

How's Work Going 2011

Department of Finance Employee Survey Results



Evaluation & Accountability
June 2011

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

Prepared by:

Katharine Cox-Brown, CGA, MPA
Director, Evaluation and Accountability
NS Public Service Commission

Rima Thomeh, BCD (Hons)
Coordinator, Evaluation and Accountability
NS Public Service Commission

Data Analysis by:

Melissa Neil, MASP, BSc (Hons)
Program Evaluator, Evaluation and Accountability
NS Public Service Commission

Contact Information:

Public Service Commission
5th Floor, World Trade & Convention Centre
PO Box 943
Halifax NS B3J 2V9
Tel: 902-424-8383
Email: coxbrokm@gov.ns.ca

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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 terms employees who responded to the survey. Department of Finance had a response rate of 57% (77% in 2009). The survey was open between March 2nd - 31st, 2011.

1.3 How to read this report?

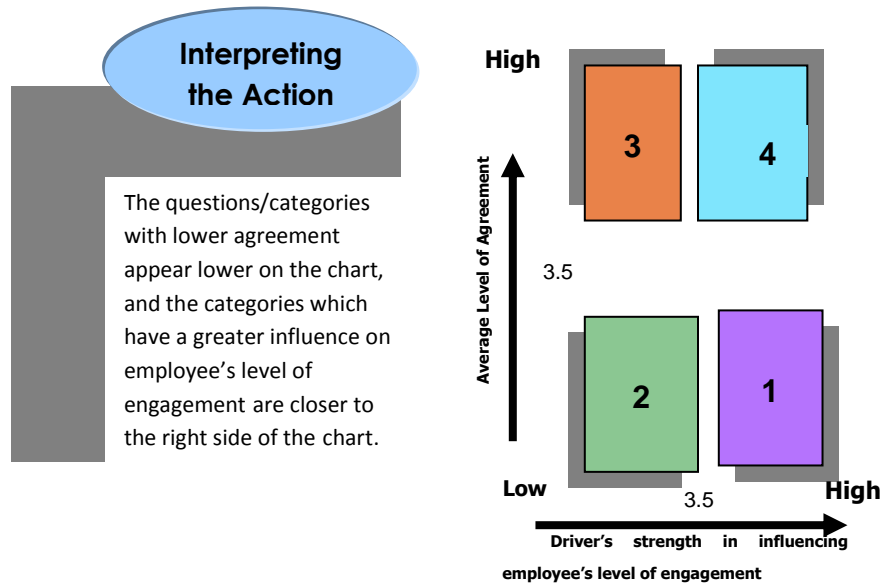
In this report, the results are presented in the following matter:

• Engagement Score	Engagement index which measures the extent to which individuals feel connected to and involved in their job and their organization and their level of satisfaction and commitment.
• Disagree- Agreement Percentage	Percentage of respondents who strongly disagreed and somewhat disagreed.
• Neutral - Agreement Percentage	Percentage of respondents who either agreed or disagreed.
• Agree - Agreement Percentage	Percentage of respondents who strongly agreed and somewhat agreed.
• Mean Category Score	The respondents average score calculated for each category (1-5 range).

Category Guide			
Clear Strength 75% and over	Strength 60-74%	Area for Improvement 50-59%	Area for Concern Under 50%

To help understand the results and to determine where government should continue to focus its response and action efforts, the 2011 survey was also analyzed using a method which comprises both the level of agreement and the strength of the category in influencing an employees' level of engagement (satisfaction and commitment)

The 2011 survey maps the average agreement score using descriptive statistics and driver strength on an action grid, as illustrated below:



Chapter 2- 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	55
Overall Satisfaction	65
Organizational Commitment	
Proud	68
Preference to stay with NS Government	64
Inspired	63
Would Recommend as a great place to work	57
Engagement Index	62

Table 1 Engagement Index and Engagement Outcome Results for 2011

Department of Finance employee index is 62 and would be considered a strength.

2-2 Engagement Outcome Details

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

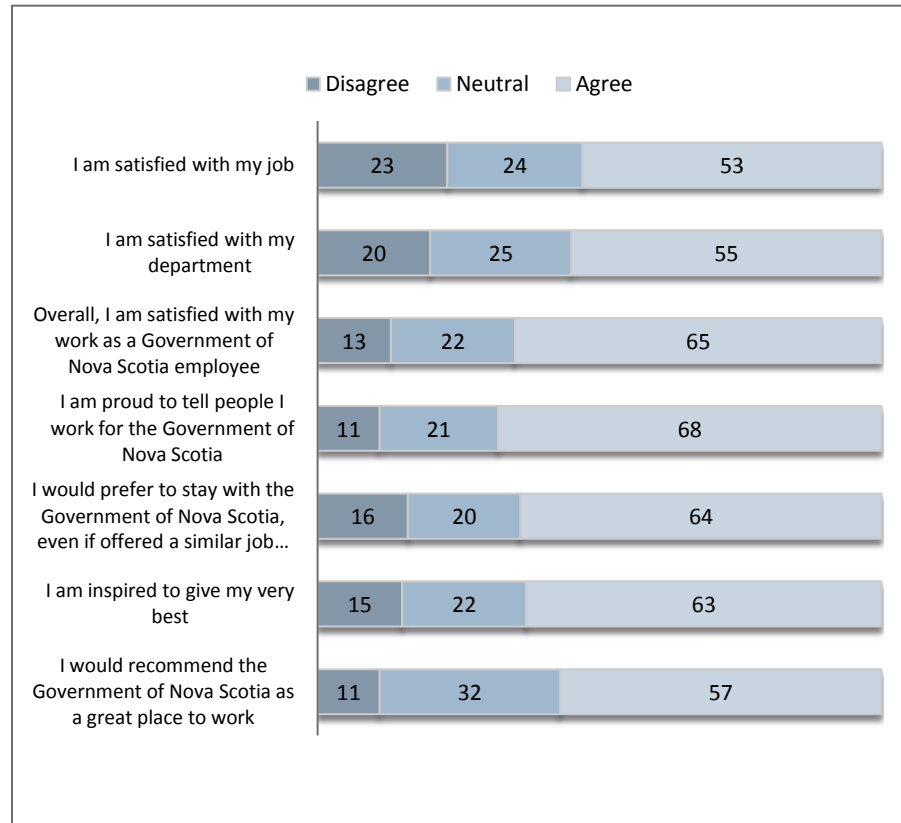


Figure 1 Detail engagement outcome results for 2011

2-3 Engagement Trend

Table 2 below compares the Department 2004 to 2011 results for the employee engagement outcome results.

	2011	2009	2007	2006	2005	2004
Job Satisfaction						
Job Satisfaction	53	76	62	82	n/a	n/a
Organizational Satisfaction						
Department Satisfaction	55	72	52	73	n/a	n/a
Overall Satisfaction	65	87	71	91	n/a	n/a
Organizational Commitment						
Proud	68	77	67	73	n/a	n/a
Preference to stay with Government of Nova Scotia	64	63	51	55	61	47
Inspired	63	80	74	100	n/a	n/a
Would Recommend as a great place to work	57	73	55	73	67	51
Engagement Level						
Engagement Level	62	75	62	78	n/a	n/a

Table 2 Comparison of engagement results for 2004 to 2011

For all seven questions, except for preference to stay, the level of agreement decreased substantially (by 9 to 23 percentage points) since 2009. In comparison to the baseline all of the satisfaction questions plus the proud and inspired have decreased (by 5 to 37 percentage points). For the commitment questions preference to stay and would recommend the favourable scores have increased in comparison to their baseline (by 6 to 17 percentage points). The question with the largest decrease in agreement from the baseline was the inspired agreement score.

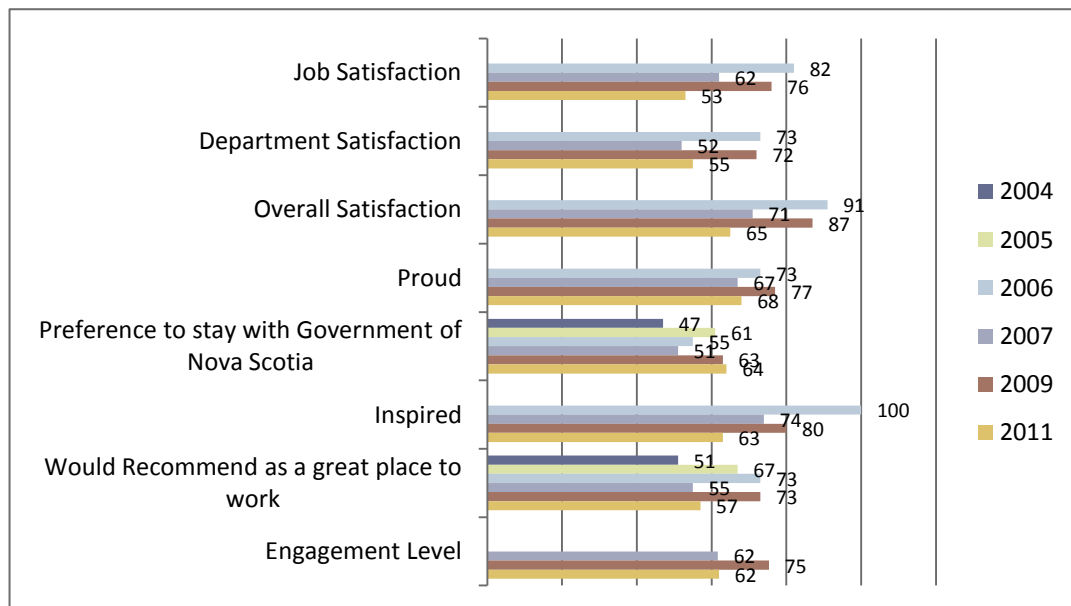


Figure 2 Employee Engagement Comparison

2-4 How does Finance 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	55	53
Overall Satisfaction	65	67
Organizational Commitment		
Proud	68	62
Preference to stay with Government of Nova Scotia	64	62
Inspired	63	68
Would Recommend as a great place to work	57	57
Engagement Level		
Engagement Level	62	62

Table 3 Comparison between Department and Corporate results for 2011 engagement outcomes results

Clear Strength	Strength	Area for Improvement	Area for Concern
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As noted in the table above, using the strength-improvement category guide, Finance shares the same strengths and areas for improvement as seen in 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 Finance employees value:

1. Challenging and interesting work -15%
2. Pay and benefits -14%
3. Opportunities for growth and advancement- 12%
4. Having the opportunity to balance work and personal life – 10%
5. A chance to learn new skills and to develop - 9%
6. Being treated with respect- 9%
7. Working with people I like -8%
8. A chance to make a difference – 6%
9. Freedom to make decisions about how do their job -5%
10. Receiving recognition for a job well done -5%
11. Working for a manager they respect -3%
12. Working with a leader they respect -3%
13. A chance to have ideas adopted and put into use -2%

2-5-2 What attracted them to work for Government?

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

1. Opportunity to work in chosen Field -19%
2. Career advancement opportunities- 16%
3. Compensation- 16%
4. Quality work life balance – 13%
5. Desire to work for the public service- 13%
6. Work Location – 12%
7. Support for training and related professional development activities- 9%

2-5-3 What factors influence employees' level of satisfaction and commitment with the organization?

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

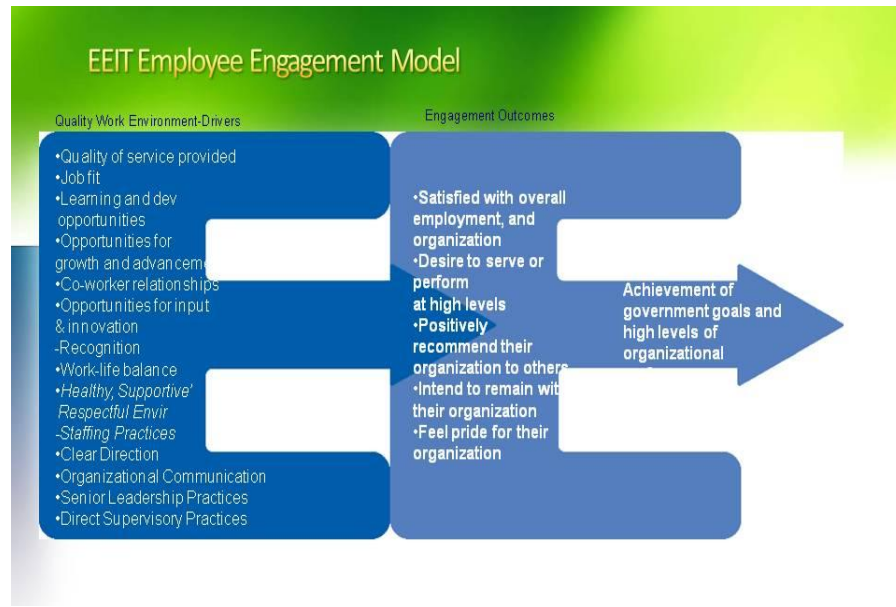


Figure 3 Interjurisdictional Employee Engagement Model

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

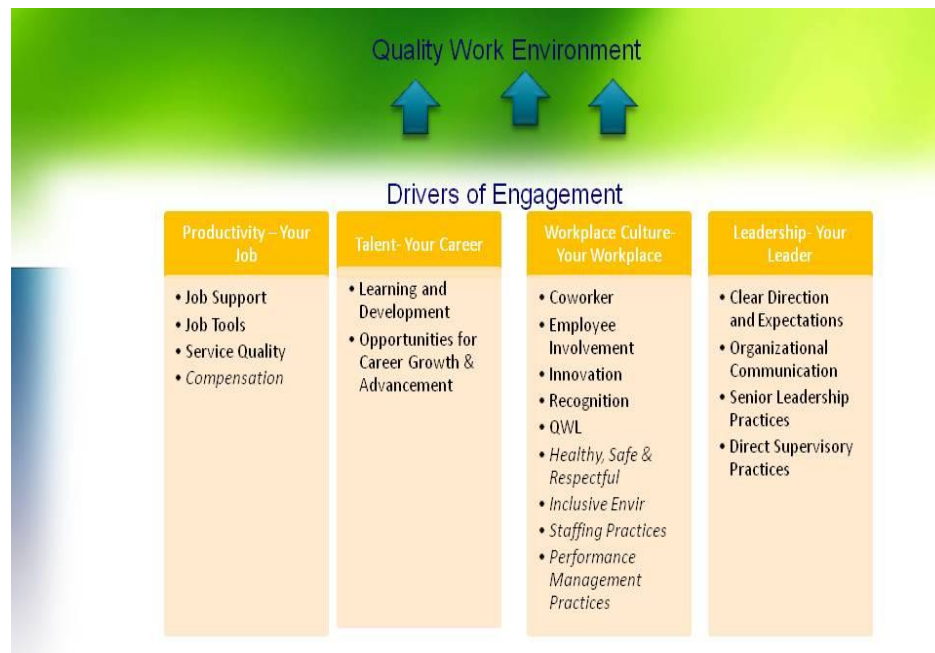


Figure 4 Engagement Drivers by category

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

1. Job satisfaction
2. Employee involvement and Innovation
3. Opportunities for Career Growth and Advancement
4. Learning and Development
5. Healthy, Supportive and Respectful work environment
6. Senior Leadership Practices
7. Direct Supervisory Practices
8. Staffing Practices

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

1. Employee Involvement and Innovation
2. Recognition
3. Direct Supervisory Practices
4. Senior Leadership Practices
5. Provided support to provide quality service
6. Job Support and Tools
7. Opportunities for Growth and Advancement

2-5-4 How is the Department performing in relation to the drivers (factors) of engagement?

A Quality Environment Index can be used to understand how a Department is performing in relations to the drivers of employee engagement. This report calculates a Quality Work Environment Index which is based on the quality environment indicators used in the Public Sector Interjurisdictional Engagement Model. The Quality Work Environment index is an average calculation of the 13 EEIT drivers' agreement scores. Additional indices have been calculated for each of the four categories of drivers as well using the EEIT driver's common questions.

For Finance:

	Index
Job Productivity Index	70
Talent Capacity Index	56
Workplace Culture Index	64
Leadership Index	61
Overall- Quality Environment Index	63

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

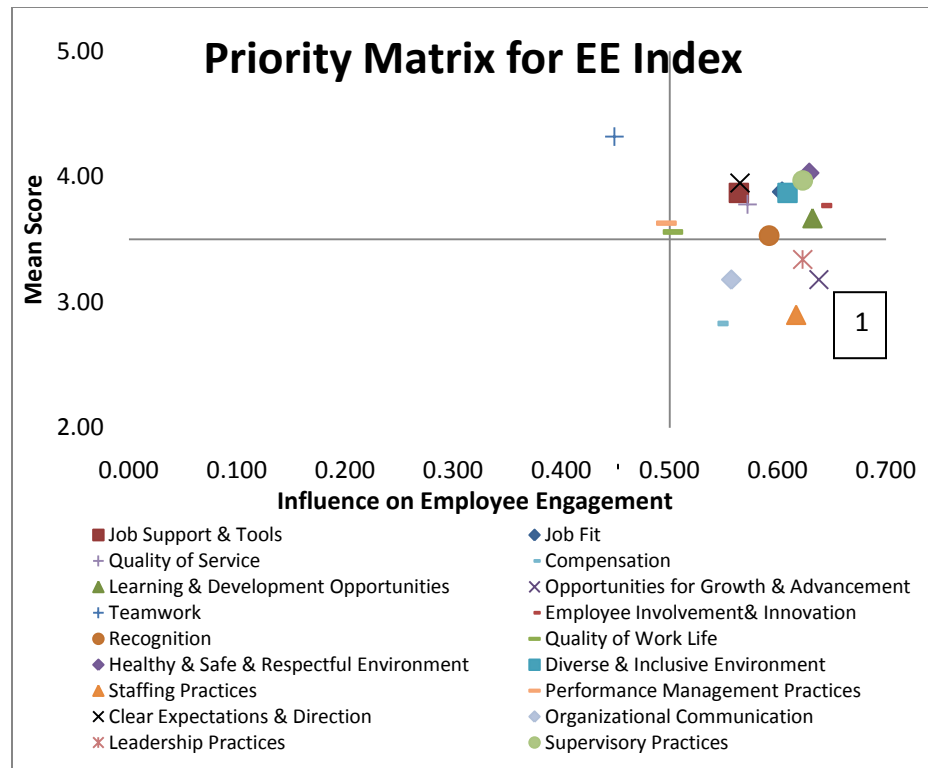


Figure 5 Priority Action Matrix Grid

The drivers with lower agreement appear lower on the chart, and the drivers which have a greater influence on employee's engagement are closer to the right side of the chart. The focus for Government would be in the lower right quadrant (Quadrant 1).

Based on the analysis of employee engagement drivers and analyzing how employees perceive their current work environment and what they consider as important to them Finance's focus should be:

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

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



The next section of this report provides insight into how Finance 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 6 below summarizes the disagreement, neutral and agreement scores for the job – productivity capacity (job support, job fit, quality of service provided and compensation drivers) results.

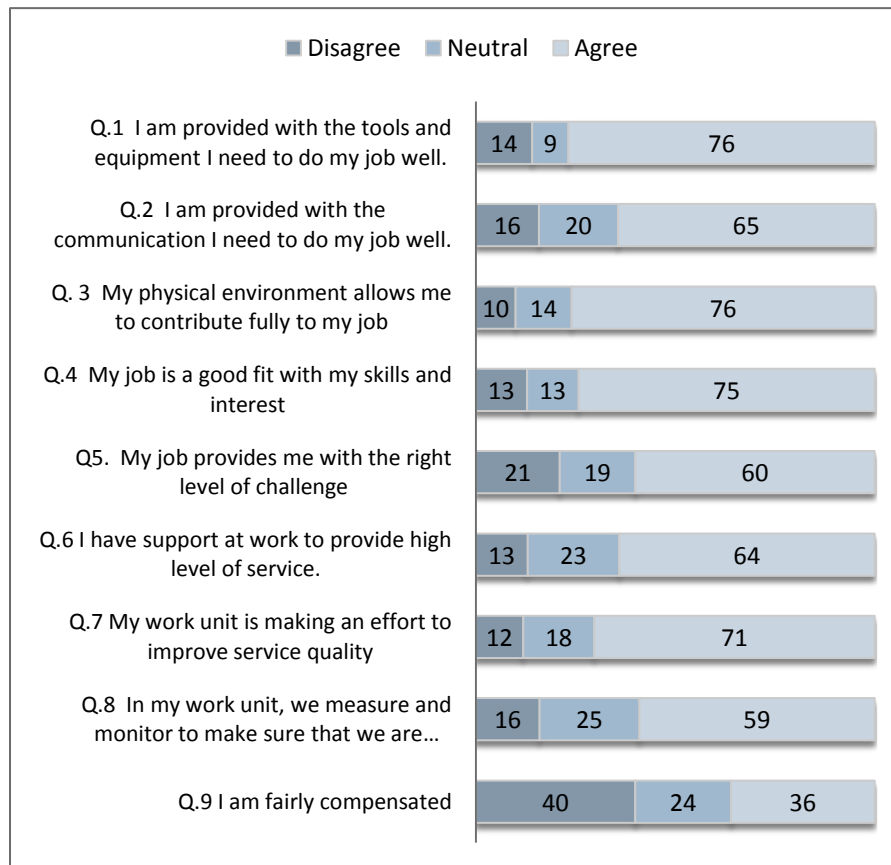


Figure 6 Detail job productivity capacity results for 2011

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.

	Finance	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	76	72
Provided with the communication needed to do job well	65	58
Physical work environment allows employees to fully contribute to job	76	71
Job Fit		
Job is a good fit with skills and interests	75	79
Job provides right level of challenge	60	66
Quality of Service Provided		
Have support at work to provide high level of service	64	61
Work unit is making an effort to improve service quality	71	68
Work unit measures and monitors to make sure they are meeting their service quality	59	56
Compensation		
Compensated fairly for job	36	44

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

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

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

- Providing tools and equipment needed to do job well
- Providing a physical work environment that allows employees to fully contribute to their job

3-1-3 Productivity Capacity Trend

Table 6 below compares the Department 2004 to 2011 results for the productivity capacity category.

	2011	2009	2007	2006	2005	2004
Provided with the tools and equipment needed to do job well	76	76	84	91	78	65
Provided with the communication needed to do job well	65	66	66	64	78	61
Job is a good fit with skills and interests	75	83	74	82	n/a	n/a
Job provides right level of challenge	60	73	n/a	n/a	n/a	n/a
Have support at work to provide high level of service	64	73	75	73	n/a	n/a
Compensated fairly for job	36	54	49	73	61	54
Job Productivity Index	70	78	75	78	n/a	n/a

Table 6- Comparison of job productivity results for 2004 to 2011

For all six questions, except for “Provided with the tools and equipment needed to do job well”, the agreement score decreased substantially (by 1 to 18 percentage points) since 2009.

For the “Provided with the tools and equipment needed to do job well”, the favourable scores did not change in comparison to 2009.

The question with the largest decrease in agreement from 2009 was the “Compensated fairly for job” agreement score.

3-2 Talent Capacity- Your Career

3-2-1 Talent Capacity Details

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

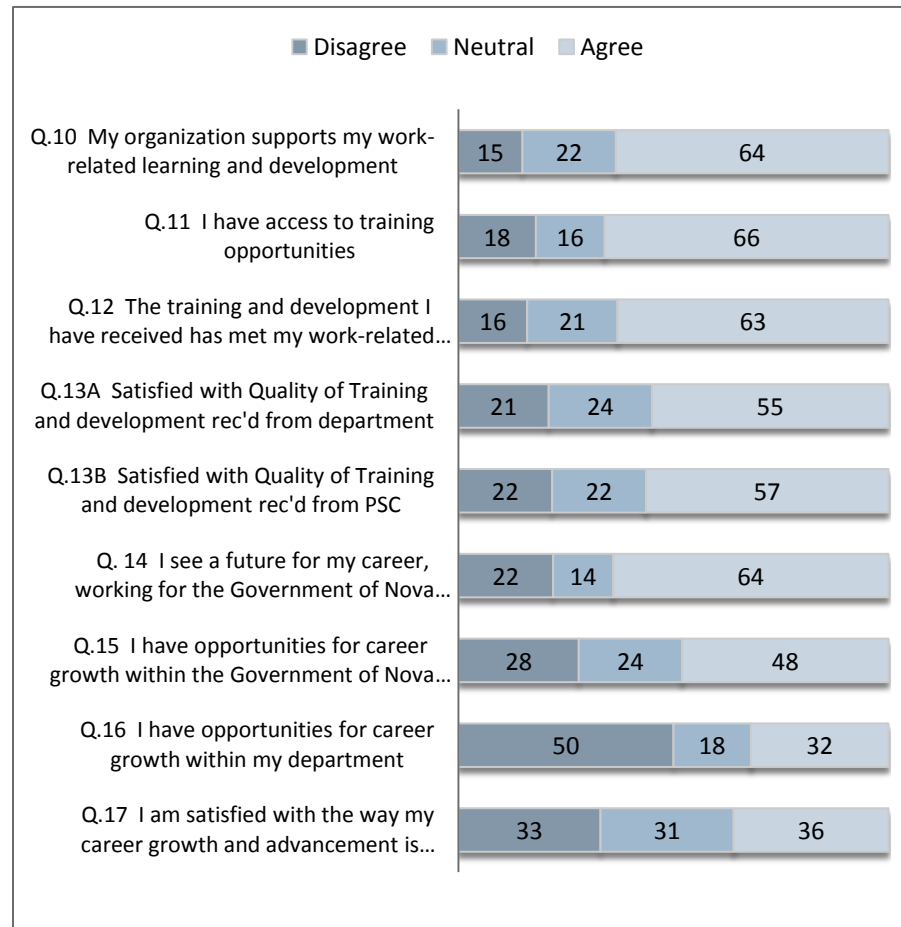


Figure 7 Detail talent capacity results for 2011

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.

	Finance	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	64	62
Have access to training opportunities	66	62
Training and development received met work-related needs	63	62
Satisfied with the quality of training and development received from department	55	54
Satisfied with the quality of training and development received from PSC	57	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	64	60
Have opportunities for career growth within the Government of Nova Scotia	48	42
Have opportunities for career growth within the department	32	32
Satisfied with the way career growth and advancement is progressing	36	38

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

As noted in the table above, using the strength-improvement category guide, Finance shares the same 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. Finance does not have any unique areas of concern.

3-2-3 Talent Capacity Trend

Table 8 below compares the Department 2004 to 2011 results for the talent capacity category.

	2011	2009	2007	2006	2005	2004
Organization supports work-related learning and development	64	80	70	82	n/a	n/a
Have access to training opportunities	66	84	80	82	94	66
Training and development received met work-related needs	63	79	n/a	n/a	n/a	n/a
See a future for career working for the Government of Nova Scotia	64	72	56	73	83	48
Have opportunities for career growth within the Government of Nova Scotia	48	62	53	46	n/a	n/a
Have opportunities for career growth within the department	32	42	38	n/a	n/a	n/a
Talent Capacity Index	56	71	62	64	n/a	n/a

Table 8 Comparison of talent capacity results for 2004 to 2011

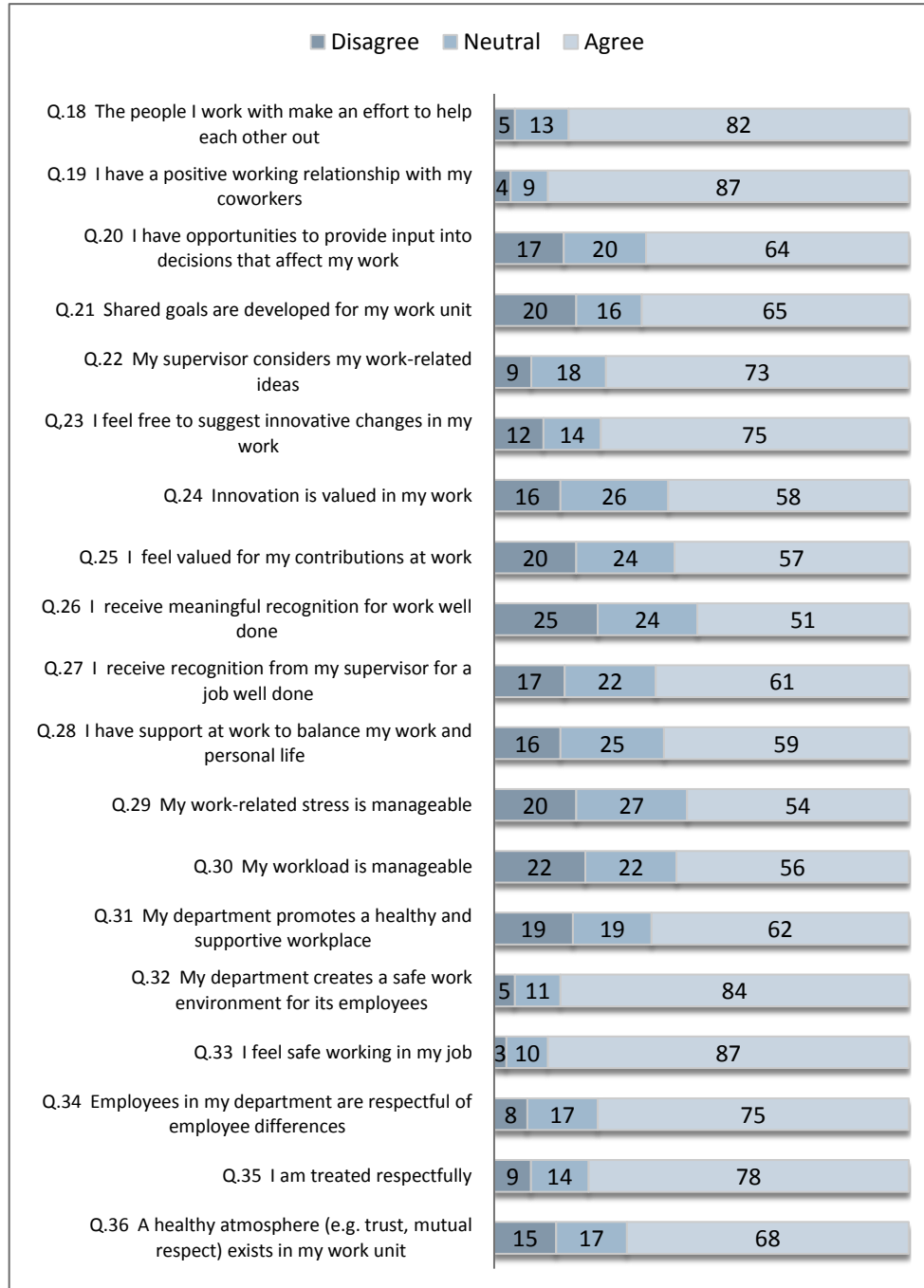
For all six questions, the level of agreement decreased substantially (by 9 to 18 percentage points) since 2009.

The question with the largest decrease in agreement from the 2009 was “Have access to training opportunities” agreement score.

3-3 Workplace Culture- Your Workplace

3-3-1 Workplace Culture Details

Figure 8 (continued on next page) summarizes the disagreement, neutral, and agreement scores for the workplace culture results (coworker relationships, employee involvement, innovation, recognition, quality of work life, healthy, supportive and respectful environment, diverse and inclusive workplace, staffing practices, and performance management practices).



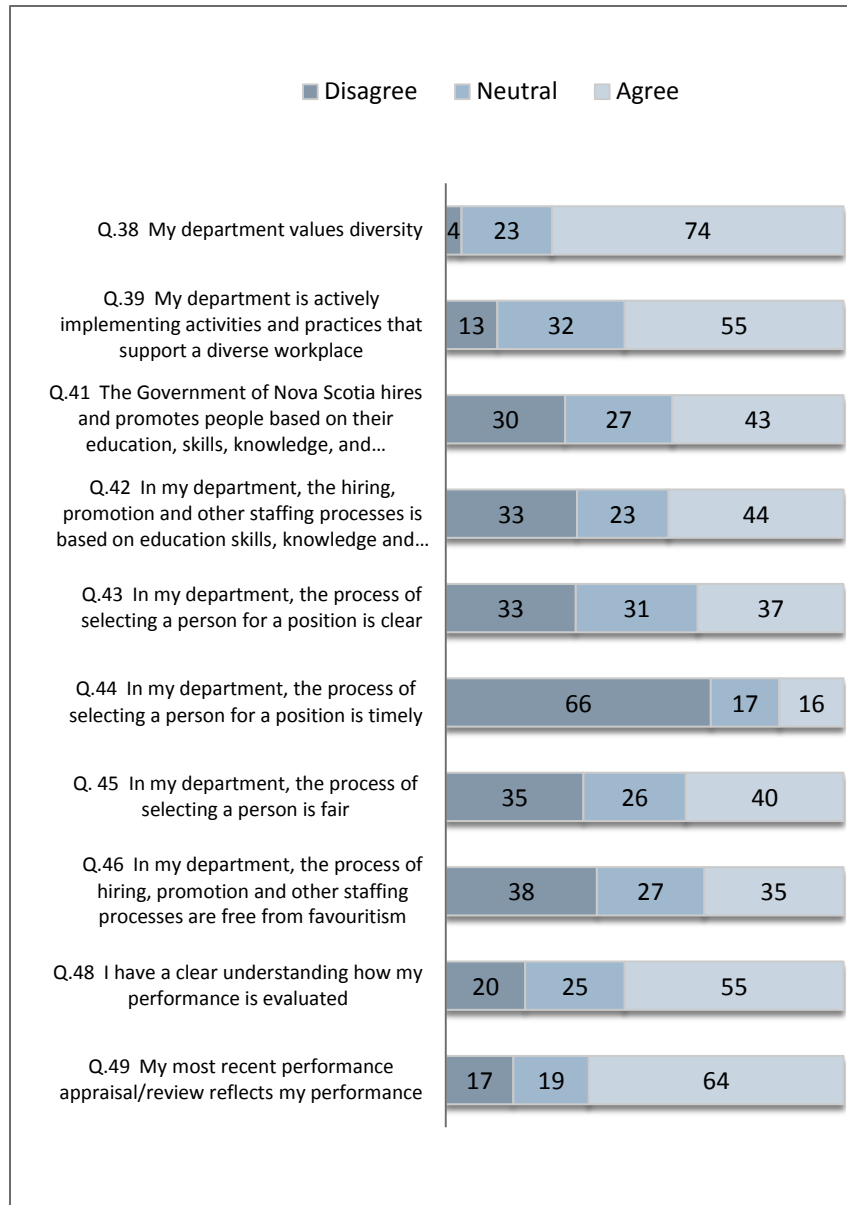


Figure 8 Detail workplace culture results for 2011

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.

	Finance	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	82	77
Have a positive working relationship with coworkers	87	84
Employee Involvement and Innovation		
Have opportunities to provide input into decisions that affect their work	64	60
Shared goals are developed for work unit	65	51
Supervisor considers their work-related ideas	73	69
Feel free to suggest innovative changes in their work	75	67
Innovation is valued in their work	58	54
Recognition		
Feel valued for contributions at work	57	54
Receive meaningful recognition for work well done	51	47
Receive recognition from supervisor for a job well done	61	58
Quality of Work Life		
Have support at work to balance work and personal life	59	62
Work-related stress is manageable	54	59
Workload is manageable	56	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	62	59
Department creates a safe work environment for its employees	84	73
Employees feel safe working in their job	87	78
Employees in department are respectful of employee differences	75	69
Treated respectfully at work	78	74
A healthy atmosphere (trust, mutual respect) exists in work unit	68	62
Diverse and Inclusive Environment		
Department values diversity	74	67
Department is actively implementing activities and practices that support a diverse workplace	55	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	43	49
In the department, the hiring, promotion and other staffing processes is based on their	44	48

	Finance	Corporate
education, skills, knowledge and experience		
In the department, the process of selecting a person for a position is clear	37	47
In the department, the process of selecting a person for a position is timely	16	21
In the department, the process of selecting a person is fair	40	41
In the department, hiring, promotion and other staffing processes are free from favouritism	35	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	70	65
% who didn't participate in a performance appraisal/review who would like to	89	76
Have a clear understanding of how performance is evaluated	55	59
Most recent performance appraisal/review reflects performance	64	67

Table 9 Comparison between Department and Corporate results for 2011

As noted in the table on the previous page, Finance shares similar strengths and areas for improvement with the corporate results. Concern for the 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 Finance is not as strong in the following area:

- Providing support at work to balance work and personal life

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

- Work units developing shared goals
- Feeling free to suggest innovative ideas
- Receiving meaningful recognition
- Employees receiving recognition for job well done by their supervisor
- Promoting a health, supportive and safe environment
- Employees respectful of employee differences
- Treating employees respectfully

3-3-3 Workplace Culture Trend

Table 10 (continued on next page) compares the Department 2004 to 2011 employee survey results for workplace culture category.

	2011	2009	2007	2006	2005	2004
The people I work with make an effort to help each other	82	91	82	91	89	64
Have a positive working relationship with coworkers	87	93	85	91	n/a	n/a
Have opportunities to provide input into decisions that affect their work	64	72	75	82	67	67
Shared goals are developed for work unit	65	69	71	64	65	58
Supervisor considers their work-related ideas	73	79	78	73	78	64
Feel free to suggest innovative changes in their work	75	76	n/a	n/a	n/a	n/a
Innovation is valued in their work	58	70	66	n/a	n/a	n/a
Feel valued for contributions at work	57	65	58	82	56	56
Receive meaningful recognition for work well done	51	61	53	55	n/a	n/a
Receive recognition from supervisor for a job well done	61	67	71	55	67	53
Have support at work to balance work and personal life	59	71	69	64	44	44
Work-related stress is manageable	54	73	n/a	n/a	n/a	n/a
Workload is manageable	56	73	n/a	n/a	n/a	n/a
Department promotes a healthy and supportive workplace	62	74	48	n/a	n/a	n/a
Department creates a safe work environment for its employees	84	85	84	82	89	67
Employees feel safe working in their job	87	91	89	91	94	68
Employees in department are respectful of employee differences	75	78	73	46	83	56
Treated respectfully at work	78	79	n/a	n/a	n/a	n/a
A healthy atmosphere (trust, mutual respect) exists in work unit	68	68	n/a	n/a	n/a	n/a
Department values diversity	74	72	63	64	44	38
Department is actively implementing activities and practices that support a diverse workplace	55	46	33	n/a	n/a	n/a
NS Government hires and promotes people based on their education, skills, knowledge and experience	43	58	32	27	33	32
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	44	54	n/a	n/a	n/a	n/a
In the department, the process of selecting a person for a position is clear	37	51	n/a	n/a	n/a	n/a
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	70	77	59	46	67	52

Have a clear understanding of how performance is evaluated	55	72	n/a	n/a	n/a	n/a
Most recent performance appraisal/review reflects performance	64	65	n/a	n/a	n/a	n/a
Workplace Culture Index	64	73	70	n/a	n/a	n/a

Table 10 Comparison of workplace culture results for 2004 to 2011

Except for three questions the level of agreement decreased substantially (by 1 to 19 percentage points) since 2009. The question with the largest decrease in agreement was “Work-related stress is manageable” agreement score.

For the diversity questions, “Department values diversity” and “Department is actively implementing activities and practices that support a diverse workplace” the favourable scores have increased in comparison to 2009 (by 2 to 9 percentage points).

For the “A healthy atmosphere (trust, mutual respect) exists in work unit”, the favourable scores did not change in comparison to 2009.

3-4 Leadership - Your Leader

3-4-1 Leadership Details

Figure 9 summarizes the disagreement, neutral, and agreement scores for leadership practices results (clear direction and expectations, organizational communication, senior leadership practices and direct supervisory practices drivers).

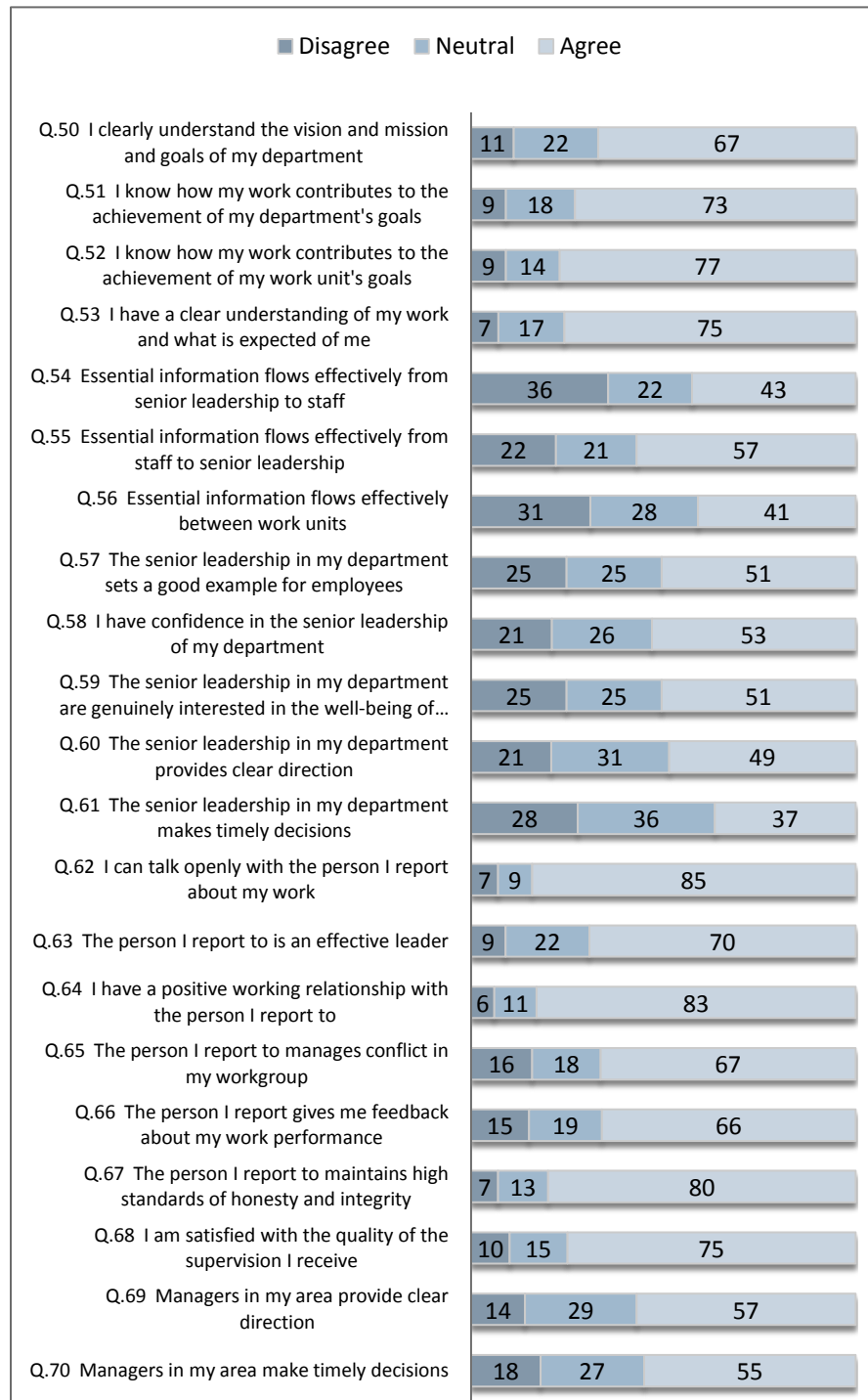


Figure 9 Detail leadership results for 2011

3-4-2 Leadership Comparison

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

	Finance	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	73	73
Know how work contributes to the achievement of work unit goals	77	79
Have a clear understanding of their work and what is expected of them	75	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	43	37
Essential information flows effectively from staff to senior leadership	57	43
Essential information flows effectively between work units	41	33
Senior Leadership Practices		
Department senior leadership sets a good example	51	48
Have confidence in the department senior leadership	53	48
Department senior leadership are genuinely interested in the well being of employees	51	49
Department senior leadership provides clear direction	49	42
Department senior leadership makes timely decisions	37	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	85	76
Person report to is an effective leader	70	63
Employees have a positive working relationship with the person they report to	83	77
Person they report to manages conflict in the workgroup	67	54
Person they report to gives employees feedback on their work performance	66	63
Person they report to maintains high standards of honesty and integrity	80	72
Satisfied with the quality of supervision received	75	65
Managers provide clear direction	57	56
Managers make timely decisions	55	51

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

As noted in the table on the previous page, Finance shares similar strengths and areas for improvement with the corporate results. Finance has no unique areas of concern. Concern for the organizational communication and senior leadership practices are corporate-wide issues.

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

- Employee belief that essential information flows effectively from staff to senior leadership
- Senior leadership setting a good example
- Confidence in senior leadership
- Senior leadership genuinely interested in employees
- Employees belief that the person they report to manages conflict in their workgroup
- Person they report to maintains high standards of honesty and integrity
- Employee satisfaction with the quality of supervision

3-4-3 Leadership Trend

Table 12 below compares the Department 2004 to 2011 results for the leadership category.

	2011	2009	2007	2006	2005	2004
Clearly understood the vision, mission and goals of the department	67	65	n/a	n/a	n/a	n/a
Know how work contributes to the achievement of department goals	73	82	77	82	94	60
Know how work contributes to the achievement of work unit goals	77	92	n/a	n/a	n/a	n/a
Have a clear understanding of their work and what is expected of them	75	84	n/a	n/a	n/a	n/a
Essential information flows effectively from senior leadership to staff	43	54	48	n/a	n/a	n/a
Department senior leadership sets a good example	51	56	43	64	61	44
Have confidence in the department senior leadership	53	69	53	64	72	47
Department senior leadership are genuinely interested in the well being of employees	51	54	55	n/a	n/a	n/a
Department senior leadership provides clear direction	49	60	43	n/a	n/a	n/a
Department senior leadership makes timely decisions	37	46	38	n/a	n/a	n/a
Employees can talk openly with the person they report to about work	85	80	80	64	89	68
Person report to is an effective leader	70	61	73	64	n/a	n/a
Employees have a positive working relationship with the person they report to	83	84	88	73	n/a	n/a
Person they report to manages conflict in the workgroup	67	48	45	46	61	44
Person they report to gives employees feedback on their work performance	66	76	71	46	61	55
Person they report to maintains high standards of honesty and integrity	80	80	n/a	n/a	n/a	n/a
Satisfied with the quality of supervision received	75	69	63	n/a	n/a	n/a
Managers provide clear direction	57	60	n/a	n/a	n/a	n/a
Managers make timely decisions	55	59	53	n/a	n/a	n/a
Leadership Index	61	69	60	n/a	n/a	n/a

Table 12 Comparison of leadership results for 2004 to 2011

Except for six questions the level of agreement decreased substantially (by 3 to 16 percentage points) since 2009. The question with the largest decrease in agreement was “Have confidence in the department senior leadership”.

The following questions increased in comparison to 2009 (by 2 to 19 percentage points):

- Clearly understood the vision, mission and goals of the department
- Employees can talk openly with the person they report to about work
- Person report to is an effective leader
- Person they report to manages conflict in the workgroup
- Satisfied with the quality of supervision received

In comparison to 2009, there was no change in favourable agreement scores for the question “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, 21% of Finance employees have experienced bullying behavior in the last 12 months. And 21% 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	38%
The person they report to	24%
Another manager in the org	14%
Someone who works for another part of the organization	10%
Someone you manage	10%
Someone who works at a government workplace who is not a direct employee of government	5%

Table 13 Who harassed/bullied the employee in 2011

4-2 Inclusive Environment

As shown in the survey results, 8% of Finance employees have experienced racism and/or discrimination in the last 12 months. Only 17% 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:	
The person they report to	38%
Coworker or colleague	25%
Another manager in the organization	25%
Someone who works for another part of the organization	12%

Table 14 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:	
Sex (Gender)	30%
Race	20%
Family status	20%
Colour	10%
Mental disability	10%
Ethnic	10%

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

4-3 Employees' Retention Intentions

As shown in the tables below, 28% of Finance employees are planning on leaving within the next 5 years. The main reason for leaving is retirement or 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	10%
Between 3-5 years	18%
Between 6-10 years	16%
11 years or more	56%

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	38%
Pursuing other employment opportunities	19%
Job itself (not interesting work or lack of challenge)	13%
Management (lack of support or recognition)	9%
Other	9%
Family obligations	6%
Pursuing other educational training	3%
End of contract or term appointment	3%

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

Appendix I Mean Scores

	Mean Score
Productivity	
<u>Job Support and Tools</u>	
Provided with the tools and equipment needed to do job well	3.94
Provided with the communication needed to do job well	3.69
Physical work environment allows employees to fully contribute to job	3.99
<u>Job Fit</u>	
Job is a good fit with skills and interests	4.09
Job provides right level of challenge	3.67
<u>Quality of Service</u>	
Have support at work to provide high level of service	3.78
Work unit is making an effort to improve service quality	3.92
Work unit measures and monitors to make sure they are meeting their service quality	3.64
<u>Compensation</u>	
Compensated fairly for job	2.83
Talent Capacity	
<u>Learning and Development</u>	
Organization supports work-related learning and development	3.78
Have access to training opportunities	3.72
Training and development received met work-related needs	3.73
Satisfied with the quality of training and development received from department	3.53
Satisfied with the quality of training and development received from PSC	3.59
<u>Opportunities for Career Growth and Advancement</u>	
See a future for career working for the Government of Nova Scotia	3.73
Have opportunities for career growth within the Government of Nova Scotia	3.27
Have opportunities for career growth within the department	2.66
Satisfied with the way career growth and advancement is progressing	3.07

	Mean Score
Workplace Culture	
<u>Coworker Relationship</u>	
The people I work with make an effort to help each other	4.27
Have a positive working relationship with coworkers	4.37
<u>Employee Involvement and Innovation</u>	
Have opportunities to provide input into decisions that affect their work	3.69
Shared goals are developed for work unit	3.62
Supervisor considers their work-related ideas	3.97
Feel free to suggest innovative changes in their work	3.92
Innovation is valued in their work	3.63
<u>Recognition</u>	
Feel valued for contributions at work	3.58
Receive meaningful recognition for work well done	3.35
Receive recognition from supervisor for a job well done	3.35
<u>Quality of Work Life</u>	
Have support at work to balance work and personal life	3.67
Work-related stress is manageable	3.50
Workload is manageable	3.50
<u>Healthy, Supportive and Respectful Environment</u>	
Department promotes a healthy and supportive workplace	3.59
Department creates a safe work environment for its employees	4.22
Employees feel safe working in their job	4.37
Employees in department are respectful of employee differences	4.09
Treated respectfully at work	4.11
A healthy atmosphere (trust, mutual respect) exists in work unit	3.82
<u>Diverse and Inclusive Environment</u>	
Department values diversity	4.08
Department is actively implementing activities and practices that support a diverse workplace	3.66
<u>Staffing Practices</u>	
NS Government hires and promotes people based on their	3.10

	Mean Score
education, skills, knowledge and experience	
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.10
In the department, the process of selecting a person for a position is clear	3.02
In the department, the process of selecting a person for a position is timely	2.21
In the department, the process of selecting a person is fair	3.05
In the department, hiring, promotion and other staffing processes are free from favouritism	2.92
<u>Performance Management Practices</u>	
Have a clear understanding of how performance is evaluated	3.52
Most recent performance appraisal/review reflects performance	3.74
<u>Leadership</u>	
<u>Clear Direction and Expectations</u>	
Clearly understood the vision, mission and goals of the department	3.77
Know how work contributes to the achievement of department goals	3.96
Know how work contributes to the achievement of work unit goals	4.03
Have a clear understanding of their work and what is expected of them	4.04
<u>Organizational Communication</u>	
Essential information flows effectively from senior leadership to staff	3.03
Essential information flows effectively from staff to senior leadership	3.44
Essential information flows effectively between work units	3.09
<u>Senior Leadership Practices</u>	
Department senior leadership sets a good example	3.42
Have confidence in the department senior leadership	3.46
Department senior leadership are genuinely interested in the well-being of employees	3.39
Department senior leadership provides clear direction	3.37
Department senior leadership makes timely decisions	3.04

	Mean Score
<u>Direct Supervisory Practices</u>	
Employees can talk openly with the person they report to about work	4.29
Person report to is an effective leader	3.99
Employees have a positive working relationship with the person they report to	4.30
Person they report to manages conflict in the workgroup	3.78
Person they report to gives employees feedback on their work performance	3.90
Person they report to maintains high standards of honesty and integrity	4.22
Satisfied with the quality of supervision received	4.04
Managers provide clear direction	3.65
Managers make timely decisions	3.51
<u>Overall</u>	
Work for an effective organization	3.71
Satisfied with my job	3.41
Satisfied with my department	3.45
Overall satisfied with work as a Government of Nova Scotia employee	3.70
Proud to tell people work as a Government of Nova Scotia employee	3.88
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.74
Inspired to give my very best	3.76
Would recommend the Government of Nova Scotia as a great place to work	3.70