How's Work Going 2011

Department of Economic and Rural Development and Tourism Employee Survey Results

Evaluation & Accountability

June 2011

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
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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 Economic Rural Development and Tourism had a response rate of 81%. 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
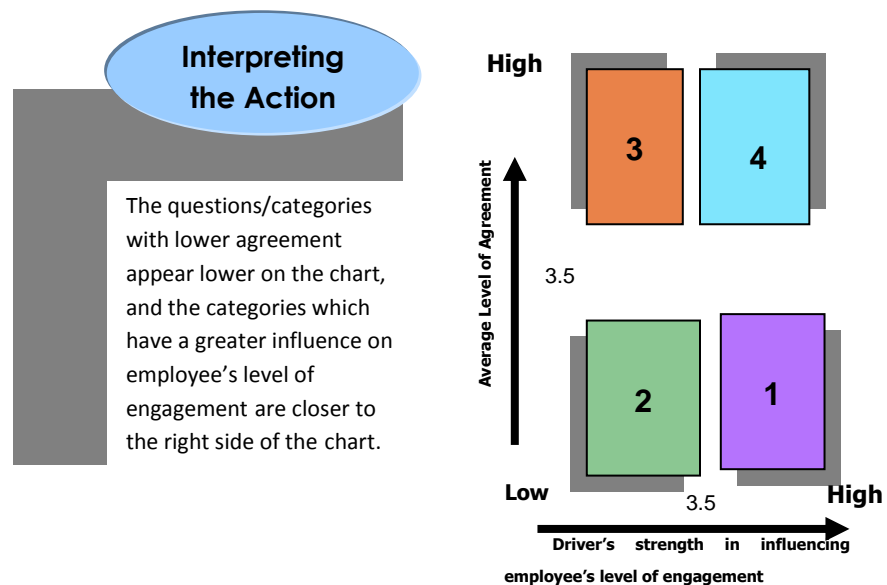
Chapter 2- Outcome Results

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	64
Organizational Satisfaction	
Department Satisfaction	59
Overall Satisfaction	73
Organizational Commitment	
Proud	65
Preference to stay with NS Government	73
Inspired	68
Would Recommend as a great place to work	60
Engagement Index	**66**

Table 1 Engagement Index and Engagement Outcome Results

Economic Rural Development and Tourism employee index is 66 and would be considered a strength.

2-2 Engagement Outcome Details

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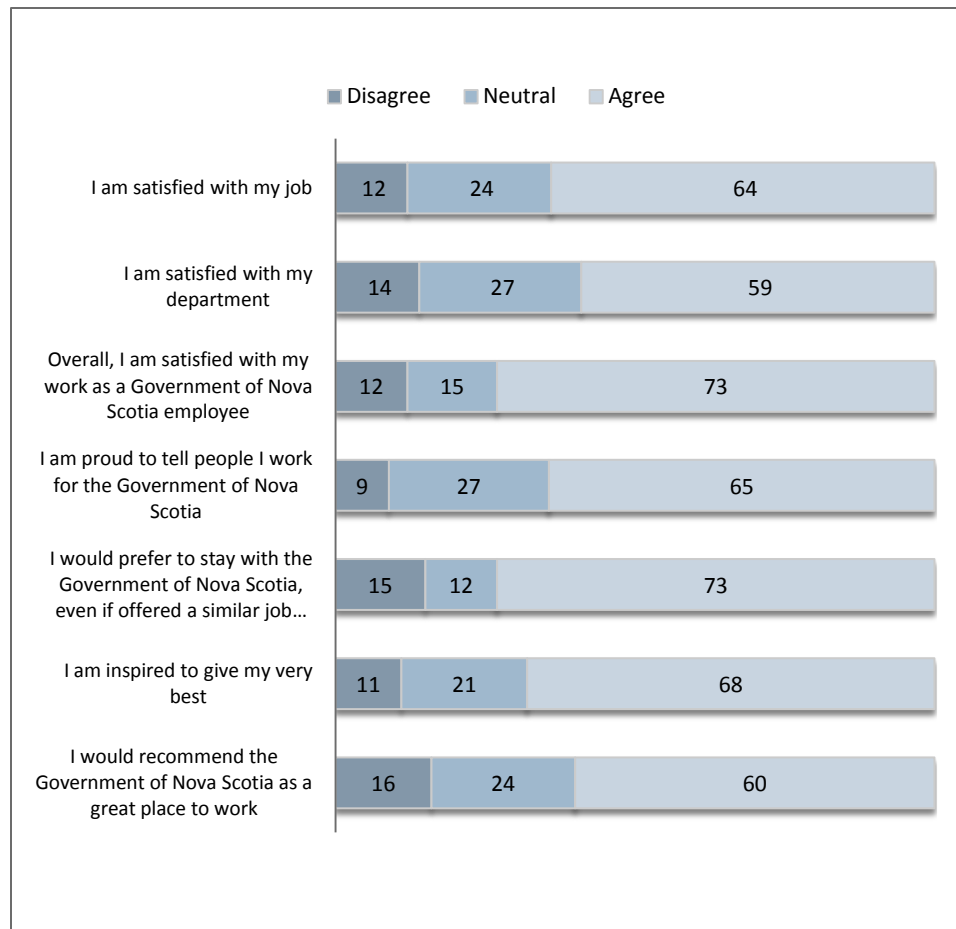
Figure 1 Detail engagement outcome results for 2011

2-3 How does Economic Rural Development and Tourism engagement compare?

Table 2 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	64	59
Organizational Satisfaction		
Department Satisfaction	59	53
Overall Satisfaction	73	67
Organizational Commitment		
Proud	65	62
Preference to stay with Government of Nova Scotia	73	62
Inspired	68	68
Would Recommend as a great place to work	60	57
Engagement Level	66	62

Table 2 Comparison between Department and Corporate results for 2011 for engagement outcomes

Clear Strength	Strength	Area for Improvement	Area for Concern

As noted in the table above, Economic Rural Development and Tourism (ERDT) shares the same strengths and areas for improvement as seen in the corporate results.   ERDT has stronger job satisfaction and would recommend in comparison to the corporate results.

2-4 How can the level of employee engagement be improved?

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

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

2-4-1 What do employees value?

The survey results reveal that ERDT employees value:

1. Challenging and interesting work -15%

2. Pay and benefits- 13%

3. Having the opportunity to balance work and personal life – 11%

4. Opportunities for growth and advancement- 9%

5. Being treated with respect- 8%

6. A chance to make a difference – 8%

7. Working with people they like -7%

2-4-2 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 -16%

2. Compensation- 15%

3. Desire to work for the public service- 15%

4. Career advancement opportunities- 14%

5. Work Location – 14%

6. Quality work life balance – 14%

7. Support for training and related professional development activities- 9%

2-4-3 What factors influence employees' level of satisfaction and commitment with the organization?

There are several drivers of employee engagement, which can be measured. These include employees perceptions of their opportunities for input into decisions that affect their work; productive, collaborative and respectful working relationships; clear expectations and sense of direction for the organization; confidence in leadership; job fit with skills and interests; opportunities for learning and development; recognition for their work; and, having the support they need to provide customers quality service while achieving a balance between work and personal life. Figure 2 illustrates this:
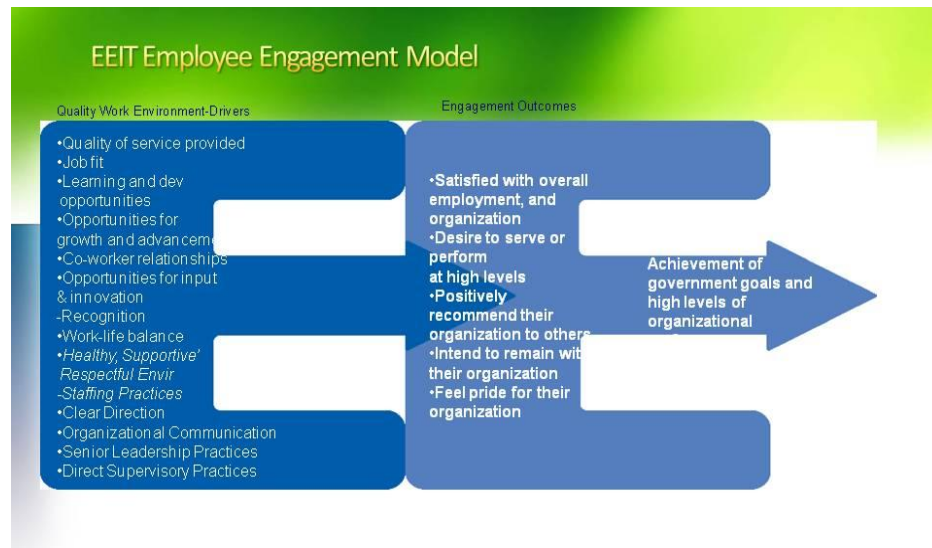
Figure 2 Interjurisdictional Employee Engagement Model

The drivers (quality environment indicators) can be grouped under four categories as noted in Figure 3 below:

Figure 3 Engagement Drivers by Category

To understand which drivers had a stronger influence for the Department 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 ERDT 2011 survey results.

1. Job satisfaction
2. Staffing Practices
3. Opportunities for Career Growth and Advancement
4. Job Support & Tools
5. Organizational Communication
6. Quality of Work Life
7. Senior Leadership Practices

The list below outlines the top factors influencing employees' job satisfaction, based on the ERDT 2011 survey results.
1. Job Support & Tools
2. Recognition
3. Job Fit
4. Staffing Practices
5. Opportunities for Career Growth and Advancement
6. Senior Leadership Practices
7. (tied) Involvement & Innovation, and Organizational Communication

2-4-4 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 ERDT:

	Index
Job Productivity Index	72
Talent Capacity Index	61
Workplace Culture Index	69
Leadership Index	60
Overall- Quality Environment Index	65

Table 3 Driver Indices for 2011

2-4-5 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 in Figure 4, provides a visual picture to illustrate how employees perceive their current work environment and what is influences their level of satisfaction and commitment.
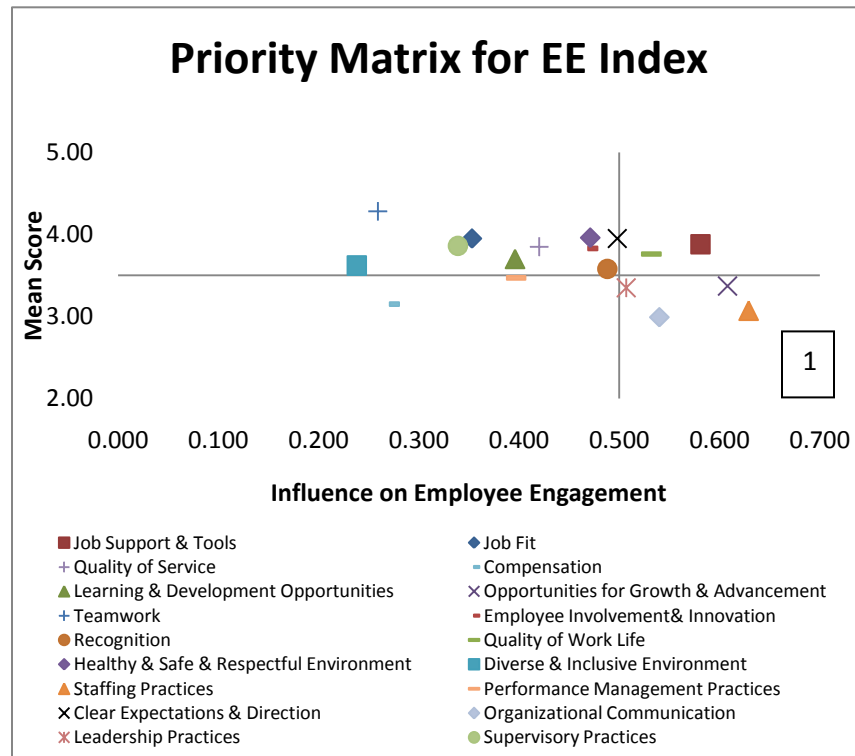
Figure 4 Priority Action Matrix Grid

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:

- Staffing Practices
- Opportunities for Career Growth and Advancement
- Organization Communication
- Leadership Practices

All of above categories are also part of the corporate focus as well.

The next section of this report provides insight into how ERDT 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 5 below summarizes the disagreement, neutral and agreement scores for the job – productivity capacity (job support, job fit, quality of service provided and compensation drivers) results.

Disagree **Neutral** **Agree**

Question	Disagree	Neutral	Agree
Q.1 I am provided with the tools and equipment I need to do my job well.	7	9	84
Q.2 I am provided with the communication I need to do my job well.	19	22	59
Q. 3 My physical environment allows me to contribute fully to my job	10	12	78
Q.4 My job is a good fit with my skills and interest	7	16	78
Q5. My job provides me with the right level of challenge	18	15	67
Q.6 I have support at work to provide high level of service.	11	25	65
Q.7 My work unit is making an effort to improve service quality	8	12	80
Q.8 In my work unit, we measure and monitor to make sure that we are meeting our service quality	17	21	61
Q.9 I am fairly compensated	31	21	48

Figure 5 Detail job productivity capacity results for 2011

3-1-2 Productivity Capacity Comparison

Table 4 below compares the Department results to the overall Corporate results for 2011 employee survey productivity capacity results.

	ERDT	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	84	72
Provided with the communication needed to do job well	59	58
Physical work environment allows employees to fully contribute to job	78	71
Job Fit		
Job is a good fit with skills and interests	78	79
Job provides right level of challenge	67	66
Quality of Service Provided		
Have support at work to provide high level of service	65	61
Work unit is making an effort to improve service quality	80	68
Work unit measures and monitors to make sure they are meeting their service quality	61	56
Compensation		
Compensated fairly for job	48	44

Table 4 Comparison between Department and Corporate results for 2011 for job productivity survey results

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

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

- Physical environment allows employees to fully contribute to their job
- Work units making an effort to improve service quality

3-2 Talent Capacity - Your Career

3-2-1 Talent Capacity Comparison

Figure 6 summarizes the disagreement, neutral, and agreement scores for the career-talent capacity results (learning and development, opportunities for career advancement, and growth drivers).
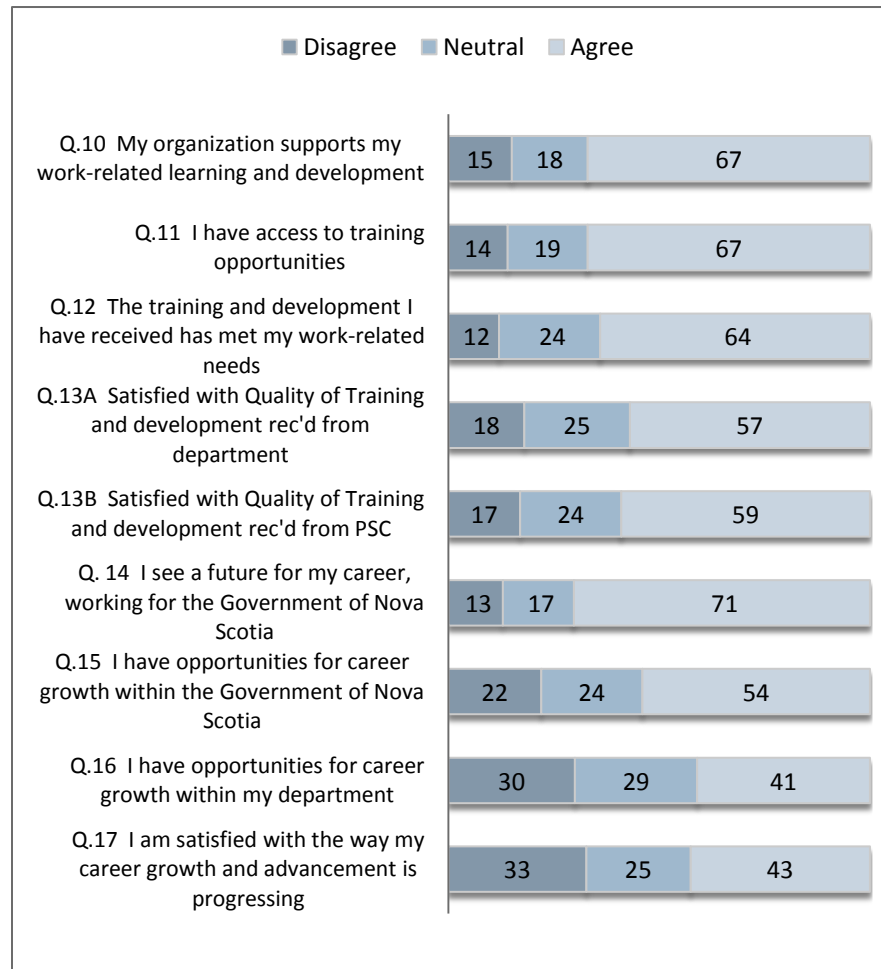
Figure 6 Detail talent capacity results for 2011

3-2-2 Talent Capacity Comparison

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

	ERDT	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	67	62
Have access to training opportunities	67	62
Training and development received met work-related needs	64	62
Satisfied with the quality of training and development received from department	57	54
Satisfied with the quality of training and development received from PSC	59	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	54	42
Have opportunities for career growth within the department	41	32
Satisfied with the way career growth and advancement is progressing	43	38

Table 5 Comparison between Department and Corporate results for 2011 for talent capacity results

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

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

- Opportunities for career growth within the Government of Nova Scotia

3-3 Workplace Culture- Your Workplace

3-3-1 Workplace Culture Details

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

■ Disagree   ■ Neutral   ■ Agree

Question	Disagree	Neutral	Agree
Q.18 The people I work with make an effort to help each other out	7	7	87
Q.19 I have a positive working relationship with my coworkers	5	7	88
Q.20 I have opportunities to provide input into decisions that affect my work	15	16	70
Q.21 Shared goals are developed for my work unit	12	22	66
Q.22 My supervisor considers my work-related ideas	8	12	80
Q,23 I feel free to suggest innovative changes in my work	10	12	78
Q.24 Innovation is valued in my work	13	19	68
Q.25 I feel valued for my contributions at work	18	22	60
Q.26 I receive meaningful recognition for work well done	25	22	52
Q.27 I receive recognition from my supervisor for a job well done	15	22	63
Q.28 I have support at work to balance my work and personal life	15	18	67
Q.29 My work-related stress is manageable	14	24	62
Q.30 My workload is manageable	17	18	65
Q.31 My department promotes a healthy and supportive workplace	12	23	65
Q.32 My department creates a safe work environment for its employees	3	15	82
Q.33 I feel safe working in my job	2	10	88
Q.34 Employees in my department are respectful of employee differences	12	15	73
Q.35 I am treated respectfully	8	14	78
Q.36 A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	15	19	67

Figure 7 Detail workplace culture results for 2011

3-3-1 Workplace Culture Comparison

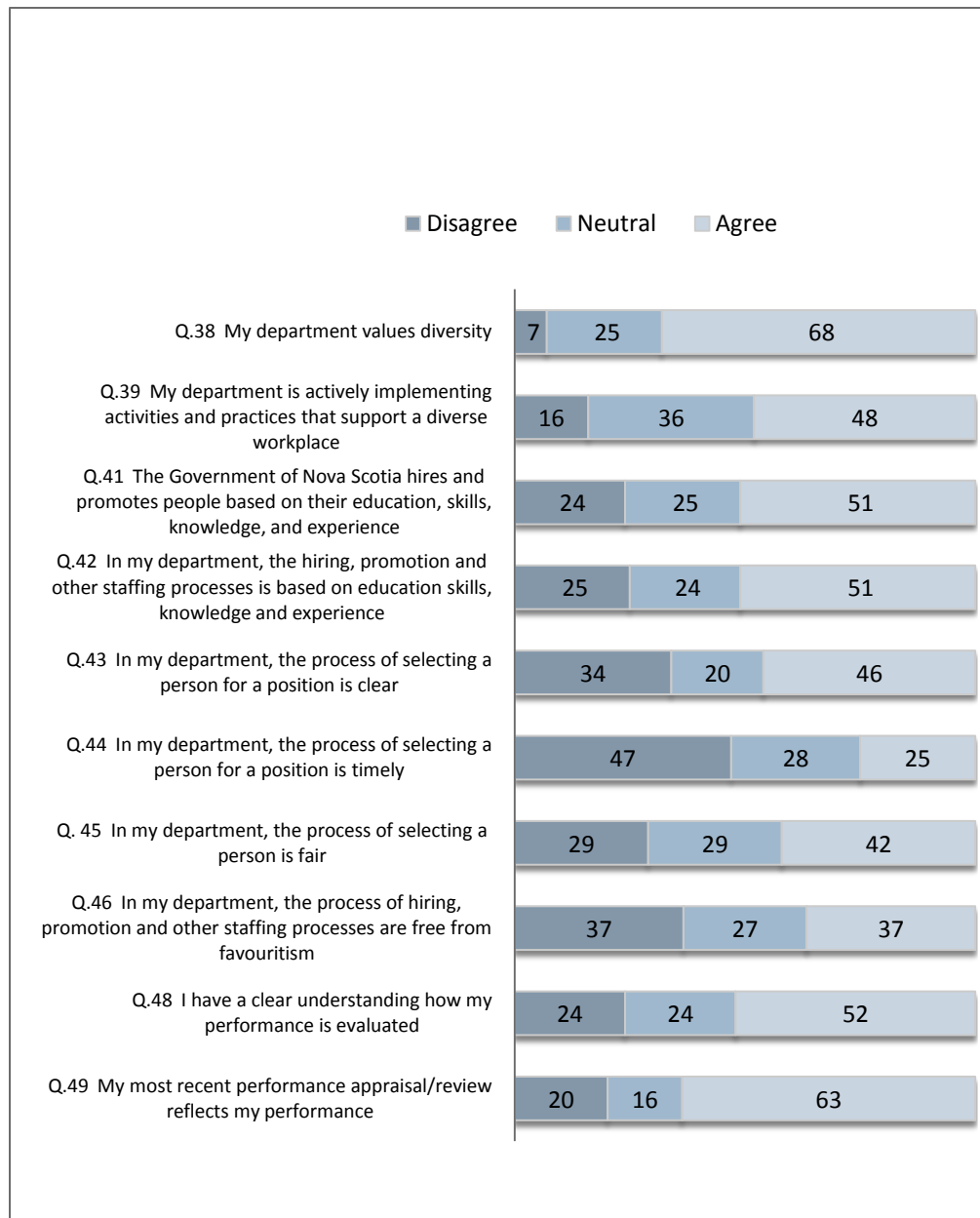Table 7 (continued on next page) compares the Department results to the overall Corporate results for 2011 employee survey workplace culture results.

	ERDT	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	87	77
Have a positive working relationship with coworkers	88	84
Employee Involvement and Innovation		
Have opportunities to provide into decisions that affect their work	70	60
Shared goals are developed for work unit	66	51
Supervisor considers their work-related ideas	80	69
Feel free to suggest innovative changes in their work	78	67
Innovation is valued in their work	68	54
Recognition		
Feel valued for contributions at work	60	54
Receive meaningful recognition for work well done	52	47
Receive recognition from supervisor for a job well done	63	58
Quality of Work Life		
Have support at work to balance work and personal life	67	62
Work-related stress is manageable	62	59
Workload is manageable	65	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	65	59
Department creates a safe work environment for its employees	82	73
Employees feel safe working in their job	88	78
Employees in department are respectful of employee differences	73	69
Treated respectfully at work	78	74
A healthy atmosphere (trust, mutual respect) exists in work unit	67	62
Diverse and Inclusive Environment		
Department values diversity	68	67
Department is actively implementing activities and practices that support a diverse workplace	48	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	51	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	51	48
In the department, the process of selecting a person for a position is clear	46	47

In the department, the process of selecting a person for a position is timely	25	21
In the department, the process of selecting a person is fair	42	41
In the department, hiring, promotion and other staffing processes are free from favouritism	37	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	59	65
% who didn't participate in a performance appraisal/review who would like to	86	76
Have a clear understanding of how performance is evaluated	52	59
Most recent performance appraisal/review reflects performance	63	67

Table 7 Comparison between Department and Corporate results for 2011

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

ERDT does has one unique area of concern. Employees' perception that the department is actively implementing activities and practices that support a diverse workplace would be considered an area of concern not noted in the corporate results.

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

- Shared goals are developed for work units
- Supervisors considered employees work-related ideas
- Feeing free to suggest innovative ideas
- Valuing of innovation
- Recognition subcategory
- Workload and work-related stress manageability
- Creating a healthy supportive and safe environment
- Treating employees respectfully
- Perception of merit hiring of the staffing practices

3-4 Leadership - Your Leader

3-4-1 Leadership Details

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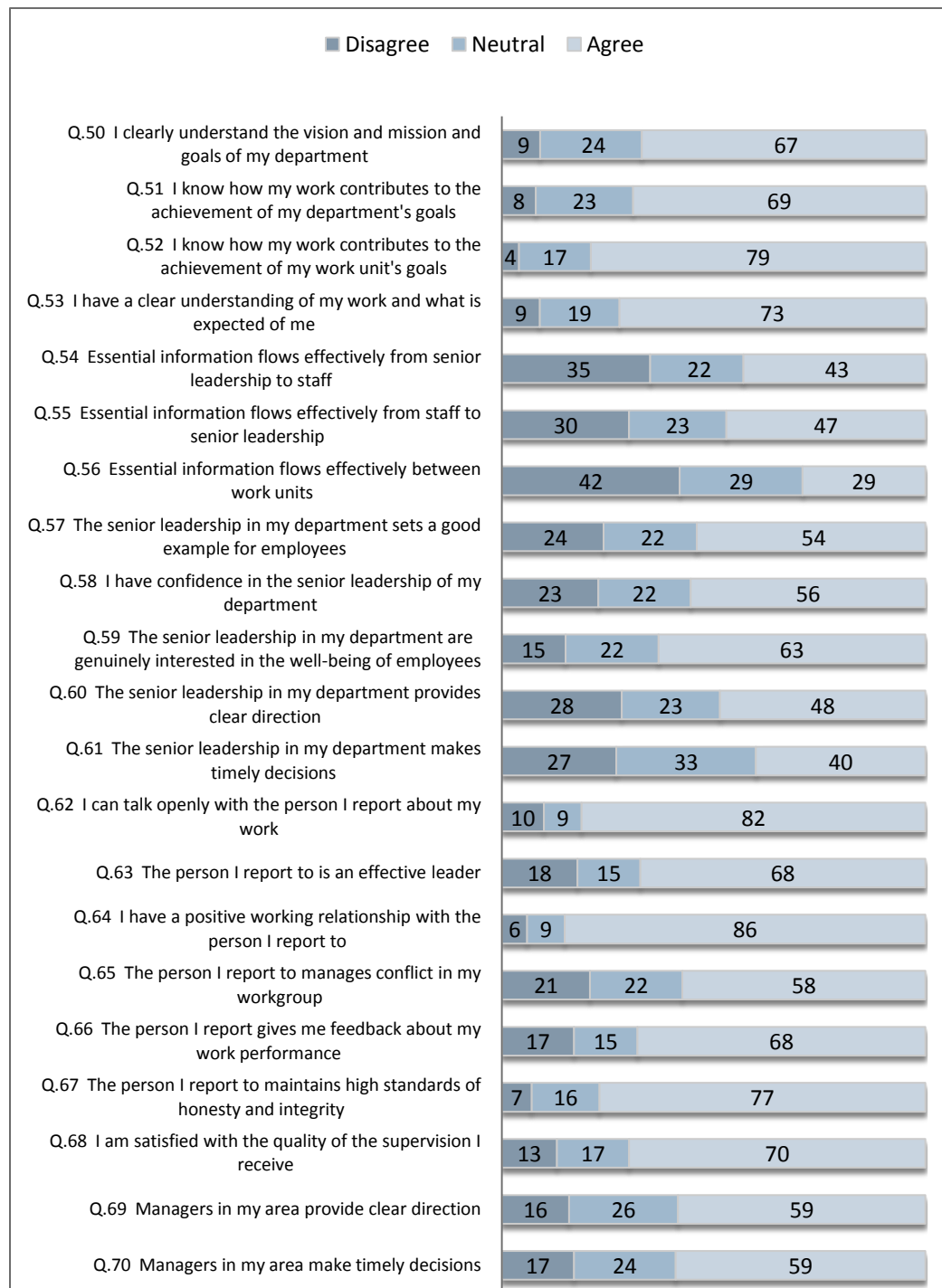

Figure 8 Leadership Details for 2011

3-4-2 Leadership Comparison

Table 8 below compares the Department results to the overall Corporate results for 2011 employee survey leadership results.

	ERDT	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	67	68
Know how work contributes to the achievement of department goals	69	73
Know how work contributes to the achievement of work unit goals	79	79
Have a clear understanding of their work and what is expected of them	73	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	43	37
Essential information flows effectively from staff to senior leadership	47	43
Essential information flows effectively between work units	29	33
Senior Leadership Practices		
Department senior leadership sets a good example	54	48
Have confidence in the department senior leadership	56	48
Department senior leadership are genuinely interested in the well being of employees	63	49
Department senior leadership provides clear direction	48	42
Department senior leadership makes timely decisions	40	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	82	76
Person report to is an effective leader	68	63
Employees have a positive working relationship with the person they report to	86	77
Person they report to manages conflict in the workgroup	58	54
Person they report to gives employees feedback on their work performance	68	63
Person they report to maintains high standards of honesty and integrity	77	72
Satisfied with the quality of supervision received	70	65
Managers provide clear direction	59	56
Managers make timely decisions	59	51

Table 8 Comparison between Department and Corporate results for 2011

As noted in the table on the previous page, ERDT shares similar strengths and areas for improvement with the corporate results.   Concern for the organizational communication and clarity and timeliness of senior leadership decisions are corporate-wide issues as well.

ERDT has no unique areas of concern.

Using the strength-improvement category guide, in comparison to the corporate results ERDT employees' agreement responses is not as strong the following area- Have a clear understanding of their work and what is expected of them.

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

- Senior leadership setting a good example
- Confidence in senior leadership
- Senior leadership genuinely interested in employees
- Person they report to maintains high standards of honesty and integrity

Chapter 4 - Other Work Environment Questions

4-1 Respectful Environment

As shown in the survey results, 28% of Economic Rural Development and Tourism employees have experienced bullying behavior in the last 12 months. However, only 42% of employees 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 the person they report to. The table below outlines the percentage.

Experienced the bullying behavior from:	
Coworker or colleague	28%
The person they report to	26%
Someone who works for another part of the organization	15%
Another manager in the organization	15%
A member of the public	10%
A client	5%

Table 9 Who harassed/bullied the employee in 2011

4-2 Inclusive Environment

As shown in the survey results, 3% of Economic Rural Development and Tourism employees have experienced racism and/or discrimination in the last 12months. None of employees who experienced racism and/or discrimination reported the behavior. Corporately 7% of employees experienced racism and/or discrimination, with 30% stating they reported the behavior.

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

Experienced the racism and/or discrimination from:	
Coworker or colleague	67%
A member of the public	33%

Table 10 Who the employee experienced racism and/or discrimination

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

Racism and/or discrimination experienced:	
Colour	33%
Age	17%
Race	17%
Sex (Gender)	17%
Family status	17%

Table 11 Type of racism and/or discrimination experienced

4-3 Employees' Retention Intentions

As shown in the table below, 34% of Economic Rural Development and Tourism 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	11%
Between 3-5 years	23%
Between 6-10 years	24%
11 years or more	43%

Table 12 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	56%
Pursuing other employment opportunities	26%
Job itself (not interesting work or lack of challenge)	5%
Management (lack of support or recognition)	3%
End of contract or term appointment	3%
Family obligations	3%
Pursuing other educational training	3%
Other	3%

Table 13 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	4.06
Provided with the communication needed to do job well	3.53
Physical work environment allows employees to fully contribute to job	4.07
Job Fit	
Job is a good fit with skills and interests	4.14
Job provides right level of challenge	3.77
Quality of Service Provided	
Have support at work to provide high level of service	3.78
Work unit is making an effort to improve service quality	4.10
Work unit measures and monitors to make sure they are meeting their service quality	3.66
Compensation	
Compensated fairly for job	3.15
Talent Capacity	
Learning and Development Opportunities	
Organization supports work-related learning and development	3.80
Have access to training opportunities	3.88
Training and development received met work-related needs	3.72
Satisfied with the quality of training and development received from department	3.55
Satisfied with the quality of training and development received from PSC	3.53
Opportunities for Career Growth and Advancement	
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	3.43
Have opportunities for career growth within the department	3.11
Satisfied with the way career growth and advancement is progressing	3.05

	Mean Score
Workplace Culture	
Coworker Relationship	
The people I work with make an effort to help each other	4.24
Have a positive working relationship with coworkers	4.32
Employee Involvement and Innovation	
Have opportunities to provide into decisions that affect their work	3.70
Shared goals are developed for work unit	3.72
Supervisor considers their work-related ideas	4.00
Feel free to suggest innovative changes in their work	3.95
Innovation is valued in their work	3.80
Recognition	
Feel valued for contributions at work	3.64
Receive meaningful recognition for work well done	3.39
Receive recognition from supervisor for a job well done	3.72
Quality of Work Life	
Have support at work to balance work and personal life	3.81
Work-related stress is manageable	3.73
Workload is manageable	3.76
Healthy, Supportive and Respectful Environment	
Department promotes a healthy and supportive workplace	3.72
Department creates a safe work environment for its employees	4.07
Employees feel safe working in their job	4.28
Employees in department are respectful of employee differences	3.90
Treated respectfully at work	4.04
A healthy atmosphere (trust, mutual respect) exists in work unit	3.76
Diverse and Inclusive Environment	
Department values diversity	3.83
Department is actively implementing activities and practices that support a diverse workplace	3.38
Staffing Practices	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.28
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and	3.32

	Mean Score
experience	
In the department, the process of selecting a person for a position is clear	3.09
In the department, the process of selecting a person for a position is timely	2.66
In the department, the process of selecting a person is fair	3.11
In the department, hiring, promotion and other staffing processes are free from favouritism	2.94
Performance Management Practices	
Have a clear understanding of how performance is evaluated	3.38
Most recent performance appraisal/review reflects performance	3.58
Leadership	
Clear Direction and Expectations	
Clearly understood the vision, mission and goals of the department	3.88
Know how work contributes to the achievement of department goals	3.90
Know how work contributes to the achievement of work unit goals	4.09
Have a clear understanding of their work and what is expected of them	3.95
Organizational Communication	
Essential information flows effectively from senior leadership to staff	3.02
Essential information flows effectively from staff to senior leadership	3.15
Essential information flows effectively between work units	2.79
Senior Leadership Practices	
Department senior leadership sets a good example	3.44
Have confidence in the department senior leadership	3.46
Department senior leadership are genuinely interested in the well-being of employees	3.53
Department senior leadership provides clear direction	3.19
Department senior leadership makes timely decisions	3.12
Direct Supervisory Practices	
Employees can talk openly with the person they report to about work	4.18
Person report to is an effective leader	3.77
Employees have a positive working relationship with the person they report to	4.23

	Mean Score
Person they report to manages conflict in the workgroup	3.59
Person they report to gives employees feedback on their work performance	3.77
Person they report to maintains high standards of honesty and integrity	4.15
Satisfied with the quality of supervision received	3.88
Managers provide clear direction	3.59
Managers make timely decisions	3.52
Overall	
Work for an effective organization	3.78
Satisfied with my job	3.72
Satisfied with my department	3.58
Overall satisfied with work as a Government of Nova Scotia employee	3.84
Proud to tell people work as a Government of Nova Scotia employee	3.85
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.89
Inspired to give my very best	3.90
Would recommend the Government of Nova Scotia as a great place to work	3.68