How's Work Going 2011

Department of Environment 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 terms employees who responded to the survey. Department of Environment had a response rate of 72% (66% 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

4

3.5

2

1

Low   3.5   High

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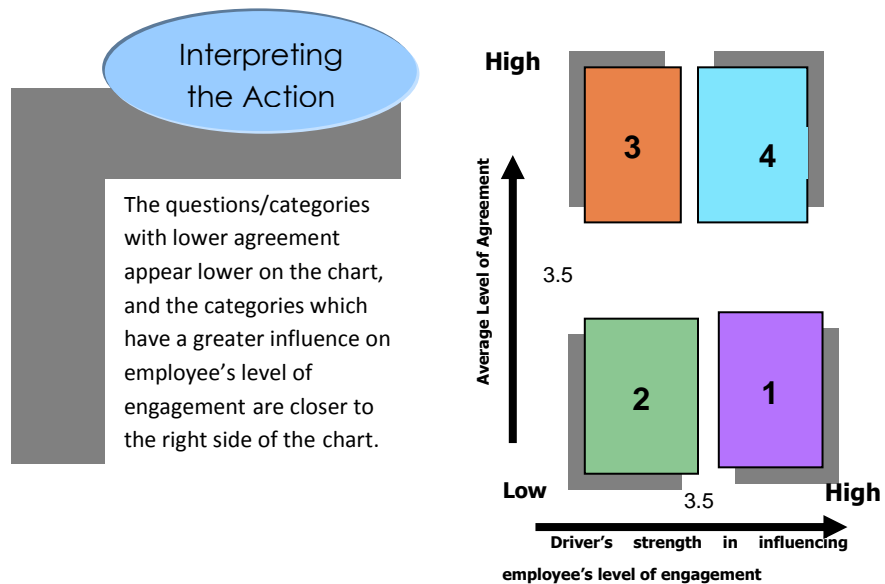
Chapter 2 - Outcome Results

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	53
Organizational Satisfaction	
Department Satisfaction	47
Overall Satisfaction	61
Organizational Commitment	
Proud	57
Preference to stay with NS Government	53
Inspired	64
Would Recommend as a great place to work	52
Engagement Index	**56**

Table 1 Engagement Index and Engagement Outcome Results

Department of Environment employee index is 56 and would be considered an area for improvement.

2.2 Engagement Outcome Details

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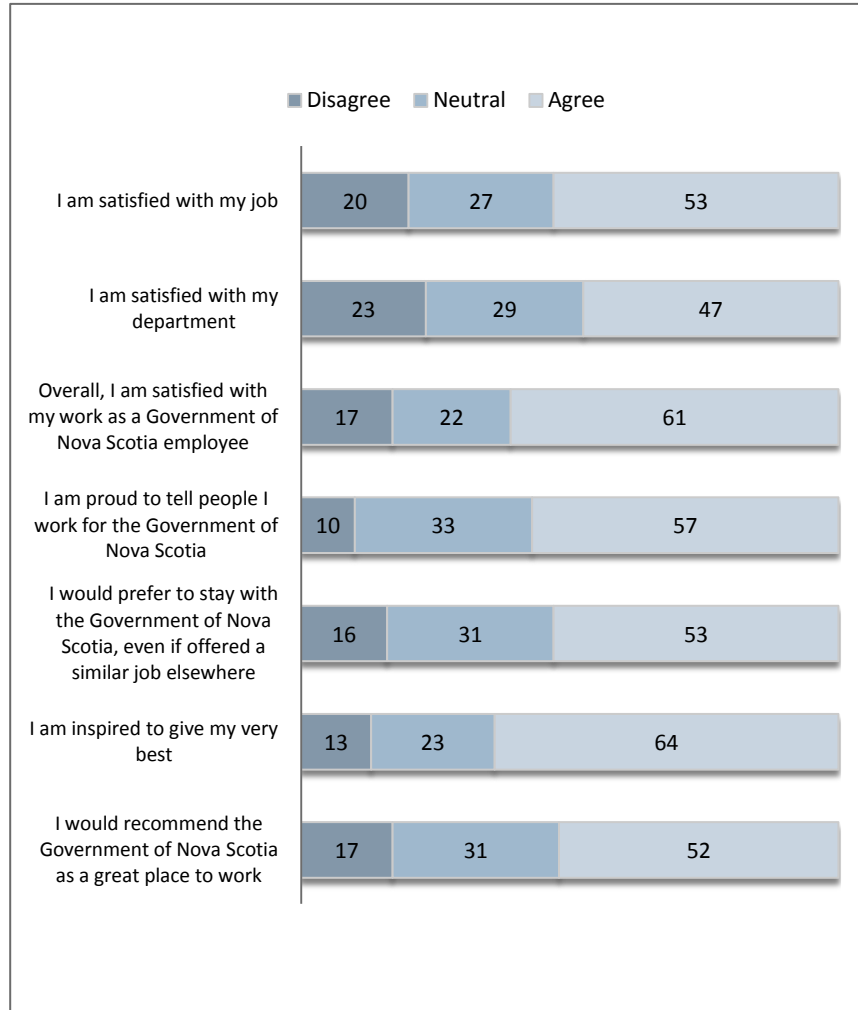
Figure 1 Figure 1 Detail engagement outcome results for 2011

2.3 Engagement Trend

Table 2 below compares the Department 2009 to 2011 results for the employee engagement outcome results.

	2011	2009
Job Satisfaction	53	**79**
Department Satisfaction	47	**75**
Overall Satisfaction	61	**87**
Proud	57	**76**
Preference to stay with Government of Nova Scotia	53	**64**
Inspired	64	**84**
Would Recommend as a great place to work	52	**73**
Engagement Level	**56**	**77**

Table 2 Employee Engagement Trend

For all seven questions, the level of agreement decreased substantially (by 11 to 28 percentage points) since 2009. The question with the largest decrease in agreement was department satisfaction agreement score.

Engagement Index and Outcomes

■ 2009 ■ 2011

	Job Satisfaction	Department Satisfaction	Overall Satisfaction	Proud	Preference to stay with Government of Nova Scotia	Inspired	Would Recommend as a great place to work	Engagement Level
2009	79	75	87	76	64	84	73	77
2011	53	47	61	57	53	64	52	56
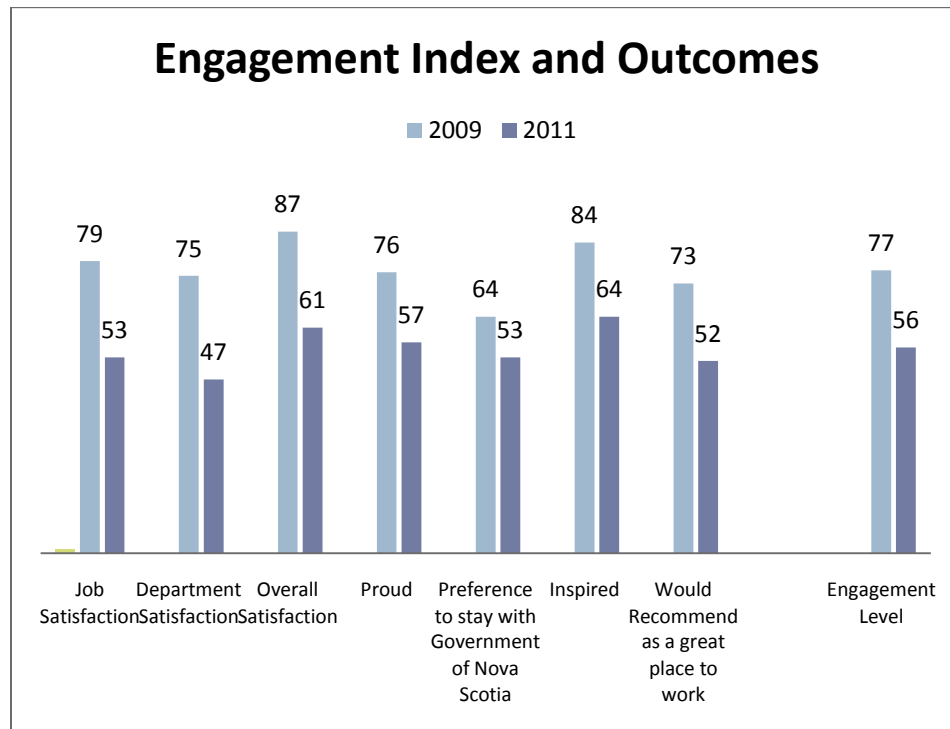
Figure 2 Employee Engagment Index Trend

2.4 How does Environment engagement compared?

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	53	59
Organizational Satisfaction		
Department Satisfaction	47	53
Overall Satisfaction	61	67
Organizational Commitment		
Proud	57	62
Preference to stay with Government of Nova Scotia	53	62
Inspired	64	68
Would Recommend as a great place to work	52	57
Engagement Level	56	62

Table 3 Employee Engagement score comparison

Clear Strength	Strength	Area for Improvement	Area for Concern

As noted in the table above, Environment shares the similar strengths and areas for improvement as seen in the corporate results. Using the strength-improvement category guide, Environment's department satisfaction, proud and preference to stay is not as strong as 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 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 Environment employees value:

1. Challenging and interesting work -16%

2. Having the opportunity to balance work and personal life – 12%

3. Pay and benefits -11%

4. A chance to make a difference – 10%

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

6. Opportunities for growth and advancement- 7%

7. Working with people I like -7%

8. Being treated with respect- 6%

9. Freedom to make decisions about how do their job -6%

10. Working for a manager they respect -5%

11. A chance to have ideas adopted and put into use -4%

12. Receiving recognition for a job well done -4%

13. Working with a leader they respect -4%

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 -23%

2. Compensation- 15%

3. Quality work life balance – 15%

4. Work Location – 15%

5. Desire to work for the public service- 12%

6. Career advancement opportunities- 9%

7. Support for training and related professional development activities- 8%

2.5.3 What factors influence employees' level of satisfaction and commitment with the organization?

There are several drivers of employee engagement, which can be measured. These include employees perceptions of their opportunities for input into decisions that affect their work; productive, collaborative and respectful working relationships; clear expectations and sense of direction for the organization; confidence in leadership; job fit with skills and interests; opportunities for learning and development; recognition for their work; and, having the support they need to provide customers quality service while achieving a balance between work and personal life. The picture on the next page illustrates this:
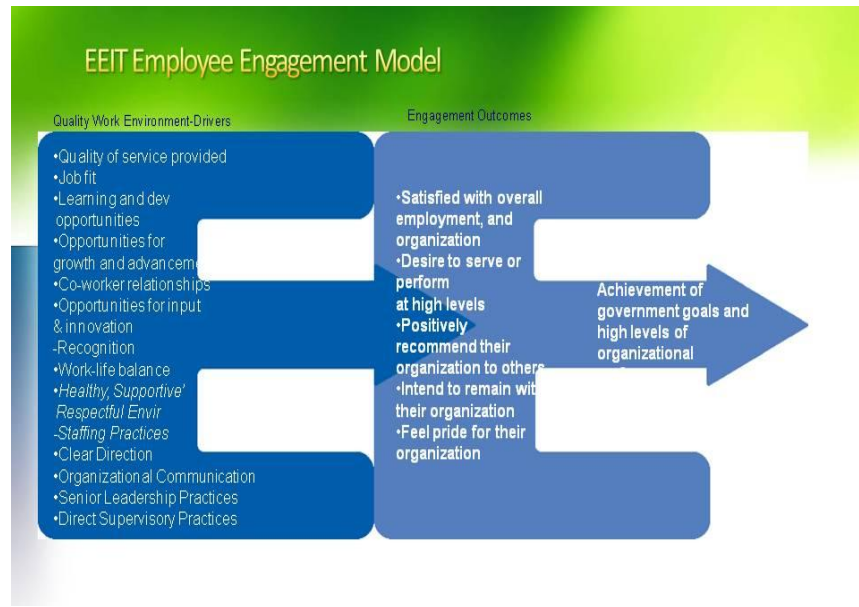
Figure 3 Employee Engagement Model

The drivers (quality environment indicators) can be grouped under four categories.
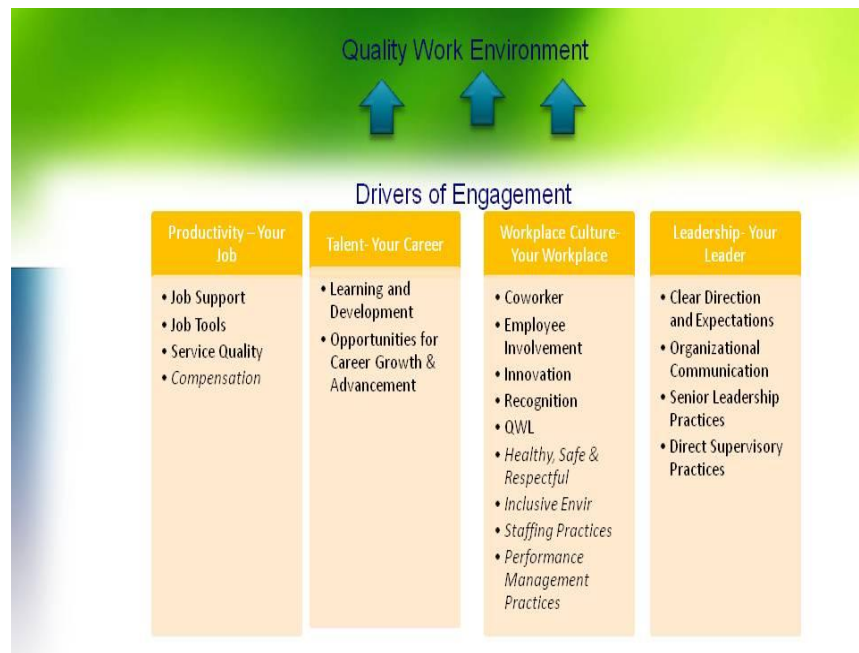
Figure 4 Drivers of Engagement category chart

An analysis of the correlations between the engagement drivers and indicators can show where action and attention should be focused to improve employee engagement and quality work environment. The Evaluation and Accountability unit of the PSC has performed this analysis. The list on the next pageoutlines the factors influencing employees' level of commitment and satisfaction, based on the Environment 2011 survey results.

1. Job satisfaction
2. Recognition
3. Clear Expectations and Directions
4. Senior Leadership Practices
5. Direct Supervisory Practices
6. Staffing Practices
7. Employee Involvement and Innovation
8. Organizational Communication
9. Opportunities for Career Growth and Advancement

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

1. Organizational Communication
2. Quality of Work Life
3. Opportunities for Growth and Advancement
4. Staffing Practices
5. Employee Involvement and Innovation
6. Senior Leadership Practices
7. Direct Supervisory Practices
8. Clear Expectations and Direction

2.5.4 How is the Department performing in relations 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 Environment:

	Index
Job Productivity Index	67
Talent Capacity Index	49
Workplace Culture Index	63
Leadership Index	57
Overall- Quality Environment Index	59

Table 4 - Driver Indices for 2011

2.5.5 Where does the Department need to focus to improve their employees' work environment?

To help understand the results and to determine where Government should continue to focus its response and action efforts, the 2011 survey was analyzed using a method which comprises both the level of agreement and the strength of the individual drivers.

Evaluation and Accountability calculated the average scores for each of the 18 drivers. The mean score and the driver strength score for each of the 18 drivers was then mapped on a scatter plot. This scatter plot, shown below, provides a visual picture to illustrate how employees perceive their current work environment and what is influences their level of satisfaction and commitment.
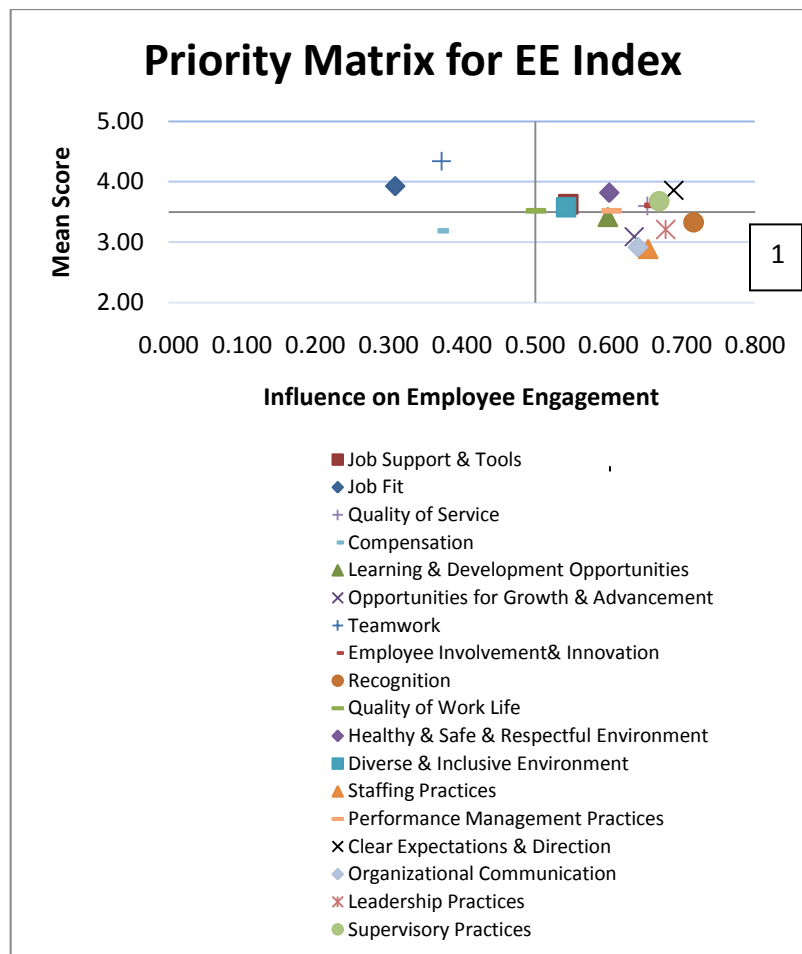
Figure 5 Priority Action Matrix Grid

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

- Recognition
- Senior Leadership Practices
- Staffing Practices
- Organization Communication
- Opportunities for Career Growth and Advancement
- Learning and Development Opportunities

All of these categories, except for recognition and learning and development opportunities, are also the corporate focus as well.

The next section of this report provides insight into how Environment 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 Summary

3.1 Your Job- Productivity Capacity

3.1.1 Productivity Capacity Details

Figure 4 below summarizes disagreement, neutral and agreement scores for the job – productivity capacity (job support, job fit, quality of service provided and compensation drivers) results.
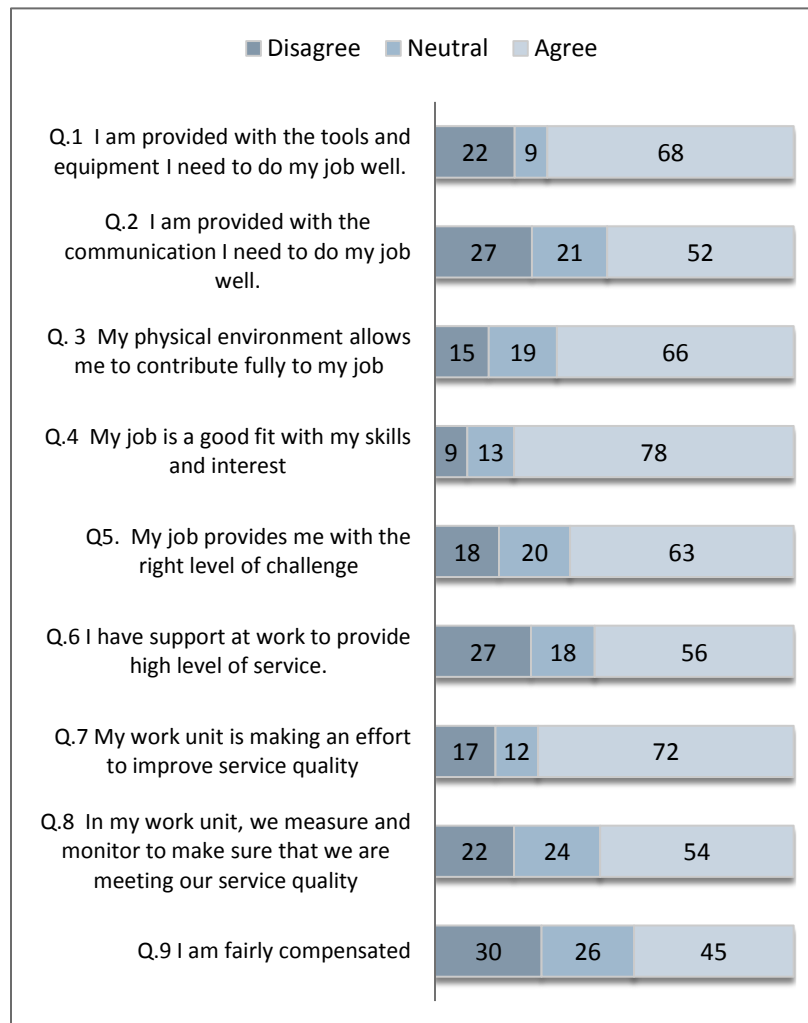
Figure 6 Detail job productivity capacity results for 2011

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.

	Environment	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	68	72
Provided with the communication needed to do job well	52	58
Physical work environment allows employees to fully contribute to job	66	71
Job Fit		
Job is a good fit with skills and interests	78	79
Job provides right level of challenge	63	66
Quality of Service Provided		
Have support at work to provide high level of service	56	61
Work unit is making an effort to improve service quality	72	68
Work unit measures and monitors to make sure they are meeting their service quality	54	56
Compensation		
Compensated fairly for job	45	44

Table 5 Productivity Capacity comparison

As noted in the table above, Environment shares similar strengths and areas for improvement with the corporate results. Compensation is a corporate-wide issue is compensation.

Using the strength-improvement category guide, in comparison to the corporate results, Environment is not as strong in the area:

- Employees feeling they have support at work to provide high level of service

3.1.3 Productivity Capacity Trend

Table 6 below is a comparison of the Department 2009 to 2011 results for the productivity capacity category.

	2011	2009
Provided with the tools and equipment needed to do job well	68	**71**
Provided with the communication needed to do job well	52	**68**
Job is a good fit with skills and interests	78	**91**
Job provides right level of challenge	63	**78**
Have support at work to provide high level of service	56	**76**
Compensated fairly for job	45	**61**
Job Productivity Index	**67**	**84**

Table 6 Productivity Capacity Trend

For all six questions, the level of agreement decreased substantially (by 3 to 20 percentage points) since 2009. The question with the largest decrease in agreement was "Have support at work to provide high level of service" agreement score.

3.2 Talent Capacity- Your Career

3.2.1 Talent Capacity Details

Figure 4 summarizes the disagreement, neutral, and agreement scores for the career-talent capacity results (learning and development, opportunities for career advancement, and growth drivers).
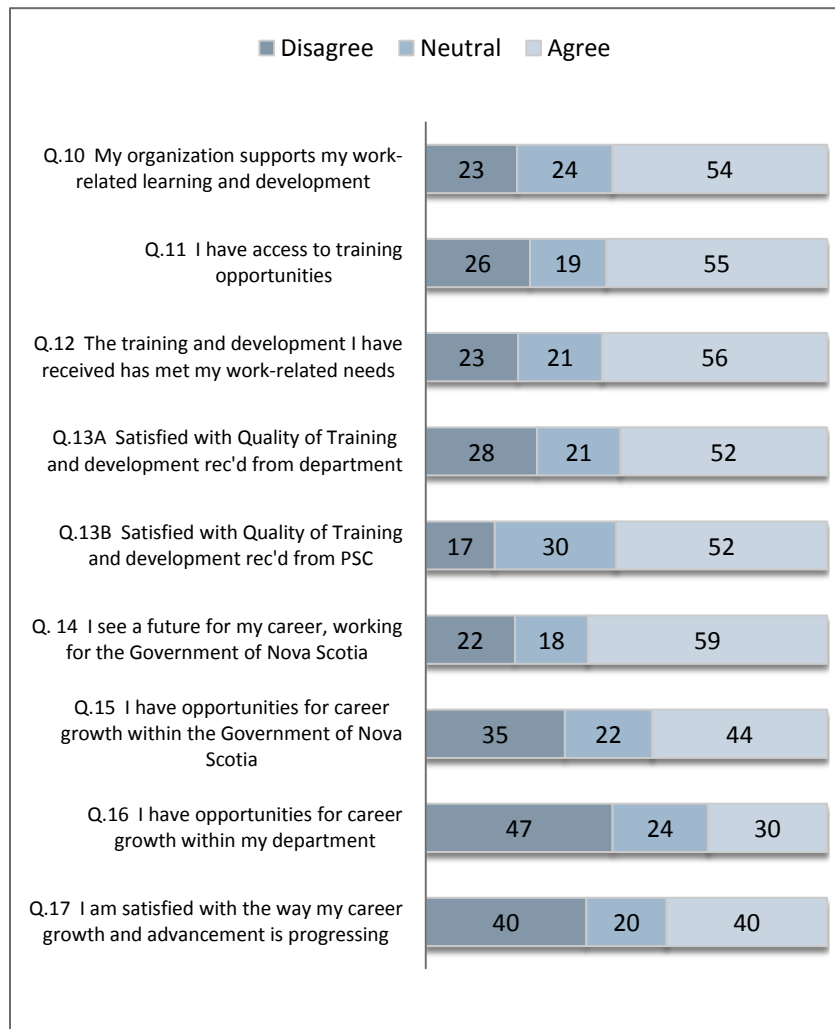
Figure 7 Detail talent capacity results for 2011

3.2.2 Talent Capacity Comparison

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

	Environment	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	54	62
Have access to training opportunities	55	62
Training and development received met work-related needs	56	62
Satisfied with the quality of training and development received from department	52	54
Satisfied with the quality of training and development received from PSC	52	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	59	60
Have opportunities for career growth within the Government of Nova Scotia	44	42
Have opportunities for career growth within the department	30	32
Satisfied with the way career growth and advancement is progressing	40	38

Table 7 Talent Capacity Comparison

As noted in the table above, Environment 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.

Using the strength-improvement category guide, in comparison to the corporate results, Environment is not as strong in the area:

- Employees feeling their organization supports work-related learning and development
- Access to training opportunities
- Employees feeling the training and development they received met their work-related needs

3.2.3 Talent Capacity Trend

Table 8 below is a comparison of the Department 2009 to 2011 results for the talent capacity category

	2011	2009
Organization supports work-related learning and development	54	**71**
Have access to training opportunities	55	**79**
Training and development received met work-related needs	56	**70**
See a future for career working for the Government of Nova Scotia	59	**72**
Have opportunities for career growth within the Government of Nova Scotia	44	**49**
Have opportunities for career growth within the department	30	**43**
Talent Capacity Index	**49**	**60**

Table 8 Talent Capacity Trend

For all six questions, the level of agreement decreased substantially (by 5 to 24 percentage points) since 2009. The question with the largest decrease in agreement was "Have access to training opportunities" agreement score.

3.3 Workplace Culture- Your Workplace

3.3.1 Workplace Culture Details

Figure 6 (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).
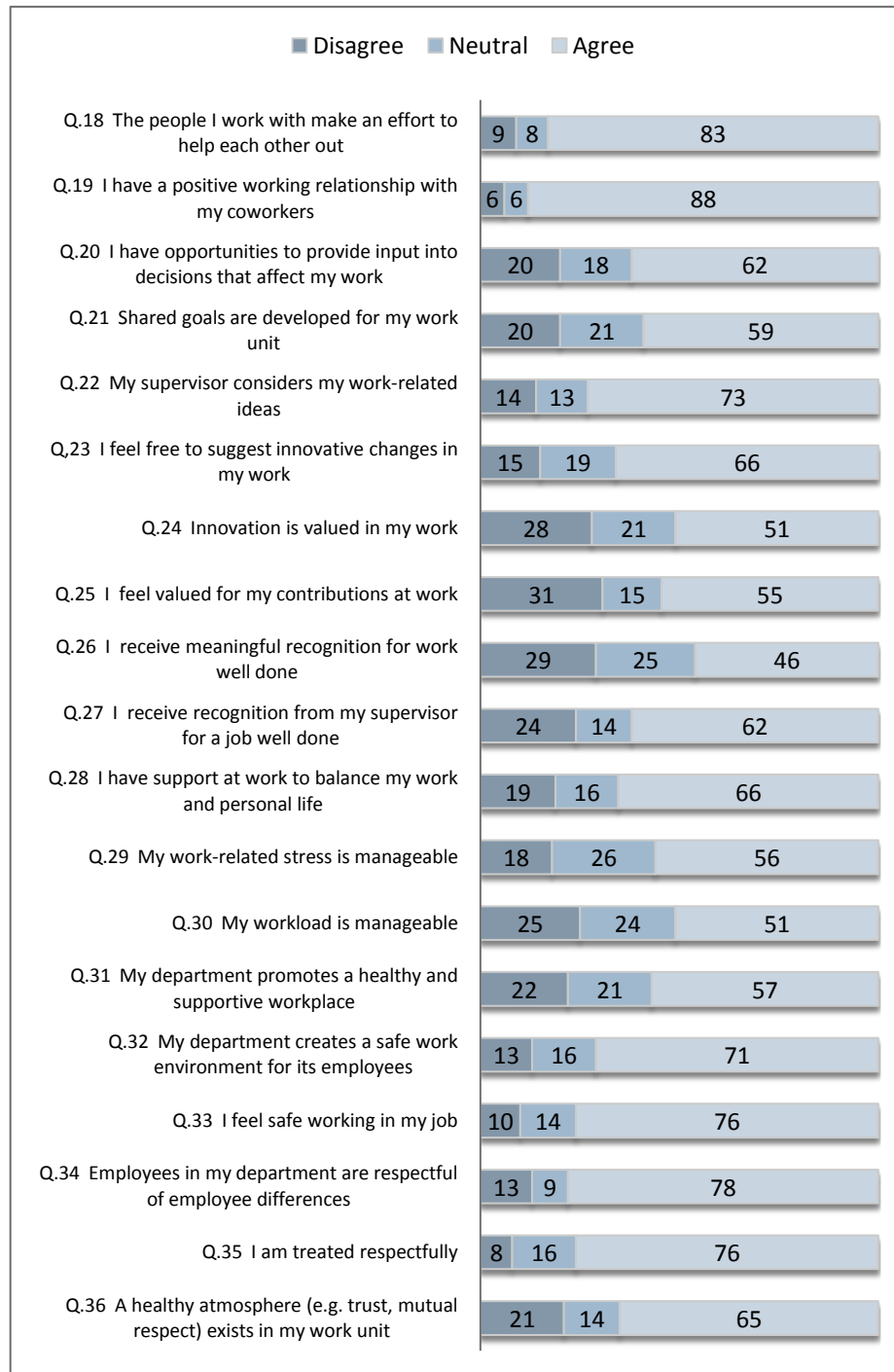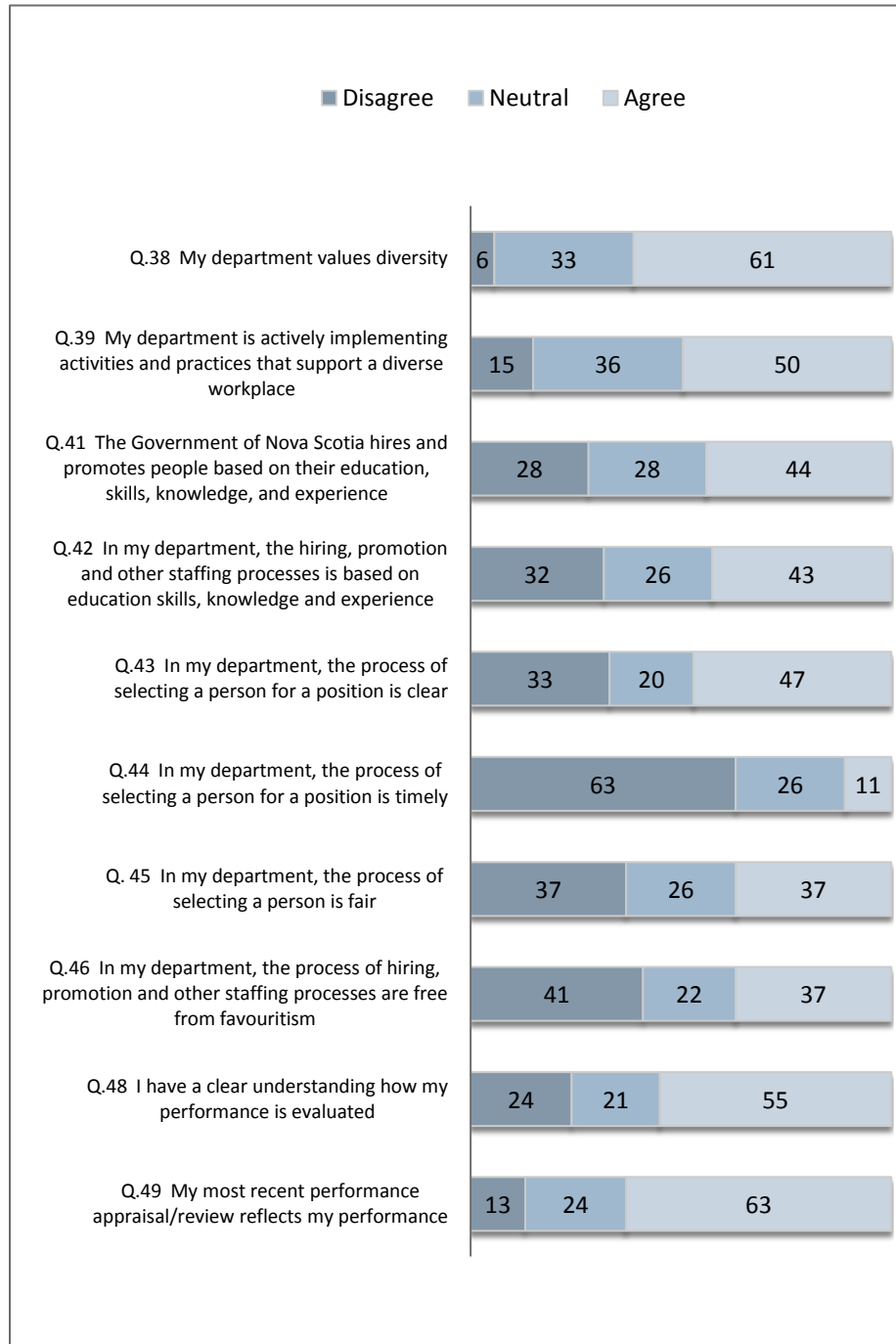
Figure 8 Detail workplace culture results for 2011

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.

	Envir	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	83	77
Have a positive working relationship with coworkers	88	84
Employee Involvement and Innovation		
Have opportunities to provide into decisions that affect their work	62	60
Shared goals are developed for work unit	59	51
Supervisor considers their work-related ideas	73	69
Feel free to suggest innovative changes in their work	66	67
Innovation is valued in their work	51	54
Recognition		
Feel valued for contributions at work	55	54
Receive meaningful recognition for work well done	46	47
Receive recognition from supervisor for a job well done	62	58
Quality of Work Life		
Have support at work to balance work and personal life	66	62
Work-related stress is manageable	56	59
Workload is manageable	51	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	57	59
Department creates a safe work environment for its employees	71	73
Employees feel safe working in their job	76	78
Employees in department are respectful of employee differences	78	69
Treated respectfully at work	76	74
A healthy atmosphere (trust, mutual respect) exists in work unit	65	62
Diverse and Inclusive Environment		
Department values diversity	61	67
Department is actively implementing activities and practices that support a diverse workplace	50	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	44	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	43	48
In the department, the process of selecting a person for a position is clear	47	47
In the department, the process of selecting a person for a position is timely	11	21

In the department, the process of selecting a person is fair	37	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)	62	65
% who didn't participate in a performance appraisal/review who would like to	80	76
Have a clear understanding of how performance is evaluated	55	59
Most recent performance appraisal/review reflects performance	63	67

Table 9 Workplace Culture comparison with corporate results

As noted in the table on this page and the previous page, Environment shares similar strengths and areas for improvement with the corporate results. Environment does not have any unique areas of concern.

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 Environment is stronger the following areas:

- Employees receiving recognition from supervisor
- Employees respectful of employee differences
- Treating employees respectfully

3.3.2 Workplace Culture Trend

Table 10 (continued on next page) compares the Department 2009 to 2011 employee survey results for workplace culture category.

	2011	2009
The people I work with make an effort to help each other	83	90
Have a positive working relationship with coworkers	88	95
Have opportunities to provide into decisions that affect their work	62	81
Shared goals are developed for work unit	59	72
Supervisor considers their work-related ideas	73	88
Feel free to suggest innovative changes in their work	66	85
Innovation is valued in their work	51	71
Feel valued for contributions at work	55	68
Receive meaningful recognition for work well done	46	59
Receive recognition from supervisor for a job well done	62	73
Have support at work to balance work and personal life	66	75
Work-related stress is manageable	56	68
Workload is manageable	51	59
Department promotes a healthy and supportive workplace	57	74
Department creates a safe work environment for its employees	71	84
Employees feel safe working in their job	76	85
Employees in department are respectful of employee differences	78	81
Treated respectfully at work	76	83
A healthy atmosphere (trust, mutual respect) exists in work unit	65	74
Department values diversity	61	78
Department is actively implementing activities and practices that support a diverse workplace	50	62
NS Government hires and promotes people based on their education, skills, knowledge and experience	44	65
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	43	61
In the department, the process of selecting a person for a position is clear	47	62
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	62	53

Have a clear understanding of how performance is evaluated	55	**56**
Most recent performance appraisal/review reflects performance	63	**54**
Workplace Culture Index	**63**	**62**

Table 10 Workplace Culture Trend

Out of 27 questions, the level of agreement decreased substantially for 25 questions (by 1 to 21 percentage points) since 2009. The question with the largest decrease in agreement was "NS Government hires and promotes people based on their education, skills, knowledge and experience" agreement score.

For following two questions the level of agreement increased (both by 9 percentage point) since 2009:

- Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)
- Most recent performance appraisal/review reflects performance

3.4 Leadership - Your Leader

3-4-1 Leadership Details

Figure 7 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).

Disagree   Neutral   Agree

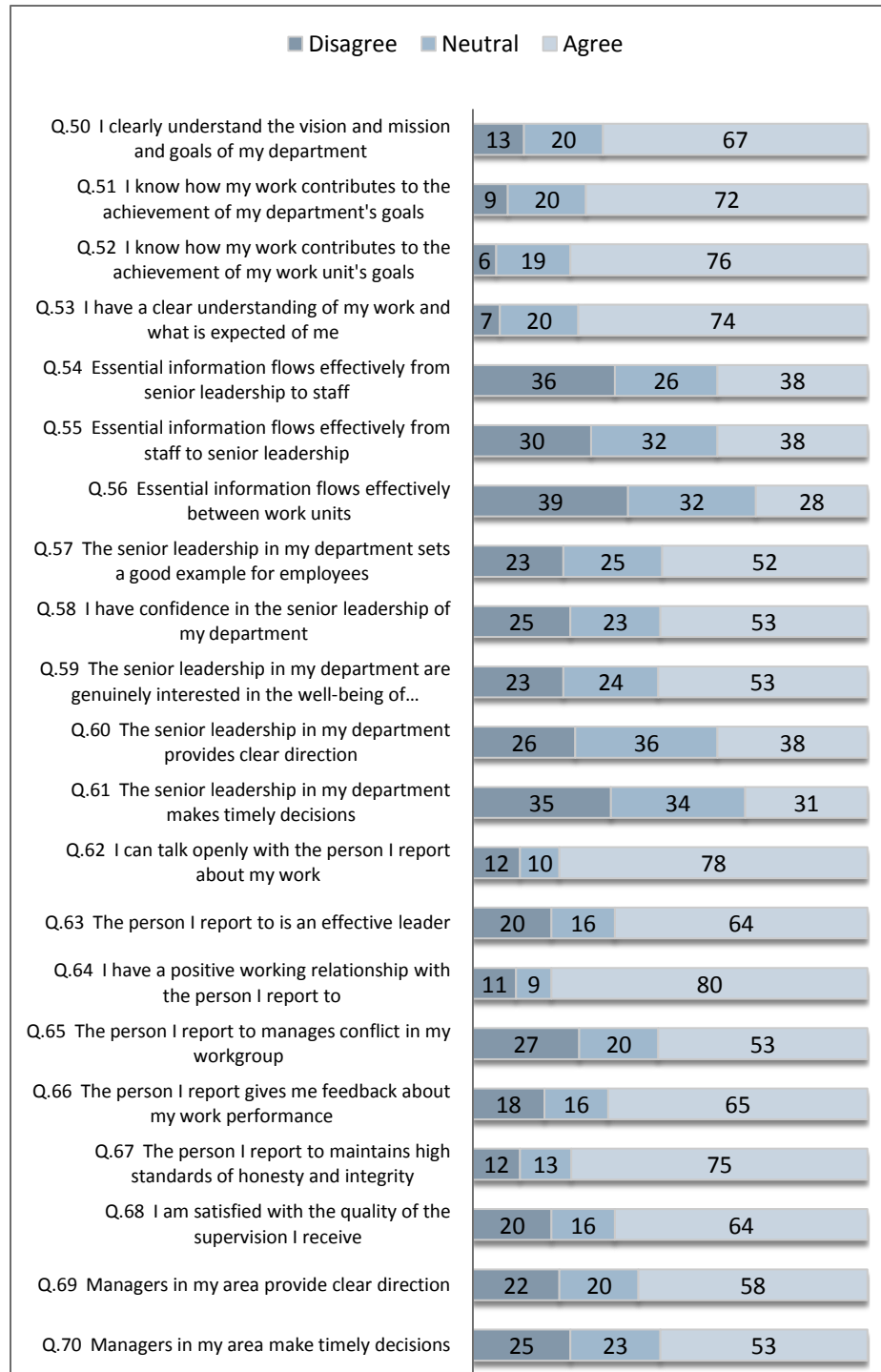| Question	Disagree	Neutral	Agree
Q.50 I clearly understand the vision and mission and goals of my department	13	20	67
Q.51 I know how my work contributes to the achievement of my department's goals	9	20	72
Q.52 I know how my work contributes to the achievement of my work unit's goals	6	19	76
Q.53 I have a clear understanding of my work and what is expected of me	7	20	74
Q.54 Essential information flows effectively from senior leadership to staff	36	26	38
Q.55 Essential information flows effectively from staff to senior leadership	30	32	38
Q.56 Essential information flows effectively between work units	39	32	28
Q.57 The senior leadership in my department sets a good example for employees	23	25	52
Q.58 I have confidence in the senior leadership of my department	25	23	53
Q.59 The senior leadership in my department are genuinely interested in the well-being of…	23	24	53
Q.60 The senior leadership in my department provides clear direction	26	36	38
Q.61 The senior leadership in my department makes timely decisions	35	34	31
Q.62 I can talk openly with the person I report about my work	12	10	78
Q.63 The person I report to is an effective leader	20	16	64
Q.64 I have a positive working relationship with the person I report to	11	9	80
Q.65 The person I report to manages conflict in my workgroup	27	20	53
Q.66 The person I report gives me feedback about my work performance	18	16	65
Q.67 The person I report to maintains high standards of honesty and integrity	12	13	75
Q.68 I am satisfied with the quality of the supervision I receive	20	16	64
Q.69 Managers in my area provide clear direction	22	20	58
Q.70 Managers in my area make timely decisions	25	23	53

Figure 9 Detail leadership results 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.

	Environment	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	72	73
Know how work contributes to the achievement of work unit goals	76	79
Have a clear understanding of their work and what is expected of them	74	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	38	37
Essential information flows effectively from staff to senior leadership	38	43
Essential information flows effectively between work units	28	33
Senior Leadership Practices		
Department senior leadership sets a good example	52	48
Have confidence in the department senior leadership	53	48
Department senior leadership are genuinely interested in the well being of employees	53	49
Department senior leadership provides clear direction	38	42
Department senior leadership makes timely decisions	31	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	78	76
Person report to is an effective leader	64	63
Employees have a positive working relationship with the person they report to	80	77
Person they report to manages conflict in the workgroup	53	54
Person they report to gives employees feedback on their work performance	65	63
Person they report to maintains high standards of honesty and integrity	75	72
Satisfied with the quality of supervision received	64	65
Managers provide clear direction	58	56
Managers make timely decisions	53	51

Table 11 Leadership Comparisons

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

Environment has only one area that is not a strong in comparison to the corporate results

- Employees having a clear understanding of their work and what is expected of them

Using the strength-improvement category guide, in comparison to the corporate results Environment is 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

3-4-3 Leadership Trend

Table 12 below compares the Department 2009 to 2011 results for the leadership category.

	2011	2009
Clearly understood the vision, mission and goals of the department	67	**75**
Know how work contributes to the achievement of department goals	72	**81**
Know how work contributes to the achievement of work unit goals	76	**86**
Have a clear understanding of their work and what is expected of them	74	**85**
Essential information flows effectively from senior leadership to staff	38	**53**
Department senior leadership sets a good example	52	**63**
Have confidence in the department senior leadership	53	**63**
Department senior leadership are genuinely interested in the well being of employees	53	**68**
Department senior leadership provides clear direction	38	**56**
Department senior leadership makes timely decisions	31	**39**
Employees can talk openly with the person they report to about work	78	**89**
Person report to is an effective leader	64	**76**
Employees have a positive working relationship with the person they report to	80	**89**
Person they report to manages conflict in the workgroup	53	**62**
Person they report to gives employees feedback on their work performance	65	**73**
Person they report to maintains high standards of honesty and integrity	75	**81**
Satisfied with the quality of supervision received	64	**82**
Managers provide clear direction	58	**69**
Managers make timely decisions	53	**68**
Leadership Index	**57**	**70**

Table 12 Leadership Trend

For all 19 questions, the level of agreement decreased substantially (by 6 to 18 percentage points) since 2009. The two questions with the largest decrease in agreement were:

- Department senior leadership provides clear direction
- Satisfied with the quality of supervision received

Chapter 4 - Other Work Environment Questions

4.1 Respectful Environment

As shown in the survey, 19% of Environment employees have experienced bullying behavior in the last 12months. And 25% 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	50%
Another manager in the organization	22%
The person they report to	16%
A member of the public	9%
Someone who works for another part of the organization	3%

Table 13 Where bullying behaviour came from

4.2 Inclusive Environment

As shown in the survey, 4% of Environment 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 or a manager. The table below outlines the percentage.

Experienced the racism and/or discrimination from:	
Coworker or colleague	33%
The person they report to	33%
Another manager in the organization	17%
Someone who works for another part of the organization	17%

Table 14 Where racism/discrimination came from

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

Racism and/or discrimination experienced:	
Sex (Gender)	60%
Age	20%
Political belief, affiliation or activity	20%

Table 15 Type of racism/discrimination experienced

4.3 Employees' Retention Intentions

As shown in the tables below, 37% of Environment 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	28%
Between 6-10 years	22%
11 years or more	42%

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	37%
Pursuing other employment opportunities	30%
Job itself (not interesting work or lack of challenge)	11%
Family obligations	7%
Management (lack of support or recognition)	6%
Pursuing other educational training	6%
Other	4%

Table 17 Reason employees are planning to leave the department

Appendix I   Mean Scores

	Mean Score
Productivity	
Job Support and Tools	
Provided with the tools and equipment needed to do job well	3.75
Provided with the communication needed to do job well	3.40
Physical work environment allows employees to fully contribute to job	3.75
Job Fit	
Job is a good fit with skills and interests	4.15
Job provides right level of challenge	3.71
Quality of Service Provided	
Have support at work to provide high level of service	3.46
Work unit is making an effort to improve service quality	3.88
Work unit measures and monitors to make sure they are meeting their service quality	3.45
Compensation	
Compensated fairly for job	3.19
Talent Capacity	
Learning and Development	
Organization supports work-related learning and development	3.49
Have access to training opportunities	3.44
Training and development received met work-related needs	3.47
Satisfied with the quality of training and development received from department	3.30
Satisfied with the quality of training and development received from PSC	3.41
Opportunities for Career Growth and Advancement	
See a future for career working for the Government of Nova Scotia	3.57
Have opportunities for career growth within the Government of Nova Scotia	3.12
Have opportunities for career growth within the department	2.72
Satisfied with the way career growth and advancement is progressing	2.97
Workplace Culture	
Coworker Relationship	

	Mean Score
The people I work with make an effort to help each other	4.24
Have a positive working relationship with coworkers	4.44
Employee Involvement and Innovation	
Have opportunities to provide into decisions that affect their work	3.61
Shared goals are developed for work unit	3.50
Supervisor considers their work-related ideas	3.88
Feel free to suggest innovative changes in their work	3.77
Innovation is valued in their work	3.30
Recognition	
Feel valued for contributions at work	3.28
Receive meaningful recognition for work well done	3.19
Receive recognition from supervisor for a job well done	3.51
Quality of Work Life	
Have support at work to balance work and personal life	3.69
Work-related stress is manageable	3.53
Workload is manageable	3.35
Healthy, Supportive and Respectful Environment	
Department promotes a healthy and supportive workplace	3.45
Department creates a safe work environment for its employees	3.83
Employees feel safe working in their job	4.06
Employees in department are respectful of employee differences	3.93
Treated respectfully at work	4.00
A healthy atmosphere (trust, mutual respect) exists in work unit	3.65
Diverse and Inclusive Environment	
Department values diversity	3.74
Department is actively implementing activities and practices that support a diverse workplace	3.41
Staffing Practices	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.18
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.08
In the department, the process of selecting a person for a position is clear	3.11
In the department, the process of selecting a person for a position is timely	2.22

	Mean Score
In the department, the process of selecting a person is fair	2.93
In the department, hiring, promotion and other staffing processes are free from favouritism	2.85

Performance Management Practices

Have a clear understanding of how performance is evaluated	3.40
Most recent performance appraisal/review reflects performance	3.67

Leadership

Clear Direction and Expectations

Clearly understood the vision, mission and goals of the department	3.74
Know how work contributes to the achievement of department goals	3.83
Know how work contributes to the achievement of work unit goals	3.95
Have a clear understanding of their work and what is expected of them	3.93

Organizational Communication

Essential information flows effectively from senior leadership to staff	2.93
Essential information flows effectively from staff to senior leadership	3.04
Essential information flows effectively between work units	2.80

Senior Leadership Practices

Department senior leadership sets a good example	3.31
Have confidence in the department senior leadership	3.32
Department senior leadership are genuinely interested in the well-being of employees	3.39
Department senior leadership provides clear direction	3.09
Department senior leadership makes timely decisions	2.91

Direct Supervisory Practices

Employees can talk openly with the person they report to about work	4.04
Person report to is an effective leader	3.69
Employees have a positive working relationship with the person they report to	4.05
Person they report to manages conflict in the workgroup	3.34
Person they report to gives employees feedback on their work performance	3.61
Person they report to maintains high standards of honesty and integrity	3.94
Satisfied with the quality of supervision received	3.65
Managers provide clear direction	3.44
Managers make timely decisions	3.30

	Mean Score
<u>Overall</u>	
Work for an effective organization	3.28
Satisfied with my job	3.45
Satisfied with my department	3.31
Overall satisfied with work as a Government of Nova Scotia employee	3.55
Proud to tell people work as a Government of Nova Scotia employee	3.61
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.53
Inspired to give my very best	3.77
Would recommend the Government of Nova Scotia as a great place to work	3.45