

How's Work Going 2011

*Department of Fisheries and Aquaculture
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 sent to all employees in an online format. This report contains the results of all permanent, contract and term employees who responded to the survey. Department of Fisheries and Aquaculture had a response rate of 52% (61% in 2009). The survey was open between March 2nd - 31st, 2011.

1.3 How to read this report?

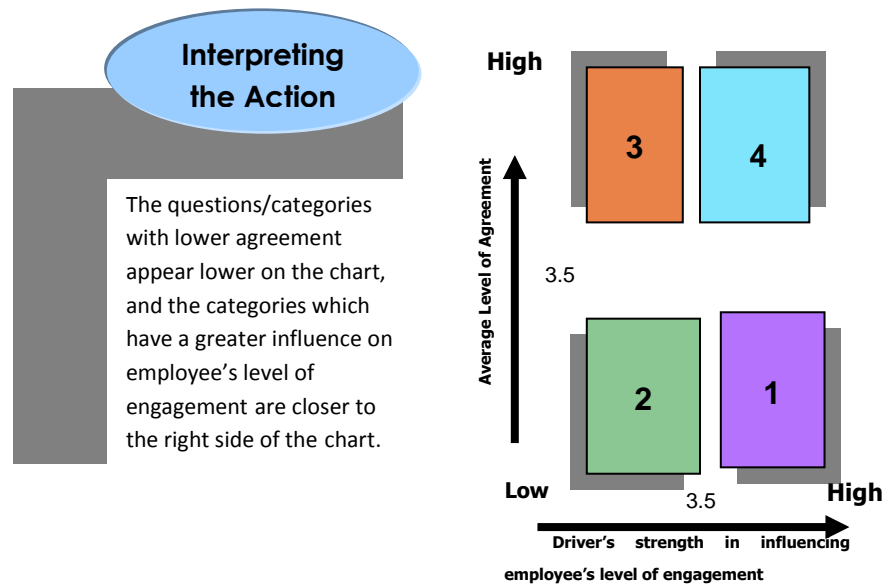
In this report, the results are presented in the following matter:

• 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- Engagement Outcome Results

2.1 Engagement Outcome Summary

In 2006, the Government of Nova Scotia established the Employee Engagement Index based on the Public Sector Interjurisdictional Engagement Model. The Employee Engagement Index measures the extent to which individuals feel connected to and involved in their job and their organization and their level of satisfaction and commitment. The index is an average calculation of six satisfaction and commitment agreement scores. The percent who agreed with each of the six questions that comprise the Employee Engagement Index is also provided below.

	Agreement Score
Job Satisfaction	
Job Satisfaction	79
Organizational Satisfaction	
Department Satisfaction	71
Overall Satisfaction	82
Organizational Commitment	
Proud	71
Preference to stay with NS Government	74
Inspired	75
Would Recommend as a great place to work	79
Engagement Index	75

Table 1 Engagement Index and Engagement Outcome Results

Fisheries and Aquaculture employee index is 75 and would be considered a clear strength.

2.2 Engagement Outcome Details

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

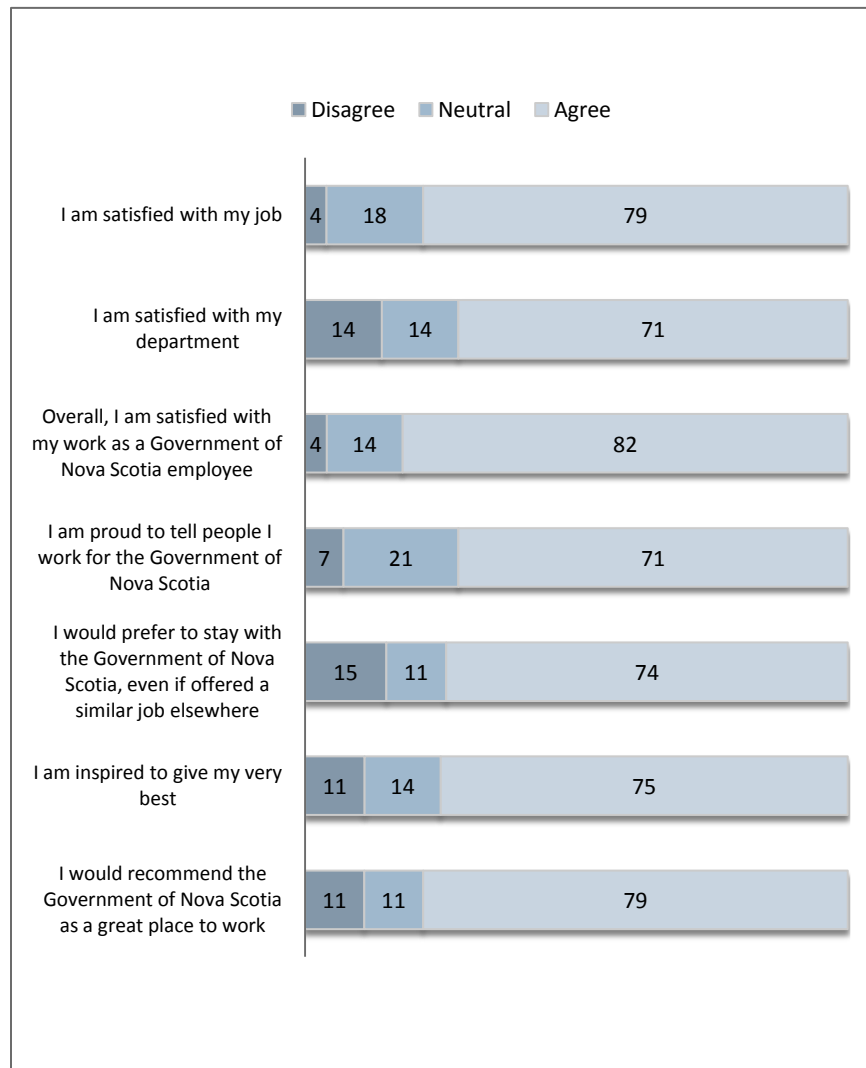


Figure 1 Detail engagement outcome results for 2011

2.3 Engagement Trend

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

	2011	2009
Job Satisfaction	79	97
Department Satisfaction	71	86
Overall Satisfaction	82	92
Proud	71	86
Preference to stay with Government of Nova Scotia	74	72
Inspired	75	83
Would Recommend as a great place to work	79	83
Engagement Level	75	84

Table 2 Employee Engagement Trend

For all seven questions, except preference to stay, the level of agreement decreased substantially (by 4 to 18 percentage points). For the preference to stay question favourable score has increased in comparison to their baseline (by 2 percentage points). The question with the largest decrease in agreement was job satisfaction agreement score.

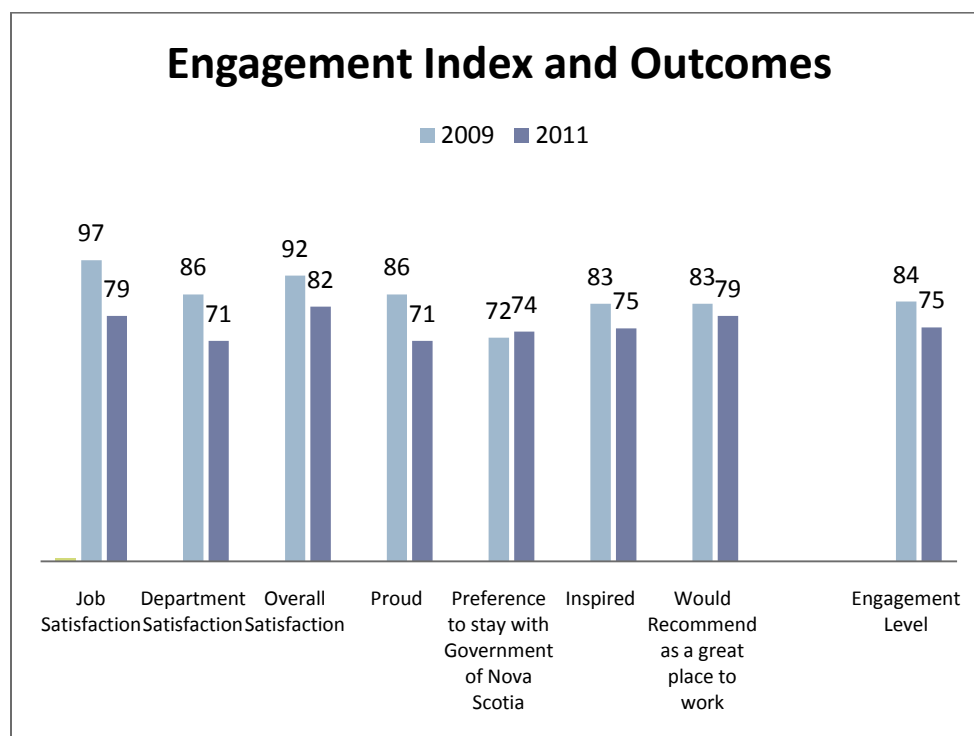


Figure 2 Employee Engagement Index Comparison

2.4 How does Fisheries and Aquaculture 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	79	59
Organizational Satisfaction		
Department Satisfaction	71	53
Overall Satisfaction	82	67
Organizational Commitment		
Proud	71	62
Preference to stay with Government of Nova Scotia	74	62
Inspired	75	68
Would Recommend as a great place to work	79	57
Engagement Level		
Engagement Level	75	62

Table 3 Employee Engagement score comparison

Clear Strength	Strength	Area for Improvement	Area for Concern
----------------	----------	----------------------	------------------

As noted in the table above, Fisheries and Aquaculture shares the same strengths and areas for improvement as seen in the corporate results. Using the strength-improvement category guide, Fisheries and Aquaculture has stronger satisfaction and commitment (inspired and would recommend) 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 Fisheries and Aquaculture employees' value:

1. Pay and benefits- 16%
2. Challenging and interesting work -11%
3. Having the opportunity to balance work and personal life – 11%
4. Working with people I like -9%
5. A chance to make a difference – 8%
6. Being treated with respect- 8%
7. Opportunities for growth and advancement- 8%
8. Receiving recognition for a job well done -8%
9. Freedom to make decisions about how I do my job -7%
10. A chance to learn new skills and to develop -5%
11. A chance to have ideas adopted and put into use -5%
12. Working for a manager I respect -4%
13. Working for a leader I respect -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 -27%
2. Compensation- 15%
3. Work Location – 15%
4. Quality work life balance – 15%
5. Career advancement opportunities- 11%
6. Desire to work for the public service- 10%
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 2 illustrates this:

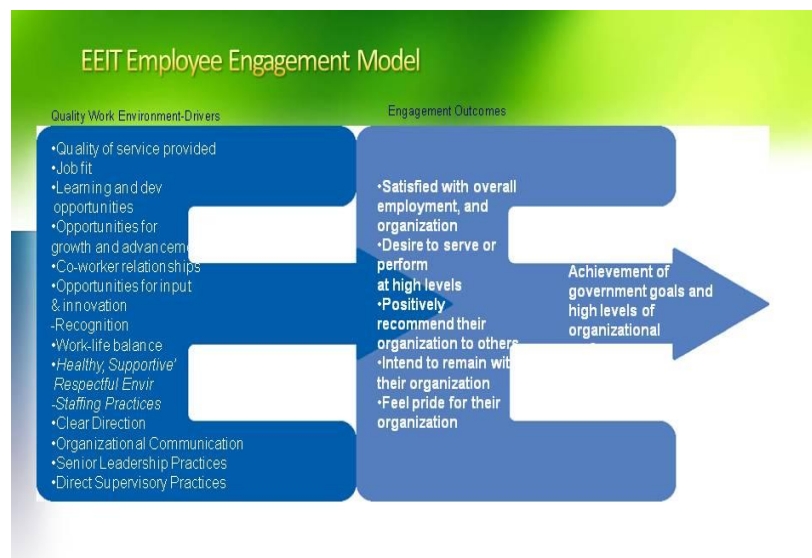


Figure 3 Employee Engagement Model

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

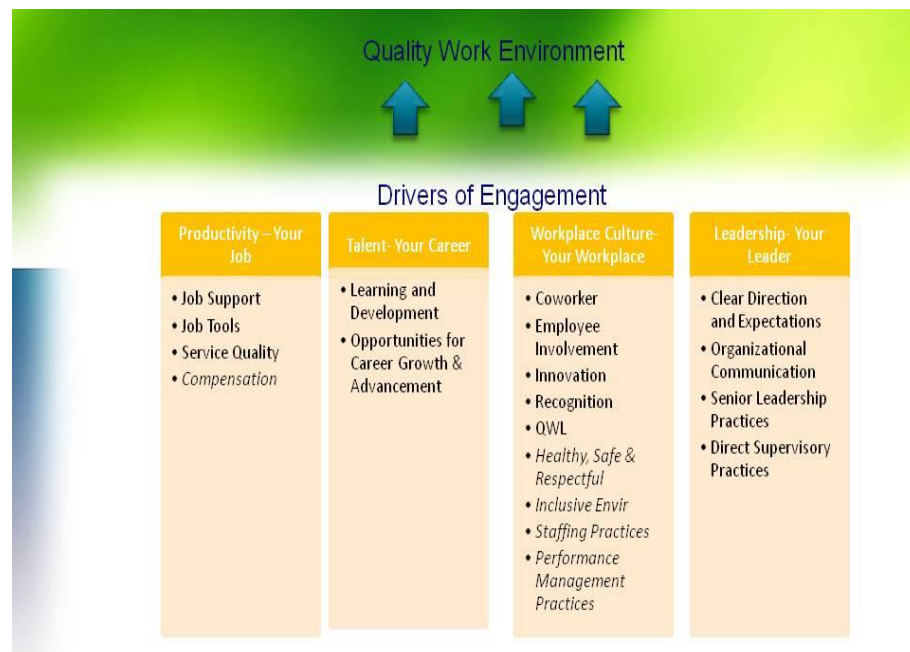


Figure 4 Drivers of Engagement category chart

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 below outlines the factors influencing employees' level of commitment and satisfaction, based on the Fisheries and Aquaculture 2011 survey results.

1. Job Satisfaction
2. Recognition
3. Opportunities for Growth and Advancement
4. Job Support and Tools
5. Quality Work Life
6. Job Fit
7. Direct Supervisory Practices

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

1. Provided support to provide quality service
2. Opportunities for Growth and Advancement
3. Direct Supervisory Practices
4. Job Support and Tools
5. Recognition
6. Healthy, Supportive and Respectful work environment
7. Learning and Development Opportunities

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 Fisheries and Aquaculture:

	Index
Job Productivity Index	71
Talent Capacity Index	50
Workplace Culture Index	70
Leadership Index	60
Overall- Quality Environment Index	64

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 influences their level of satisfaction and commitment.

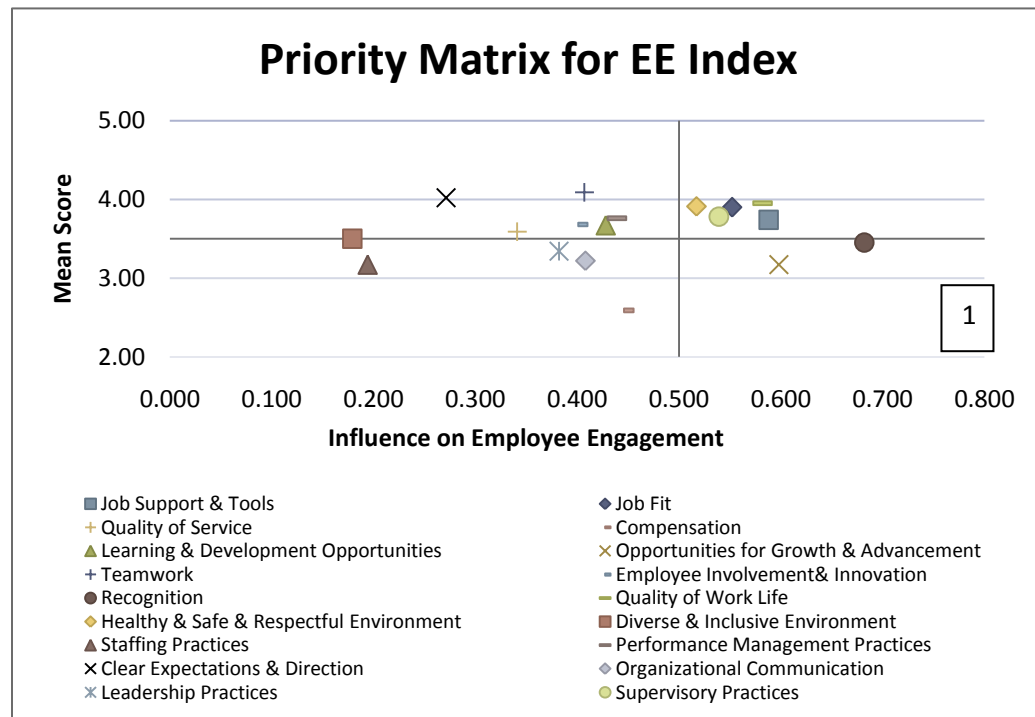


Figure 5 Priority Action Matrix Grid

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 Fisheries and Aquaculture's focus should be:

- Recognition
- Opportunities for Career Growth and Advancement
- Compensation
- Organization Communication

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



The next section of this report provides insight into how Fisheries and Aquaculture 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 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.

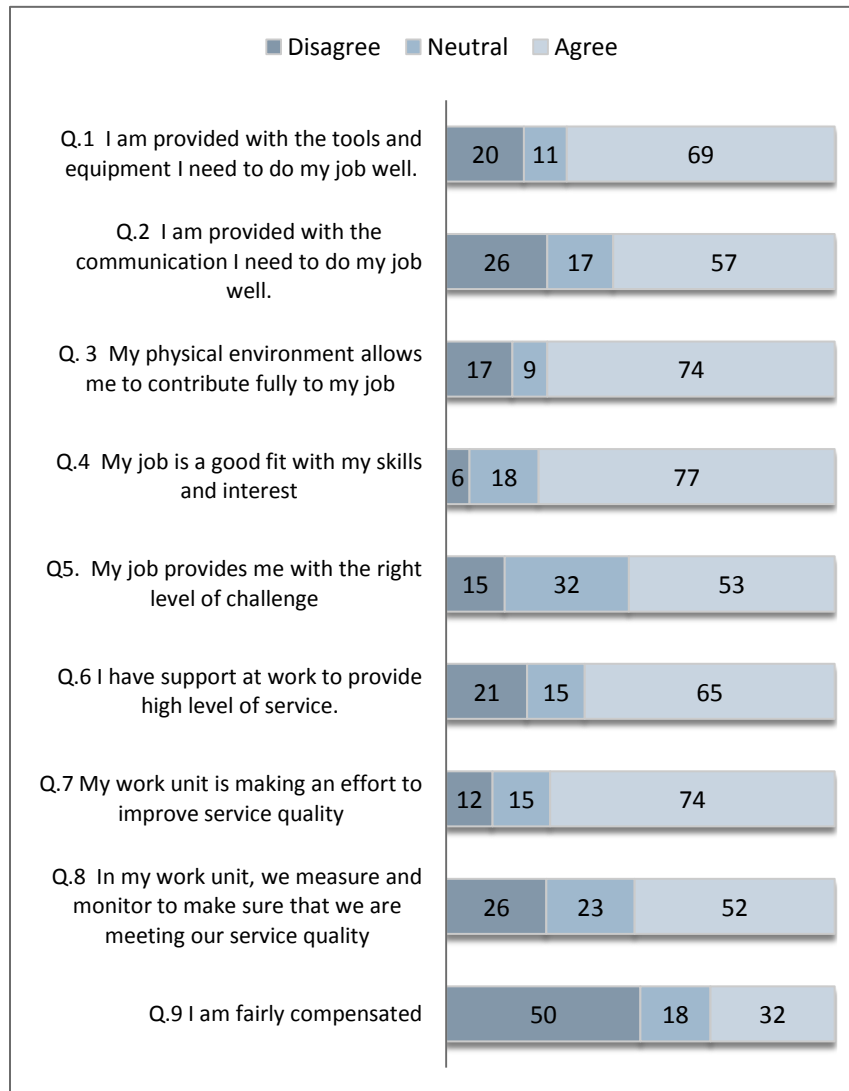


Figure 6 Detail job productivity capacity results for 2011

3.1.2 Productivity Capacity Comparison

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

	Department	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	69	72
Provided with the communication needed to do job well	57	58
Physical work environment allows employees to fully contribute to job	74	71
Job Fit		
Job is a good fit with skills and interests	77	79
Job provides right level of challenge	53	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	74	68
Work unit measures and monitors to make sure they are meeting their service quality	52	56
Compensation		
Compensated fairly for job	32	44

Table 5 Productivity Capacity comparison

As noted in Table 5 above, using the strength-improvement category guide, Fisheries and Aquaculture shares the same strengths and areas for improvement with the corporate results. There is no unique area for concern for Fisheries and Aquaculture. Compensation is a corporate-wide issue.

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	69	70
Provided with the communication needed to do job well	57	68
Job is a good fit with skills and interests	77	89
Job provides right level of challenge	53	81
Have support at work to provide high level of service	65	73
Compensated fairly for job	32	57
Job Productivity Index	71	81

Table 6 Productivity Capacity Trend

For all six questions, the level of agreement decreased substantially (by 1 to 28 percentage points). The question with the largest decrease in agreement was “Job provides right level of challenge” agreement score.

3.2 Talent Capacity- Your Career

3.2.1 Talent Capacity Details

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).

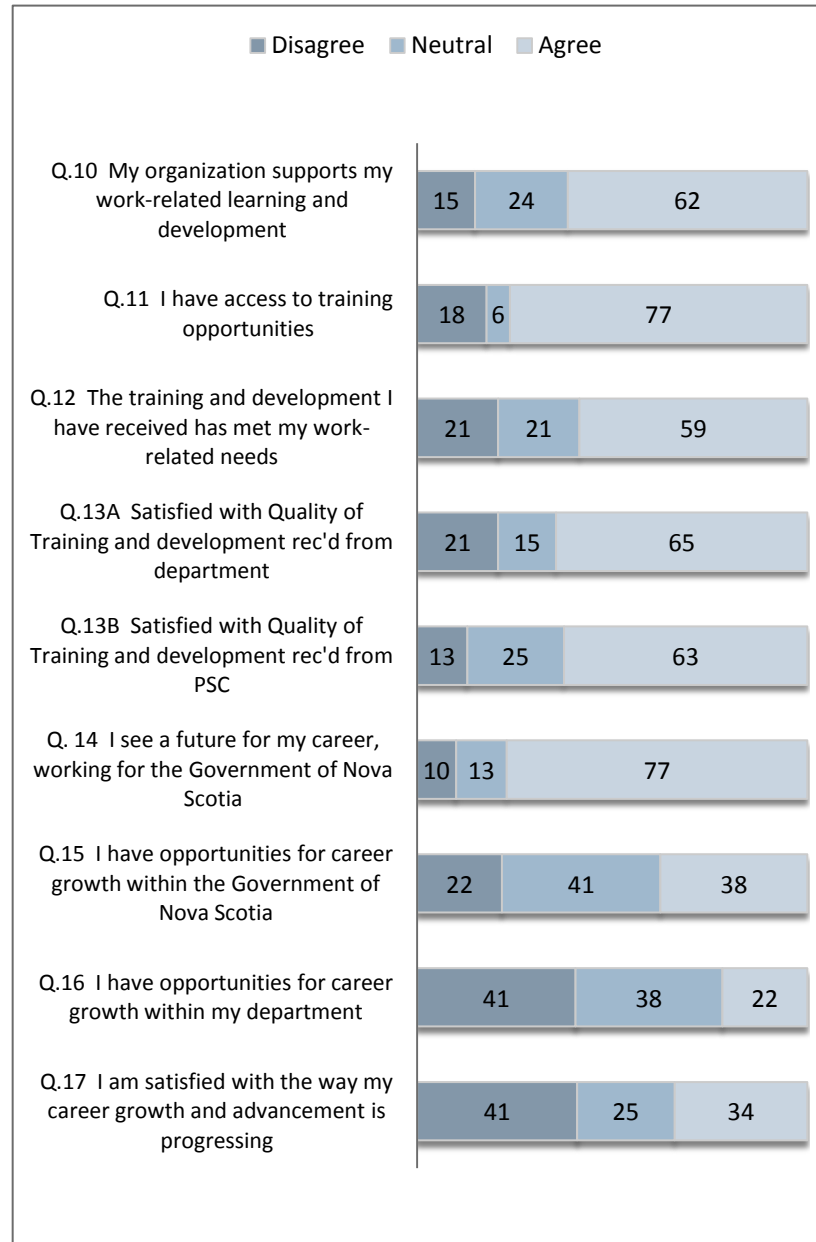


Figure 7 Detail talent capacity results for 2011

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.

	Department	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	62	62
Have access to training opportunities	77	62
Training and development received met work-related needs	59	62
Satisfied with the quality of training and development received from department	65	54
Satisfied with the quality of training and development received from PSC	63	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	77	60
Have opportunities for career growth within the Government of Nova Scotia	38	42
Have opportunities for career growth within the department	22	32
Satisfied with the way career growth and advancement is progressing	34	38

Table 7 Talent Capacity Comparison

As noted in the table above, Fisheries and Aquaculture 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 Fisheries and Aquaculture is not as strong in the following area:

- Feeling training and development met their work-related needs

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

- Access to training opportunities
- Employees satisfaction with the quality of training and development received from their department and PSC
- Employees seeing a future for their career working for the Government of Nova Scotia

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	62	78
Have access to training opportunities	77	87
Training and development received met work-related needs	59	81
See a future for career working for the Government of Nova Scotia	77	81
Have opportunities for career growth within the Government of Nova Scotia	38	68
Have opportunities for career growth within the department	22	51
Talent Capacity Index	50	73

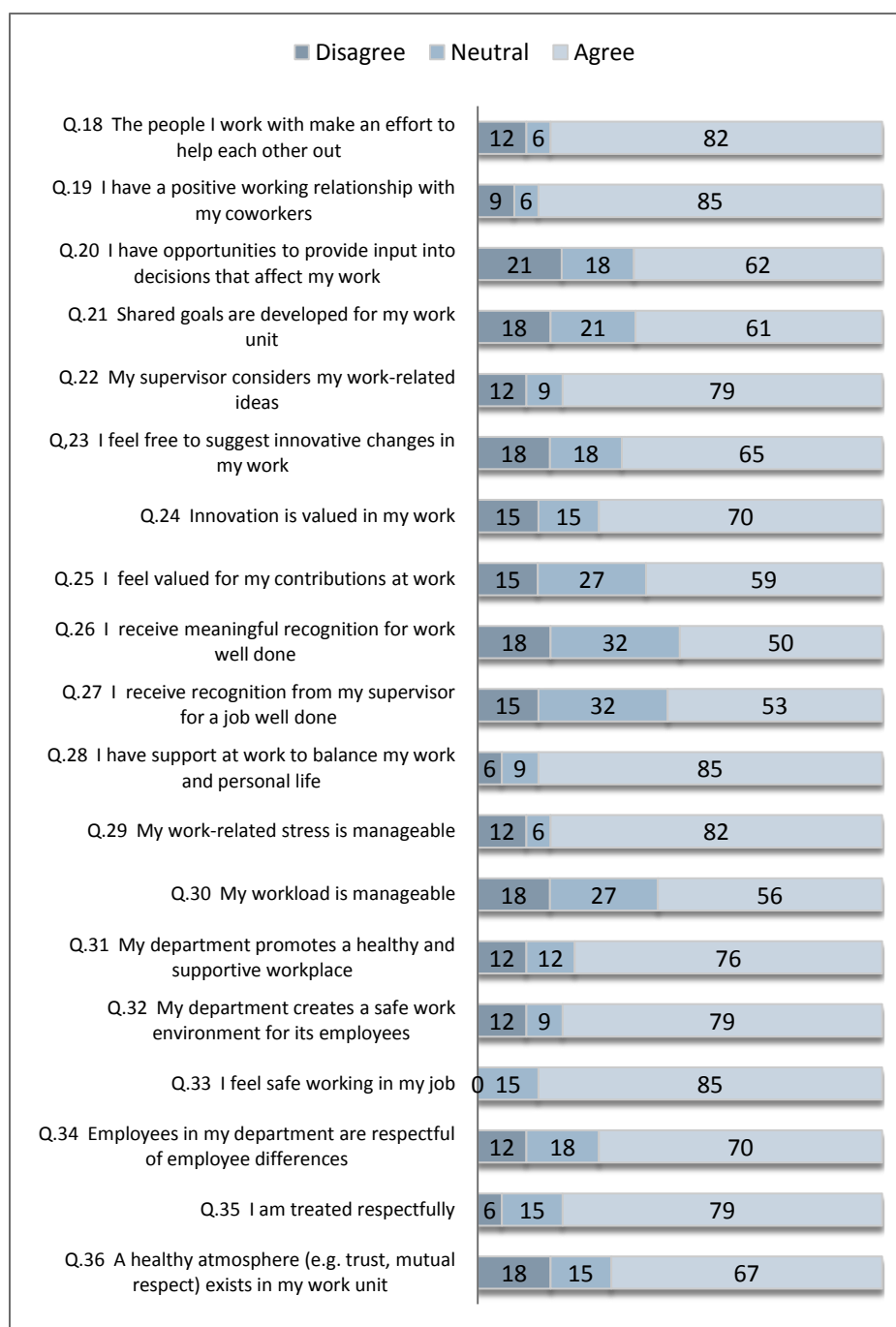
Table 8 Talent Capacity Trend

For all six questions, the level of agreement decreased substantially (by 4 to 30 percentage points). The question with the largest decrease in agreement was "Have opportunities for career growth within the Government of Nova Scotia" agreement score.

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).



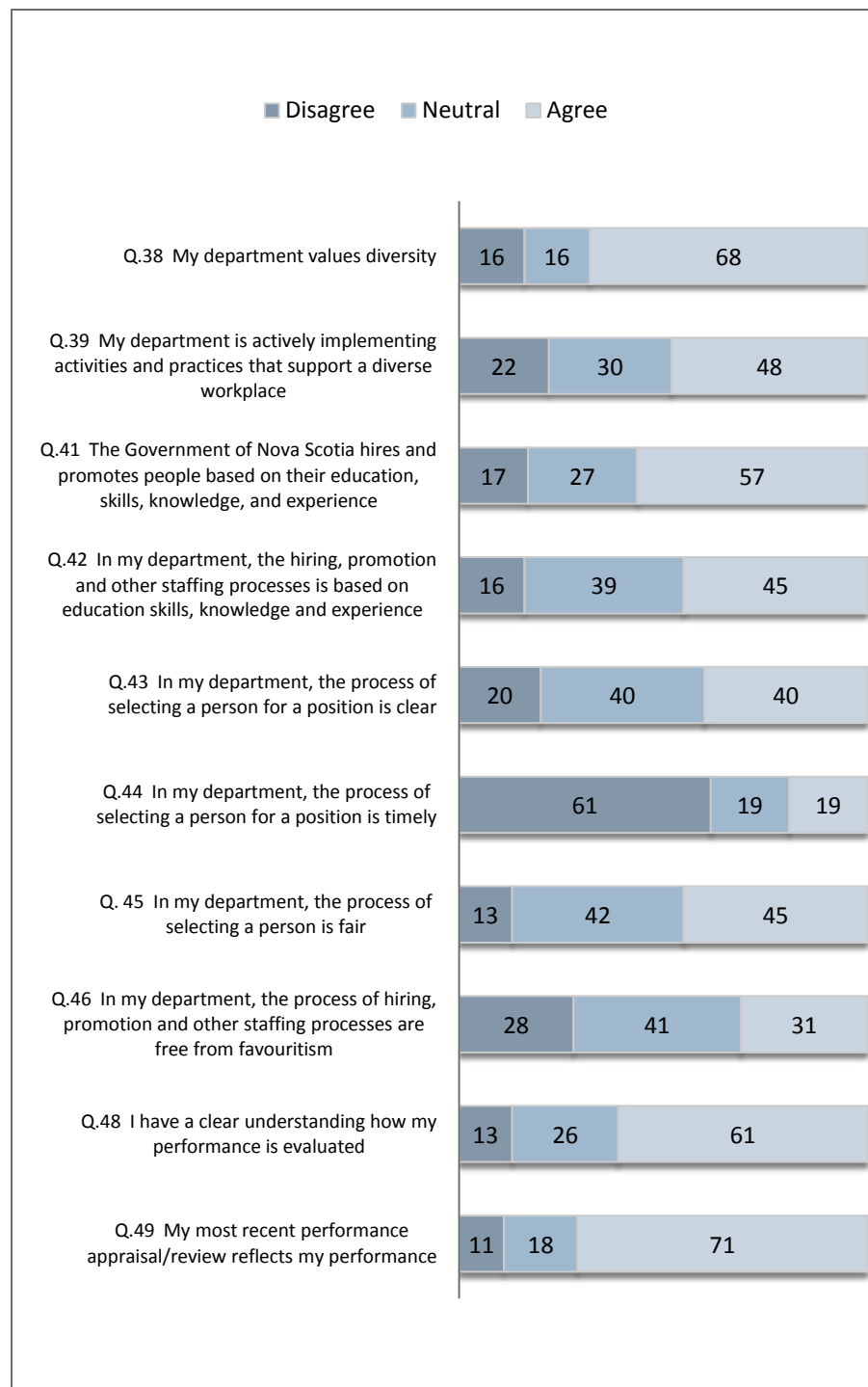


Figure 8 Detail workplace culture results for 2011

3.3.2 Workplace Culture Comparison

Table 9 (continued on next page) compares the Department results to the overall Corporate results for 2011 employee survey workplace culture results.

	Department	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	82	77
Have a positive working relationship with coworkers	85	84
Employee Involvement and Innovation		
Have opportunities to provide input into decisions that affect their work	62	60
Shared goals are developed for work unit	61	51
Supervisor considers their work-related ideas	79	69
Feel free to suggest innovative changes in their work	65	67
Innovation is valued in their work	70	54
Recognition		
Feel valued for contributions at work	59	54
Receive meaningful recognition for work well done	50	47
Receive recognition from supervisor for a job well done	53	58
Quality of Work Life		
Have support at work to balance work and personal life	85	62
Work-related stress is manageable	82	59
Workload is manageable	56	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	76	59
Department creates a safe work environment for its employees	79	73
Employees feel safe working in their job	85	78
Employees in department are respectful of employee differences	70	69
Treated respectfully at work	79	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	57	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	45	48
In the department, the process of selecting a person for a position is clear	40	47

	Department	Corporate
In the department, the process of selecting a person for a position is timely	19	21
In the department, the process of selecting a person is fair	45	41
In the department, hiring, promotion and other staffing processes are free from favouritism	31	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	72	65
% who didn't participate in a performance appraisal/review who would like to	75	76
Have a clear understanding of how performance is evaluated	61	59
Most recent performance appraisal/review reflects performance	71	67

Table 9 Workplace Culture comparison with corporate results

As noted in Table 9, Fisheries and Aquaculture 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 Fisheries and Aquaculture not as strong in the following areas:

- Actively implementing initiatives to support diversity

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

- Developing shared goals within work unit
- Supervisor considering employee work-related ideas
- Valuing innovation
- Receiving meaningful recognition
- Providing support at work balancing work and personal life
- Manageability of work-related stress
- Promoting healthy, supportive and safe environment
- Treating employees respectfully
- Perception of merit hiring and understanding of the staffing practices within government
- Employees understanding of the performance management practices

3.3.2 Workplace Culture Trend

Table 10 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	82	92
Have a positive working relationship with coworkers	85	90
Have opportunities to provide input into decisions that affect their work	62	76
Shared goals are developed for work unit	61	64
Supervisor considers their work-related ideas	79	81
Feel free to suggest innovative changes in their work	65	78
Innovation is valued in their work	70	76
Feel valued for contributions at work	59	73
Receive meaningful recognition for work well done	50	68
Receive recognition from supervisor for a job well done	53	76
Have support at work to balance work and personal life	85	89
Work-related stress is manageable	82	84
Workload is manageable	56	70
Department promotes a healthy and supportive workplace	76	87
Department creates a safe work environment for its employees	79	89
Employees feel safe working in their job	85	95
Employees in department are respectful of employee differences	70	69
Treated respectfully at work	79	89
A healthy atmosphere (trust, mutual respect) exists in work unit	67	78
Department values diversity	68	67
Department is actively implementing activities and practices that support a diverse workplace	48	56
NS Government hires and promotes people based on their education, skills, knowledge and experience	57	83
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	45	72
In the department, the process of selecting a person for a position is clear	40	69
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	72	61
Have a clear understanding of how performance is evaluated	61	78
Most recent performance appraisal/review reflects performance	71	75
Workplace Culture Index	70	80

Table 10 Workplace Culture Trend

Except for three questions, the level of agreement decreased substantially (by 2 to 29 percentage points). The question with the largest decrease in agreement was “In the department, the process of selecting a person for a position is clear’ agreement score.

For the following three questions, the favourable scores have increased (by 1 to 11 percentage points):

- Employees in department are respectful of employee differences
- Department values diversity
- Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)

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).

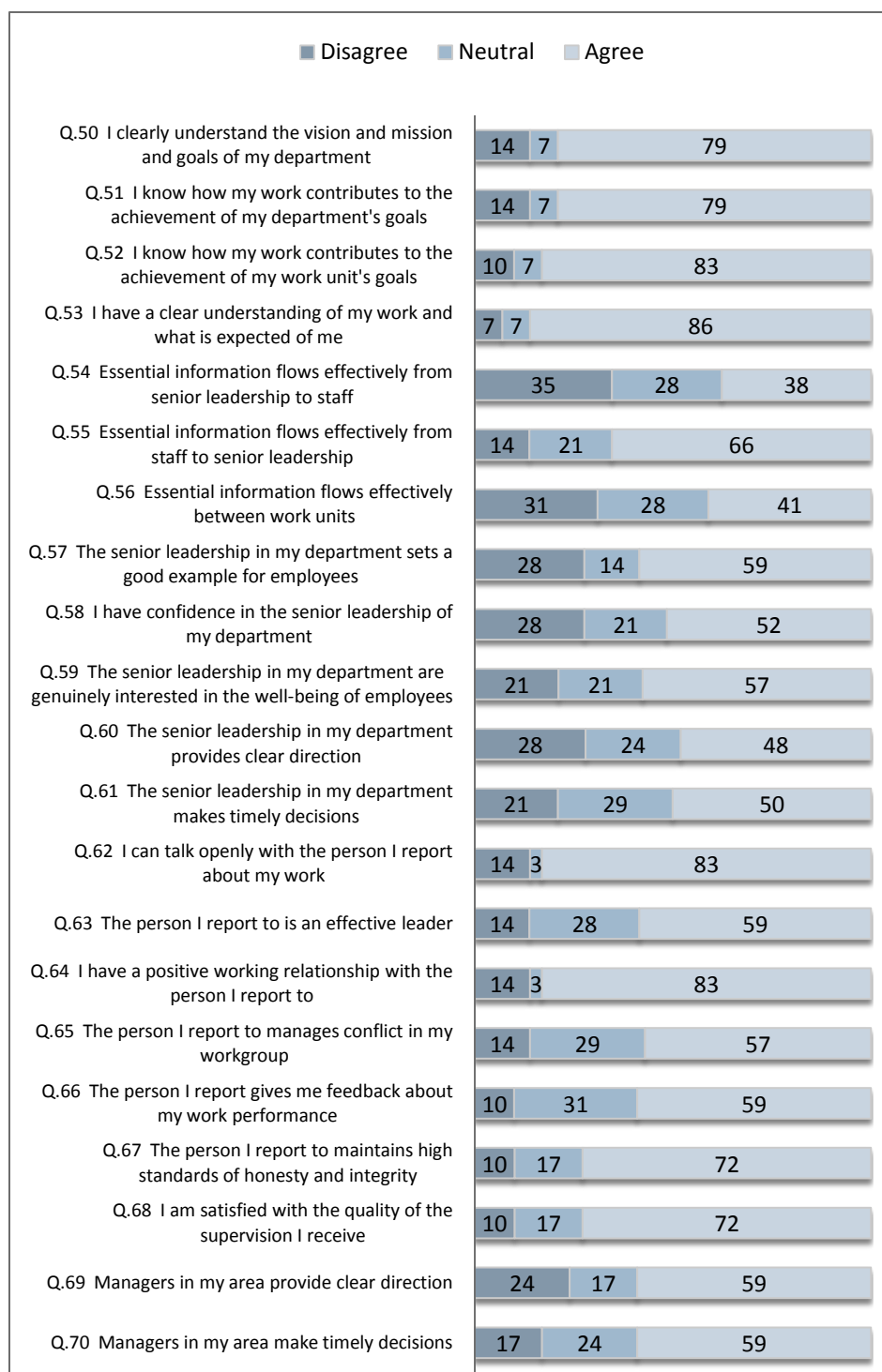


Figure 9 Detail leadership results for 2011

3.4.2 Leadership Comparison

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

	Department	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	79	68
Know how work contributes to the achievement of department goals	79	73
Know how work contributes to the achievement of work unit goals	83	79
Have a clear understanding of their work and what is expected of them	86	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	38	37
Essential information flows effectively from staff to senior leadership	66	43
Essential information flows effectively between work units	41	33
Senior Leadership Practices		
Department senior leadership sets a good example	59	48
Have confidence in the department senior leadership	52	48
Department senior leadership are genuinely interested in the well being of employees	57	49
Department senior leadership provides clear direction	48	42
Department senior leadership makes timely decisions	50	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	83	76
Person report to is an effective leader	59	63
Employees have a positive working relationship with the person they report to	83	77
Person they report to manages conflict in the workgroup	57	54
Person they report to gives employees feedback on their work performance	59	63
Person they report to maintains high standards of honesty and integrity	72	72
Satisfied with the quality of supervision received	72	65
Managers provide clear direction	59	56
Managers make timely decisions	59	51

Table 11 Leadership Comparisons

As noted in the table on this page and the previous page, Fisheries and Aquaculture shares similar strengths and areas for improvement with the corporate results. 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 Fisheries and Aquaculture not as strong in the following areas:

- Employees belief that the person they report to is an effective leader
- The person they report to gives feedback to employees on their work performance

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

- Employees understanding of the department's vision, mission and goals
- Employees knowing how their work contributes to the achievement of their department's goals
- Employees perception 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
- Timeliness of senior leadership decisions

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	79	68
Know how work contributes to the achievement of department goals	79	78
Know how work contributes to the achievement of work unit goals	83	87
Have a clear understanding of their work and what is expected of them	86	92
Essential information flows effectively from senior leadership to staff	38	44
Department senior leadership sets a good example	59	72
Have confidence in the department senior leadership	52	72
Department senior leadership are genuinely interested in the well being of employees	57	64
Department senior leadership provides clear direction	48	53
Department senior leadership makes timely decisions	50	61
Employees can talk openly with the person they report to about work	83	97
Person report to is an effective leader	59	75
Employees have a positive working relationship with the person they report to	83	94
Person they report to manages conflict in the workgroup	57	69
Person they report to gives employees feedback on their work performance	59	72
Person they report to maintains high standards of honesty and integrity	72	81
Satisfied with the quality of supervision received	72	75
Managers provide clear direction	59	72
Managers make timely decisions	59	75
Leadership Index	60	67

Table 12 Leadership Trend

Except for two questions, the level of agreement decreased substantially (by 3 to 20 percentage points). The question with the largest decrease in agreement was "I Have confidence in the department senior leadership in the department' agreement score.

For the following two questions, the favourable scores have increased (by 1 to 11 percentage points):

- Clearly understood the vision, mission and goals of the department
- Know how work contributes to the achievement of department goals

Chapter 4 - Other Work Environment Questions

4.1 Respectful Environment

As shown in the survey, 10% of Fisheries and Aquaculture employees have experienced bullying behavior in the last 12 months. And 67% 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 someone who works for another part of the organization. The table below outlines the percentage.

Experienced the bullying behavior from:	
Someone who works for another part of the organization	100%

Table 13 Where bullying behaviour came from

4.2 Inclusive Environment

As shown in the survey, 7% of Fisheries and Aquaculture employees have experienced racism and/or discrimination in the last 12 months. 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	50%
Another manager in the organization	50%

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)	33%
Sexual orientation	33%
Family status	33%

Table 15 Type of racism/discrimination experienced

4.3 Employees' Retention Intentions

As shown in the tables below, 13% of Fisheries and Aquaculture 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	0%
Between 3-5 years	13%
Between 6-10 years	50%
11 years or more	38%

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	67%
Pursuing other employment opportunities	33%

Table 17 Reason employees are planning to leave the department

Appendix I Mean Scores

	Mean Score
Productivity	
<u>Job Support and Tools</u>	
Provided with the tools and equipment needed to do job well	3.83
Provided with the communication needed to do job well	3.51
Physical work environment allows employees to fully contribute to job	3.89
<u>Job Fit</u>	
Job is a good fit with skills and interests	4.24
Job provides right level of challenge	3.56
<u>Quality of Service</u>	
Have support at work to provide high level of service	3.68
Work unit is making an effort to improve service quality	3.74
Work unit measures and monitors to make sure they are meeting their service quality	3.32
<u>Compensation</u>	
Compensated fairly for job	2.59
Talent Capacity	
<u>Learning and Development</u>	
Organization supports work-related learning and development	3.62
Have access to training opportunities	3.88
Training and development received met work-related needs	3.53
Satisfied with the quality of training and development received from department	3.59
Satisfied with the quality of training and development received from PSC	3.72
<u>Opportunities for Career Growth and Advancement</u>	
See a future for career working for the Government of Nova Scotia	4.03
Have opportunities for career growth within the Government of Nova Scotia	3.16
Have opportunities for career growth within the department	2.63
Satisfied with the way career growth and advancement is progressing	2.87

	Mean Score
Workplace Culture	
<u>Coworker Relationship</u>	
The people I work with make an effort to help each other	3.94
Have a positive working relationship with coworkers	4.24
<u>Employee Involvement and Innovation</u>	
Have opportunities to provide into decisions that affect their work	3.62
Shared goals are developed for work unit	3.45
Supervisor considers their work-related ideas	3.94
Feel free to suggest innovative changes in their work	3.74
Innovation is valued in their work	3.67
<u>Recognition</u>	
Feel valued for contributions at work	3.53
Receive meaningful recognition for work well done	3.38
Receive recognition from supervisor for a job well done	3.44
<u>Quality of Work Life</u>	
Have support at work to balance work and personal life	4.26
Work-related stress is manageable	4.00
Workload is manageable	3.59
<u>Healthy, Supportive and Respectful Environment</u>	
Department promotes a healthy and supportive workplace	3.88
Department creates a safe work environment for its employees	3.97
Employees feel safe working in their job	4.12
Employees in department are respectful of employee differences	3.70
Treated respectfully at work	4.06
A healthy atmosphere (trust, mutual respect) exists in work unit	3.76
<u>Diverse and Inclusive Environment</u>	
Department values diversity	3.68
Department is actively implementing activities and practices that support a diverse workplace	3.30
<u>Staffing Practices</u>	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.60
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.45

	Mean Score
In the department, the process of selecting a person for a position is clear	3.33
In the department, the process of selecting a person for a position is timely	2.26
In the department, the process of selecting a person is fair	3.42
In the department, hiring, promotion and other staffing processes are free from favouritism	2.97
<u>Performance Management Practices</u>	
Have a clear understanding of how performance is evaluated	3.71
Most recent performance appraisal/review reflects performance	3.82
Leadership	
<u>Clear Direction and Expectations</u>	
Clearly understood the vision, mission and goals of the department	3.90
Know how work contributes to the achievement of department goals	3.93
Know how work contributes to the achievement of work unit goals	4.10
Have a clear understanding of their work and what is expected of them	4.14
<u>Organizational Communication</u>	
Essential information flows effectively from senior leadership to staff	2.93
Essential information flows effectively from staff to senior leadership	3.69
Essential information flows effectively between work units	3.03
<u>Senior Leadership Practices</u>	
Department senior leadership sets a good example	3.41
Have confidence in the department senior leadership	3.34
Department senior leadership are genuinely interested in the well-being of employees	3.43
Department senior leadership provides clear direction	3.24
Department senior leadership makes timely decisions	3.25
<u>Direct Supervisory Practices</u>	
Employees can talk openly with the person they report to about work	4.14
Person report to is an effective leader	3.72
Employees have a positive working relationship with the person they report to	4.21
Person they report to manages conflict in the workgroup	3.54
Person they report to gives employees feedback on their work performance	3.66
Person they report to maintains high standards of honesty and	3.97

	Mean Score
integrity	
Satisfied with the quality of supervision received	3.93
Managers provide clear direction	3.38
Managers make timely decisions	3.45
<u>Overall</u>	
Work for an effective organization	3.54
Satisfied with my job	4.00
Satisfied with my department	3.71
Overall satisfied with work as a Government of Nova Scotia employee	3.96
Proud to tell people work as a Government of Nova Scotia employee	3.93
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.89
Inspired to give my very best	3.86
Would recommend the Government of Nova Scotia as a great place to work	3.82