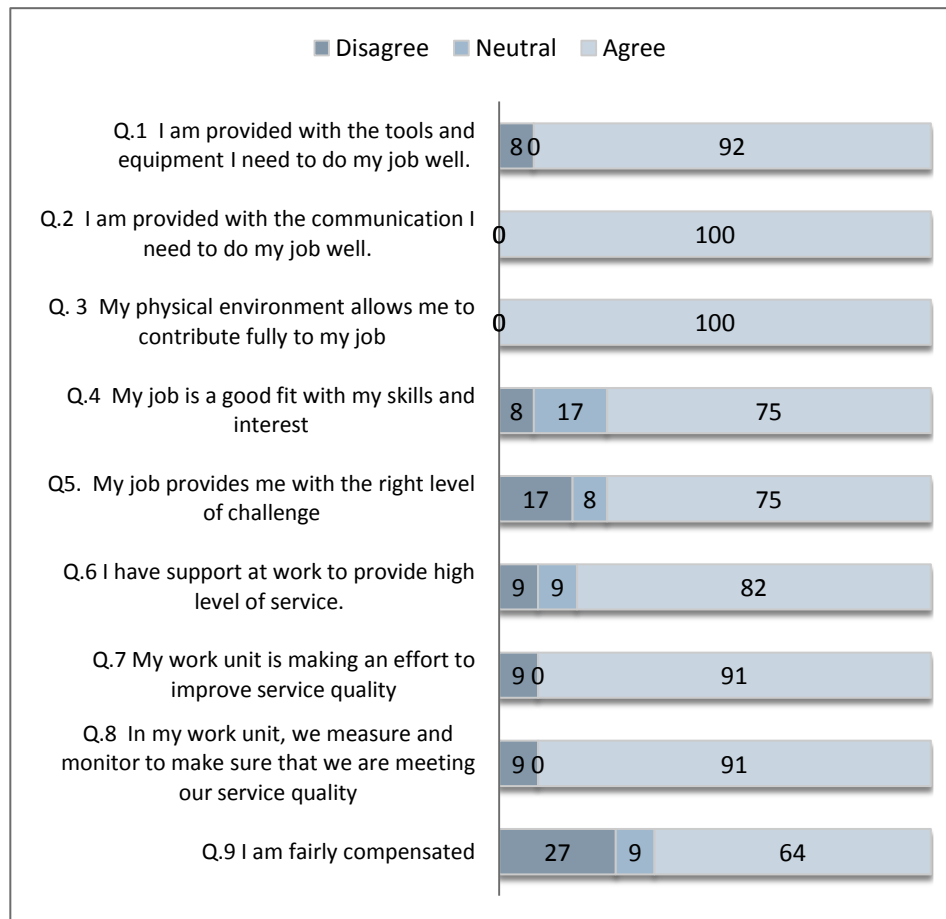


Figure 6 Detail job productivity capacity results for 2011

3.1.2 Productivity Capacity Trend for 2009 and 2011 results

Table 4 shows the productivity capacity trend analysis for EMO's 2009 and 2011 employee survey results.

	2011	2009
Provided with the tools and equipment needed to do job well	92	91
Provided with the communication needed to do job well	100	82
Job is a good fit with skills and interests	75	82
Job provides right level of challenge	75	82
Have support at work to provide high level of service	82	91
Compensated fairly for job	64	73

Table 4 Productivity Capacity Trend for 2009 and 2011 results

Compared to the 2009 results, EMO saw declines in agreement of 7 to 9 percentage points, but also saw increases by 1 to 18 percentage points. Tools/equipment and communication needed to do job well increased in agreement by 1 and 18 percent and both remain in the clear strength category. The rest fell by 7 to 9 percentage points and remain areas of clear or basic strength.

3.1.3 Productivity Capacity Comparison

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

	Agreement Scores	
	EMO	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	92	72
Provided with the communication needed to do job well	100	58
Physical work environment allows employees to fully contribute to job	100	71
Job Fit		
Job is a good fit with skills and interests	75	79
Job provides right level of challenge	75	66
Quality of Service Provided		
Have support at work to provide high level of service	82	61
Work unit is making an effort to improve service quality	91	68
Work unit measures and monitors to make sure they are meeting their service quality	91	56
Compensation		
Compensated fairly for job	64	44

Table 5 Productivity Capacity comparison

As noted in Table 5, EMO has similar agreement scores for some of the questions compared to the corporate results but is stronger in the majority of questions.

Using the strength-improvement category guide, in comparison to the corporate results EMO employees' agreement responses are stronger in the following areas:

- Job support and tools (all areas)
- Job challenge
- Quality of service provided (all areas)
- Compensation

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.

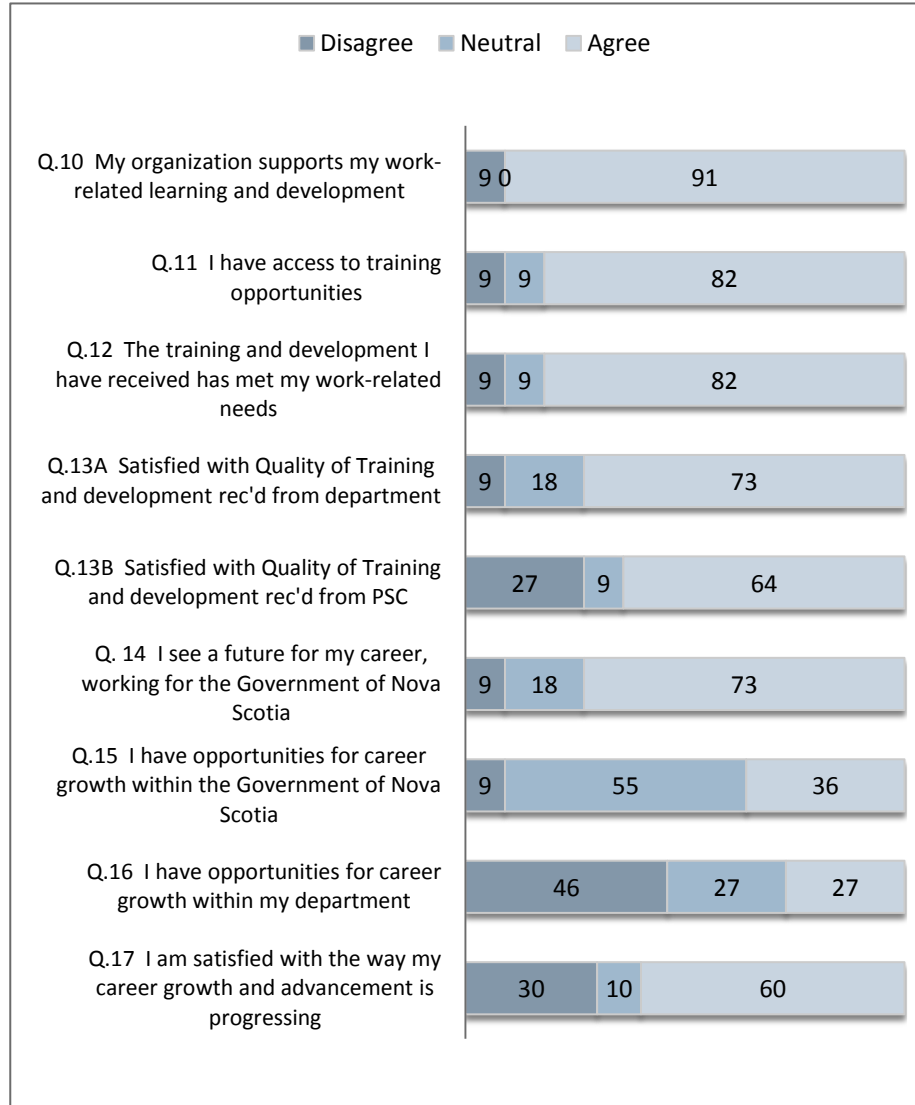


Figure 7 Detail talent capacity results for 2011

3.2.2 Talent Capacity Trend

Table 6 shows the talent capacity trend analysis for EMO's 2009 and 2011 employee survey results.

	2011	2009
Organization supports work-related learning and development	91	82
Have access to training opportunities	82	91
Training and development received met work-related needs	82	73
See a future for career working for the Government of Nova Scotia	73	64
Have opportunities for career growth within the Government of Nova Scotia	36	55
Have opportunities for career growth within the department	27	27

Table 6 Talent Capacity Trend for 2011 and 2009

As shown in Table 6, the agreement scores for talent capacity steadily increased for some questions, but also decreased. Employees who feel the training and development received meets their work-related needs increased by 9 percentage points and went from an area of basic strength to clear strength. For those who feel they have opportunities for career growth within the Government of Nova Scotia, the agreement score fell by 19 percentage points and went from an area for improvement to concern. Opportunities for career growth and within the department remain an area for concern.

3.2.3 Talent Capacity Comparison

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

	Agreement Score	
	EMO	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	91	62
Have access to training opportunities	82	62
Training and development received met work-related needs	82	62
Satisfied with the quality of training and development received from department	73	54
Satisfied with the quality of training and development received from PSC	64	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	73	60
Have opportunities for career growth within the Government of Nova Scotia	36	42
Have opportunities for career growth within the department	27	32
Satisfied with the way career growth and advancement is progressing	60	38

Table 7 Talent Capacity Comparison

As noted in Table 7, EMO has few similarities compared to the corporate results, with all of the questions being higher in agreement than the corporate results. Concern for opportunities for career growth and advancement within the department are corporate-wide issues.

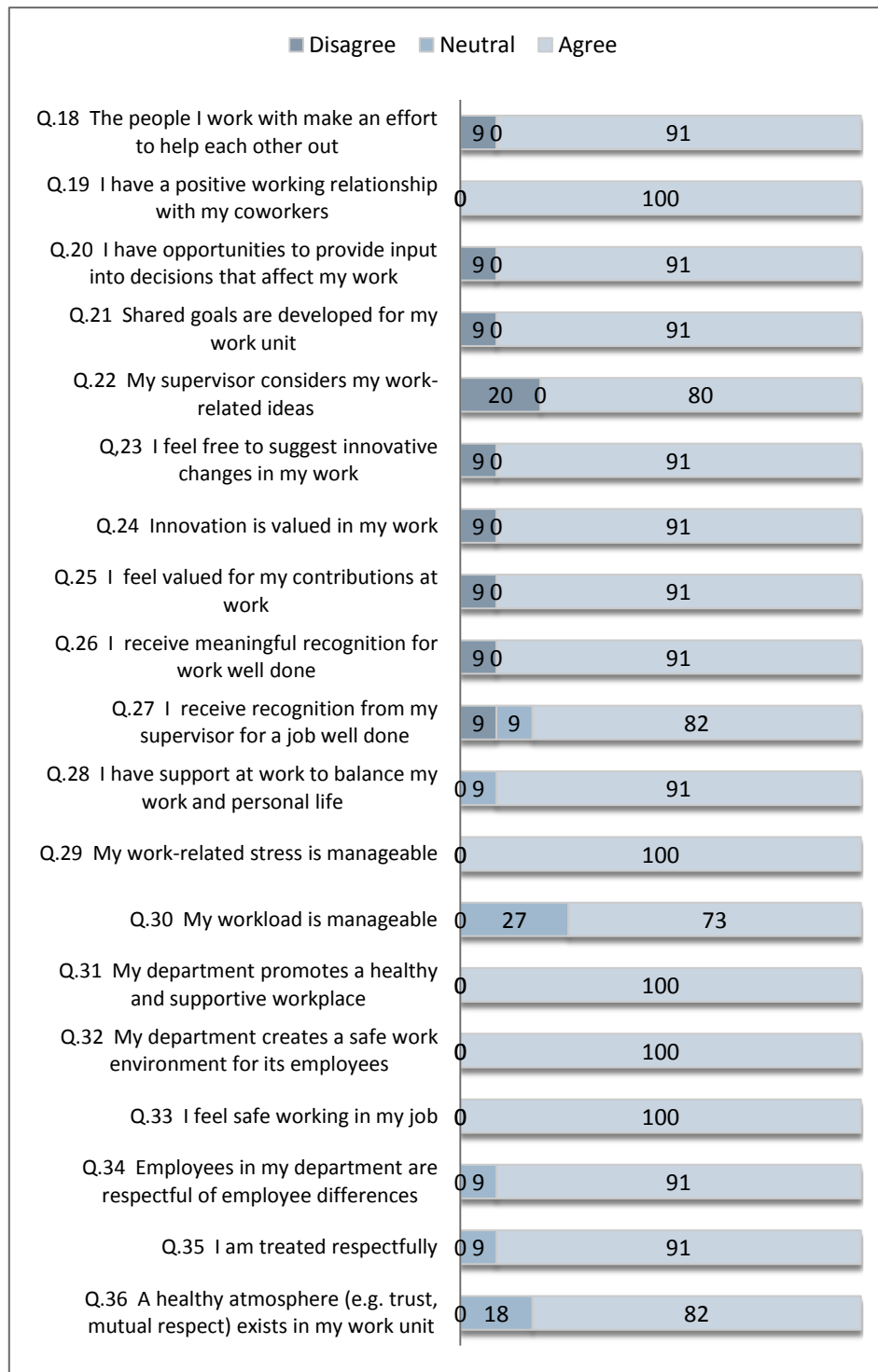
Using the strength-improvement category guide, in comparison to the corporate results EMO employees' agreement responses are stronger the following areas:

- Learning and development opportunities (all areas)
- Satisfaction with the way career growth and advancement is progressing

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.



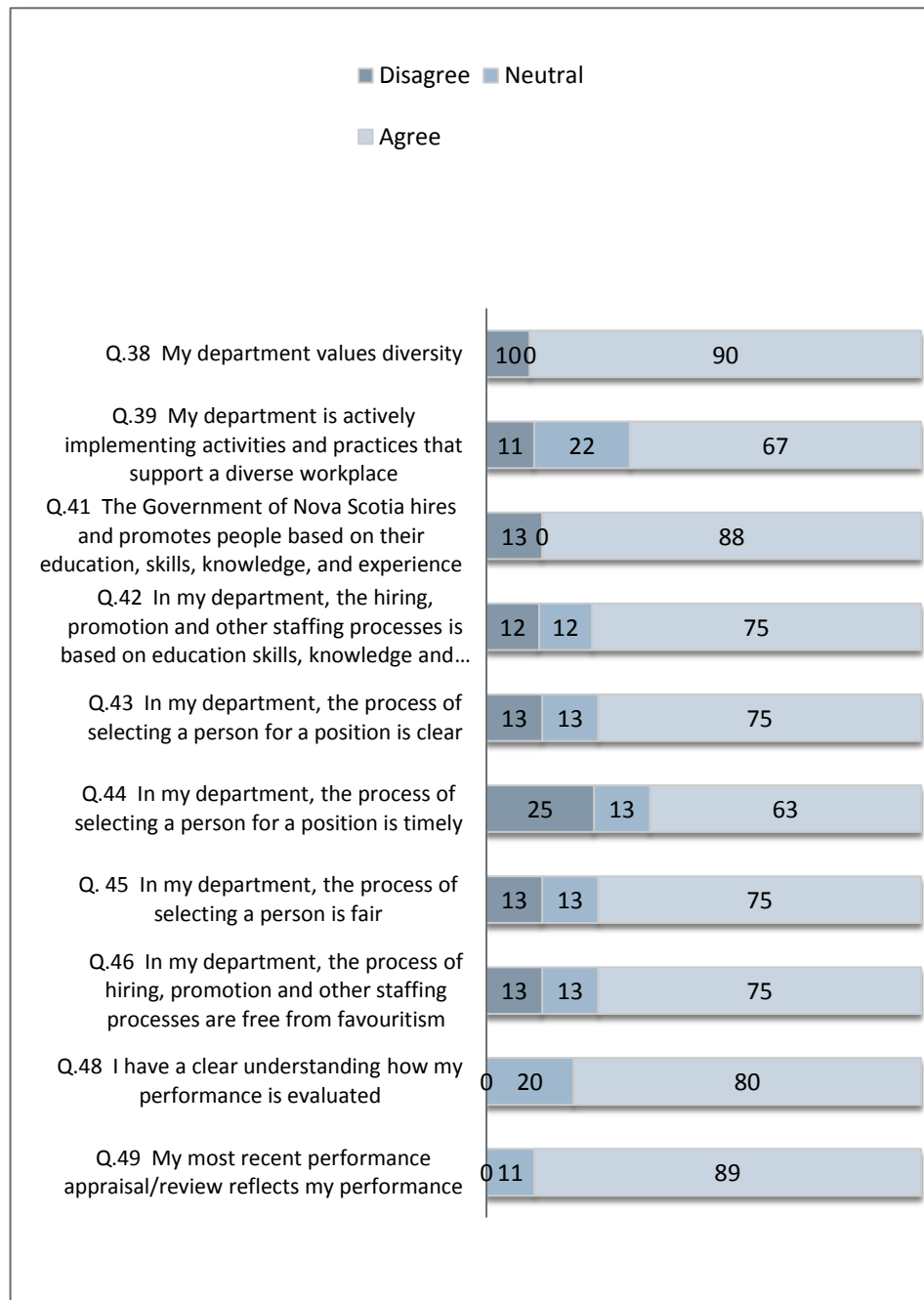


Figure 8 Detail workplace culture results for 2011

3.3.2 Workplace Culture Trend

Table 8 shows the workplace culture trend analysis for EMO's 2009 and 2011 employee survey results.

	2011	2009
The people I work with make an effort to help each other	91	91
Have a positive working relationship with coworkers	100	91
Have opportunities to provide input into decisions that affect their work	91	91
Shared goals are developed for work unit	91	91
Supervisor considers their work-related ideas	80	91
Feel free to suggest innovative changes in their work	91	91
Innovation is valued in their work	91	91
Feel valued for contributions at work	91	82
Receive meaningful recognition for work well done	91	73
Receive recognition from supervisor for a job well done	82	82
Have support at work to balance work and personal life	91	91
Work-related stress is manageable	100	91
Workload is manageable	73	91
Department promotes a healthy and supportive workplace	100	100
Department creates a safe work environment for its employees	100	100
Employees feel safe working in their job	100	91
Employees in department are respectful of employee differences	91	82
Treated respectfully at work	91	82
A healthy atmosphere (trust, mutual respect) exists in work unit	82	82
Department values diversity	90	82
Department is actively implementing activities and practices that support a diverse workplace	67	64
NS Government hires and promotes people based on their education, skills, knowledge and experience	88	55
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	75	64
In the department, the process of selecting a person for a position is clear	75	64
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	90	64
Have a clear understanding of how performance is evaluated	80	55
Most recent performance appraisal/review reflects performance	89	64

Table 8 Workplace Culture Trend for 2011 and 2009

Compared to the 2009 results, EMO saw substantial increases in agreement by 3 to 33 percentage points, but also saw some decreases of 11 to 18 percentage points. Recognition increased in agreement by 18 percent and has become an area of clear strength. Managing workloads decreased in agreement by 18 percentage points and went from an area of clear strength to basic strength.

Staffing practices saw large increases of 11 to 33 percent with all becoming areas of clear strength. Performance management also saw large increases of 25 to 26 percentage points and has also become an area of clear strength overall.

3.3.3 Workplace Culture Comparison

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

	Agreement Scores	
	EMO	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	91	77
Have a positive working relationship with coworkers	100	84
Employee Involvement and Innovation		
Have opportunities to provide input into decisions that affect their work	91	60
Shared goals are developed for work unit	91	51
Supervisor considers their work-related ideas	80	69
Feel free to suggest innovative changes in their work	91	67
Innovation is valued in their work	91	54
Recognition		
Feel valued for contributions at work	91	54
Receive meaningful recognition for work well done	91	47
Receive recognition from supervisor for a job well done	82	58
Quality of Work Life		
Have support at work to balance work and personal life	91	62
Work-related stress is manageable	100	59
Workload is manageable	73	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	100	59
Department creates a safe work environment for its employees	100	73
Employees feel safe working in their job	100	78
Employees in department are respectful of employee differences	91	69
Treated respectfully at work	91	74
A healthy atmosphere (trust, mutual respect) exists in work unit	82	62
Diverse and Inclusive Environment		
Department values diversity	90	67
Department is actively implementing activities and practices that support a diverse workplace	67	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	88	49

In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	75	48
In the department, the process of selecting a person for a position is clear	75	47
In the department, the process of selecting a person for a position is timely	63	21
In the department, the process of selecting a person is fair	75	41
In the department, hiring, promotion and other staffing processes are free from favouritism	75	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	90	65
% who didn't participate in a performance appraisal/review who would like to	100	76
Have a clear understanding of how performance is evaluated	80	59
Most recent performance appraisal/review reflects performance	89	67

Table 9 Workplace Culture comparison with corporate results for 2011

As noted in Table 9 on this page and the previous page, EMO shares a few of the same strengths with the corporate results.

Using the strength-improvement category guide, in comparison to the corporate results EMO employees' agreement responses are stronger the following areas:

- Co-worker relationships (all areas)
- Employee involvement and innovation (all areas)
- Recognition (all areas)
- Quality of work life (all areas)
- Healthy, supportive and respectful environment (all areas)
- Diverse and inclusive environment (all areas)
- Staffing practices (all areas)
- Performance management practices (all areas)

3.4 Leadership - Your Leader

3.4.1 Leadership Details

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

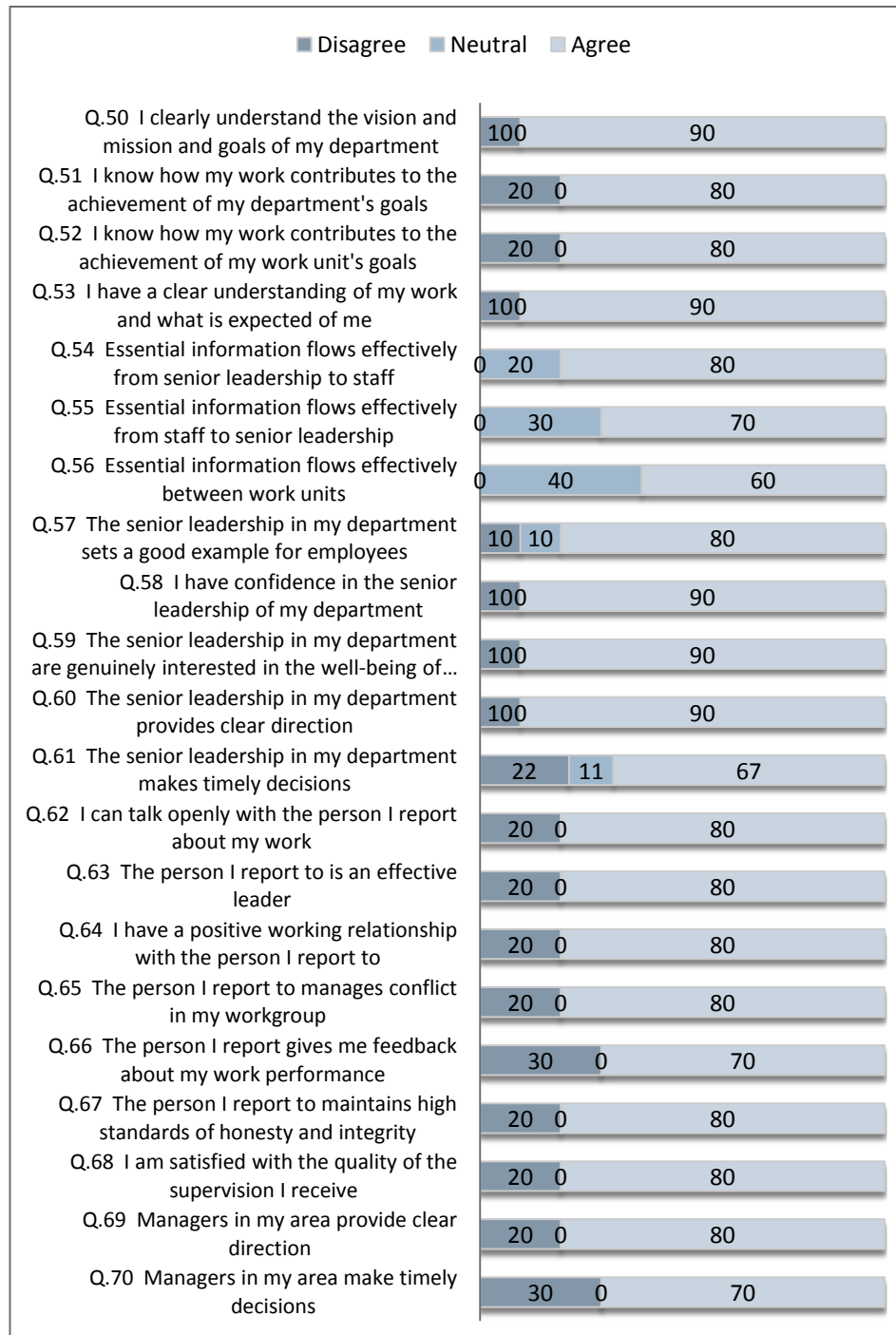


Figure 9 Leadership Capacity details

3.4.2 Leadership Trend

Table 10 shows the Leadership trend analysis for EMO's 2009 and 2011 employee survey results.

	2011	2009
Clearly understood the vision, mission and goals of the department	90	91
Know how work contributes to the achievement of department goals	80	91
Know how work contributes to the achievement of work unit goals	80	91
Have a clear understanding of their work and what is expected of them	90	100
Essential information flows effectively from senior leadership to staff	80	80
Department senior leadership sets a good example	80	70
Have confidence in the department senior leadership	90	80
Department senior leadership are genuinely interested in the well being of employees	90	70
Department senior leadership provides clear direction	90	80
Department senior leadership makes timely decisions	67	90
Employees can talk openly with the person they report to about work	80	80
Person report to is an effective leader	80	90
Employees have a positive working relationship with the person they report to	80	90
Person they report to manages conflict in the work unit	80	90
Person they report to gives employees feedback on their work performance	70	70
Person they report to maintains high standards of honesty and integrity	80	90
Satisfied with the quality of supervision received	80	90
Managers provide clear direction	80	90
Managers make timely decisions	70	90

Table 10 Leadership Trend for 2011 and 2009

Compared to the 2009 results, EMO saw a number of increases in agreement (by 10 to 20 percentage points) and decreases (by 1 to 23 percentage points); however, all questions remain within the clear or basic strength categories. The question with the largest decrease was regarding employees who feel their manager makes timely decisions, which fell in agreement by 23 percent and went from an area of clear to basic strength. Employees who feel their senior leaders set good examples and are genuinely interested in the well being of employees increased in agreement by 10 and 20 percent and went from an area of basic to clear strength. Employees who feel their managers make timely decisions fell in agreement by 20 percentage points and went from an area of clear to basic strength.

3.4.3 Leadership Comparison

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

	Agreement Scores	
	EMO	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	90	68
Know how work contributes to the achievement of department goals	80	73
Know how work contributes to the achievement of work unit goals	80	79
Have a clear understanding of their work and what is expected of them	90	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	80	37
Essential information flows effectively from staff to senior leadership	70	43
Essential information flows effectively between work units	60	33
Senior Leadership Practices		
Department senior leadership sets a good example	80	48
Have confidence in the department senior leadership	90	48
Department senior leadership are genuinely interested in the well being of employees	90	49
Department senior leadership provides clear direction	90	42
Department senior leadership makes timely decisions	67	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	80	76
Person report to is an effective leader	80	63
Employees have a positive working relationship with the person they report to	80	77
Person they report to manages conflict in the workgroup	80	54
Person they report to gives employees feedback on their work performance	70	63
Person they report to maintains high standards of honesty and integrity	80	72
Satisfied with the quality of supervision received	80	65
Managers provide clear direction	80	56
Managers make timely decisions	70	51

Table 11 Leadership Comparisons

As noted in Table 11 on the previous page, EMO shares very few similarities with the corporate results and they have higher agreement scores for all of the questions. Concern for the organizational communication and senior leadership practices are corporate wide issues, however, EMO's agreement scores is in the basic or clear strength categories.

Using the strength-improvement category guide, in comparison to the corporate results EMO employees' agreement responses are stronger the following areas:

- Clearly understood the vision, mission and goals of the department
- Know how work contributes to the achievement of department goals
- Organizational communication (all areas)
- Senior leadership practices (all areas)
- Person report to is an effective leader
- Person they report to manages conflict in the workgroup
- Person they report to maintains high standards of honesty and integrity
- Satisfaction with the quality of supervision received
- Managers provide clear direction
- Managers make timely decisions

Chapter 4 - Other Work Environment Questions

4.1 Respectful Environment

As shown in the survey results, 10% of EMO employees have experienced bullying behavior in the last 12 months and 100% of employees who experienced bullying behavior reported the behavior. Corporately 25% of employees experienced bullying, with only 45% stating they reported the behavior.

It was reported that 100% of the bullying behaviour came from the person they reported to.

4.2 Inclusive Environment

As shown in the survey results, 9% of EMO 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.

The survey showed that 100% of the behaviour was experienced from the person they report to and was because of political belief, affiliation or activity.

4.3 Employees' Retention Intentions

As shown in the table below, 51% of EMO employees are planning on leaving within the next 5 years with the main reasons for leaving being retirement (80%) and to pursue other employment opportunities (20%).

Table 12 outlines employees stated intentions to stay with the Government of Nova Scotia.

Employees intend to stay:	
2 years or less	13%
Between 3-5 years	38%
Between 6-10 years	13%
11 years or more	38%

Table 12 Employees retention intentions for 2011

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	4.55
Physical work environment allows employees to fully contribute to job	4.92
<u>Job Fit</u>	
Job is a good fit with skills and interests	4.33
Job provides right level of challenge	4.00
<u>Quality of Service Provided</u>	
Have support at work to provide high level of service	4.00
Work unit is making an effort to improve service quality	4.45
Work unit measures and monitors to make sure they are meeting their service quality	4.27
<u>Compensation</u>	
Compensated fairly for job	3.36
Talent Capacity	
<u>Learning and Development Opportunities</u>	
Organization supports work-related learning and development	4.18
Have access to training opportunities	4.09
Training and development received met work-related needs	4.09
Satisfied with the quality of training and development received from department	4.00
Satisfied with the quality of training and development received from PSC	3.55
<u>Opportunities for Career Growth and Advancement</u>	
See a future for career working for the Government of Nova Scotia	4.00
Have opportunities for career growth within the Government of Nova Scotia	3.45
Have opportunities for career growth within the department	2.91
Satisfied with the way career growth and advancement is progressing	3.70

	Mean Score
Workplace Culture	
<u>Coworker Relationship</u>	
The people I work with make an effort to help each other	4.45
Have a positive working relationship with coworkers	4.82
<u>Employee Involvement and Innovation</u>	
Have opportunities to provide input into decisions that affect their work	4.55
Shared goals are developed for work unit	4.36
Supervisor considers their work-related ideas	4.40
Feel free to suggest innovative changes in their work	4.55
Innovation is valued in their work	4.27
<u>Recognition</u>	
Feel valued for contributions at work	4.27
Receive meaningful recognition for work well done	4.45
Receive recognition from supervisor for a job well done	4.27
<u>Quality of Work Life</u>	
Have support at work to balance work and personal life	4.55
Work-related stress is manageable	4.45
Workload is manageable	4.09
<u>Healthy, Supportive and Respectful Environment</u>	
Department promotes a healthy and supportive workplace	4.73
Department creates a safe work environment for its employees	4.91
Employees feel safe working in their job	4.82
Employees in department are respectful of employee differences	4.55
Treated respectfully at work	4.73
A healthy atmosphere (trust, mutual respect) exists in work unit	4.27
<u>Diverse and Inclusive Environment</u>	
Department values diversity	4.10
Department is actively implementing activities and practices that support a diverse workplace	3.78
<u>Staffing Practices</u>	
NS Government hires and promotes people based on their education, skills, knowledge and experience	4.25

	Mean Score
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	4.00
In the department, the process of selecting a person for a position is clear	4.13
In the department, the process of selecting a person for a position is timely	3.63
In the department, the process of selecting a person is fair	4.13
In the department, hiring, promotion and other staffing processes are free from favouritism	4.00
<u>Performance Management Practices</u>	
Have a clear understanding of how performance is evaluated	4.50
Most recent performance appraisal/review reflects performance	4.67
<u>Leadership</u>	
<u>Clear Direction and Expectations</u>	
Clearly understood the vision, mission and goals of the department	4.40
Know how work contributes to the achievement of department goals	4.10
Know how work contributes to the achievement of work unit goals	4.20
Have a clear understanding of their work and what is expected of them	4.30
<u>Organizational Communication</u>	
Essential information flows effectively from senior leadership to staff	4.00
Essential information flows effectively from staff to senior leadership	4.10
Essential information flows effectively between work units	3.90
<u>Senior Leadership Practices</u>	
Department senior leadership sets a good example	4.20
Have confidence in the department senior leadership	4.30
Department senior leadership are genuinely interested in the well-being of employees	4.50
Department senior leadership provides clear direction	4.20
Department senior leadership makes timely decisions	3.78
<u>Direct Supervisory Practices</u>	
Employees can talk openly with the person they report to about work	4.10
Person report to is an effective leader	4.10

	Mean Score
Employees have a positive working relationship with the person they report to	4.20
Person they report to manages conflict in the workgroup	4.00
Person they report to gives employees feedback on their work performance	4.00
Person they report to maintains high standards of honesty and integrity	4.20
Satisfied with the quality of supervision received	4.10
Managers provide clear direction	3.90
Managers make timely decisions	3.60
<u>Overall</u>	
Work for an effective organization	4.20
Satisfied with my job	4.30
Satisfied with my department	4.30
Overall satisfied with work as a Government of Nova Scotia employee	4.40
Proud to tell people work as a Government of Nova Scotia employee	4.30
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	4.40
Inspired to give my very best	4.30
Would recommend the Government of Nova Scotia as a great place to work	4.60