

How's Work Going 2011

Human Rights Commission Employee Survey Results



Evaluation & Accountability

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Chapter 1 - Survey Background Information

1.1 Why do we survey?

We regularly survey employees to understand how to improve the public service workplace. Asking employees what they think about their work environment is common in the employment world today. It is a fundamental part of building a strong public service and improving client service for our citizens.

“How’s Work Going” employee survey measures employee engagement and the drivers that lead to organizational satisfaction and commitment. Employee Engagement is a critical element to the success of any organization. Increased levels of employee engagement results in an increase in employee performance and retention creating a productive and committed public service.

Research has shown that an increase in employee engagement results in an increase in client satisfaction which builds confidence in government.

1.2 Who did we survey?

The survey was sent to all employees in an online format. This report contains the results of all permanent, contract and term employees who responded to the survey. The Human Rights Commission had a response rate of 80% (56% corporately). The survey was open between March 2 – 31, 2011.

1.3 How to read this report?

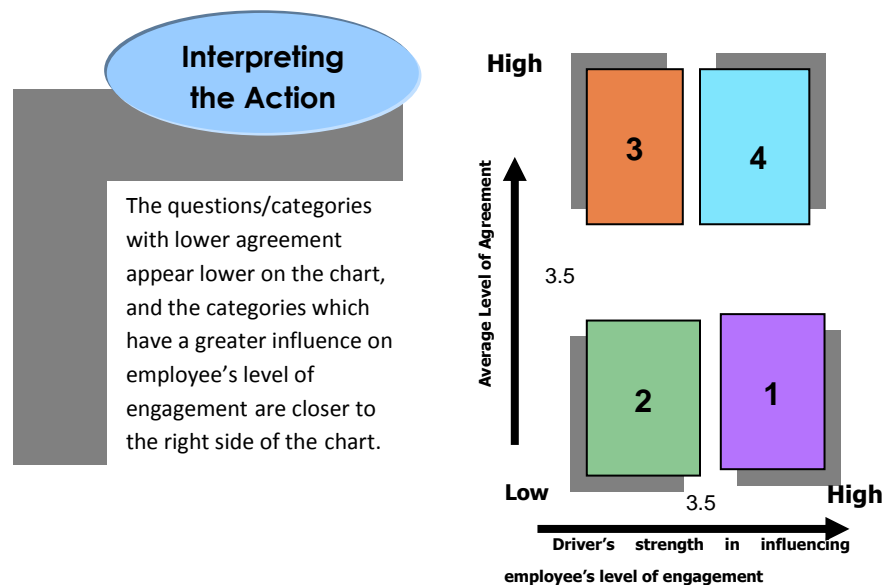
In this report, the results are presented in the following matter (note, due to the rounding of numbers the agreement scores may not equal 100%):

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

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

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

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



Chapter 2 - Engagement Outcome Results

2.1 Engagement Outcome Summary

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

	Agreement Score
Job Satisfaction	
Job Satisfaction	60
Organizational Satisfaction	
Department Satisfaction	67
Overall Satisfaction	73
Organizational Commitment	
Proud	67
Preference to stay with NS Government	67
Inspired	80
Would Recommend as a great place to work	73
Engagement Index	71

Table 1 Employee Engagement Agreement Scores

Human Rights Commission's (HRC) employee index is 71 and would be considered an area of strength. The corporate employee index is 62 and would be considered an area of strength as well.

2.2 Employee Engagement and Outcome Details

2.2.1 Engagement Outcome Details

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

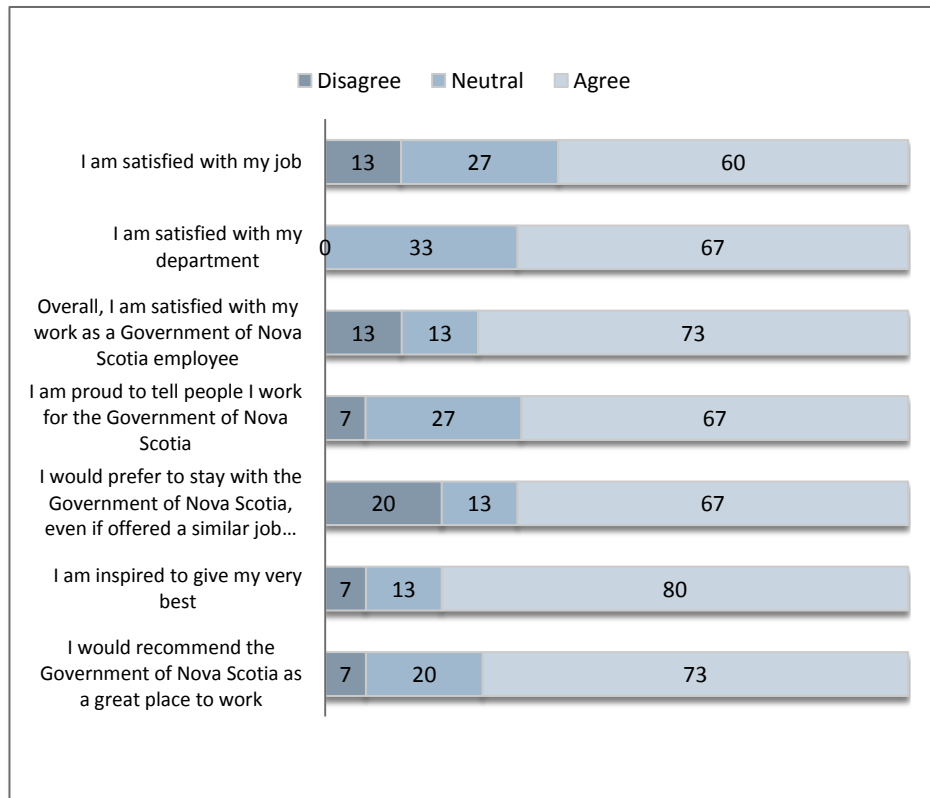


Figure 1 Detail engagement outcome results for 2011

2.2.2 Employee Engagement Trend for 2009 and 2011

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

	Agreement Score	
	2011	2009
Job Satisfaction		
Job Satisfaction	60	71
Organizational Satisfaction		
Department Satisfaction	67	71
Overall Satisfaction	73	88
Organizational Commitment		
Proud	67	88
Preference to stay with Government of Nova Scotia	67	53
Inspired	80	88
Would Recommend as a great place to work	73	82
Engagement Level	71	78

Table 2 Employee Engagement Trend for 2009 and 2011

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

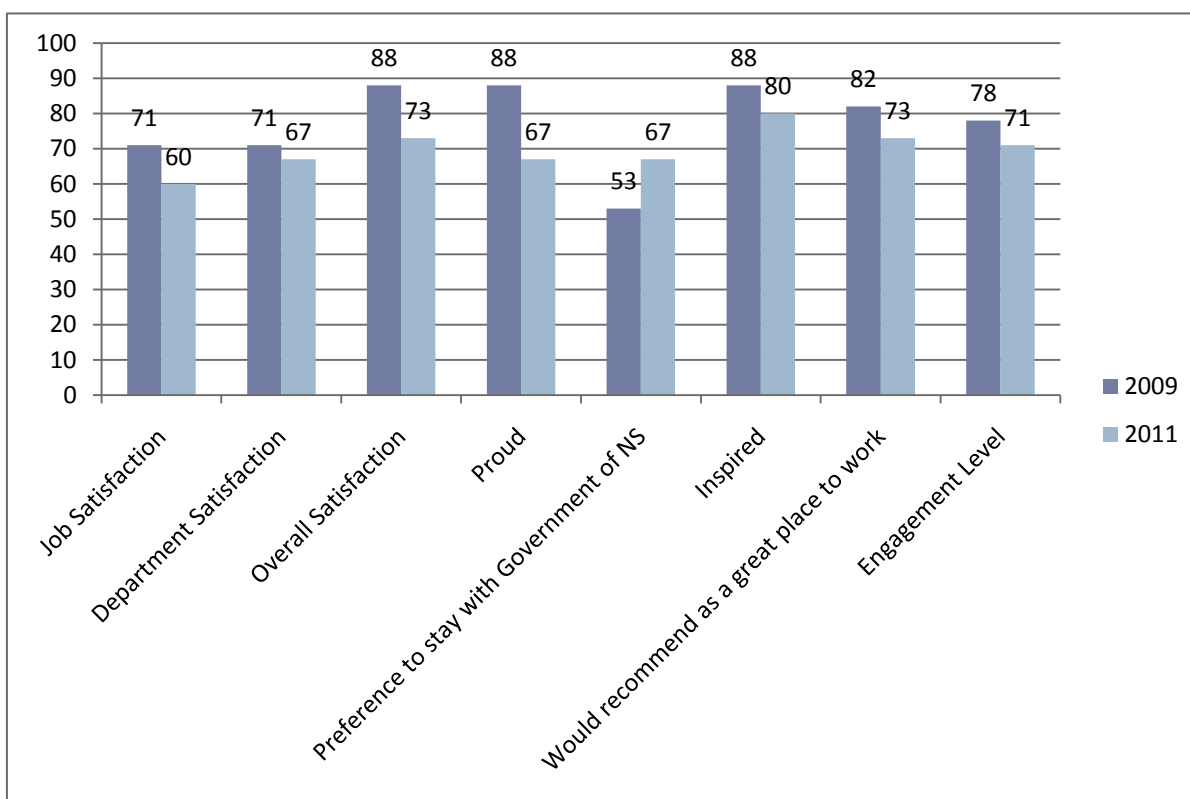


Figure 2 Agreement Score Comparison for 2009 and 2011

For all questions, except for employee's preference to stay with the Government of Nova Scotia, the level of agreement decreased substantially by 4 to 21 percentage points since 2009. The level of agreement increased by 14 percentage points for employee's preference to stay with the Government of Nova Scotia and went from being an area for improvement to an area of strength. Job, department and overall satisfaction decreased in comparison to their baseline by 4 to 15 percent, with overall satisfaction going from a clear strength to a basic strength. Employees who are proud to say they work for the Government of Nova Scotia had the greatest decrease of 21 percentage points, along with those who would recommend the Government of Nova Scotia. Both went from areas of clear strength to basic strength. Overall engagement score fell by 17 percentage points and went from an area of clear strength to basic strength.

2.2.3 How does the Department engagement compare?

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

	Agreement Scores	
	HRC	Corporate
Job Satisfaction		
Job Satisfaction	60	59
Organizational Satisfaction		
Department Satisfaction	67	53
Overall Satisfaction	73	67
Organizational Commitment		
Proud	67	62
Preference to stay with Government of Nova Scotia	67	62
Inspired	80	68
Would Recommend as a great place to work	73	57
Engagement Level	71	62

Table 3 Employee Engagement score comparison

As noted in Table 3, HRC has similar agreement scores for many of the questions. The overall engagement level is 9 percent higher in agreement when compared to the corporate results, and both are in the strength category.

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

- Job satisfaction
- Department satisfaction
- Inspired to do well
- Would recommend the Government of Nova Scotia as a great place to work

2.3 How can the level of employee engagement be improved?

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

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

2.3.1 What do employees value?

The survey results reveal that HRC employees value:

1. Challenging and interesting work – 71%
2. Pay and benefits – 71%
3. Opportunities to balance work and personal life – 71%
4. Being treated with respect – 64%
5. Working with people I like – 36%
6. Freedom to make decisions about how I do my job – 36%
7. A chance to make a difference – 29%

2.3.2 What attracted them to work for Government?

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

1. Compensation – 53%
2. Opportunities for work-life balance – 53%
3. Opportunity to work in chosen field – 47%
4. Desire to work in the public service – 40%
5. Career advancement – 27%
6. Work location – 27%
7. Support for training and related professional development activities – 20%

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

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

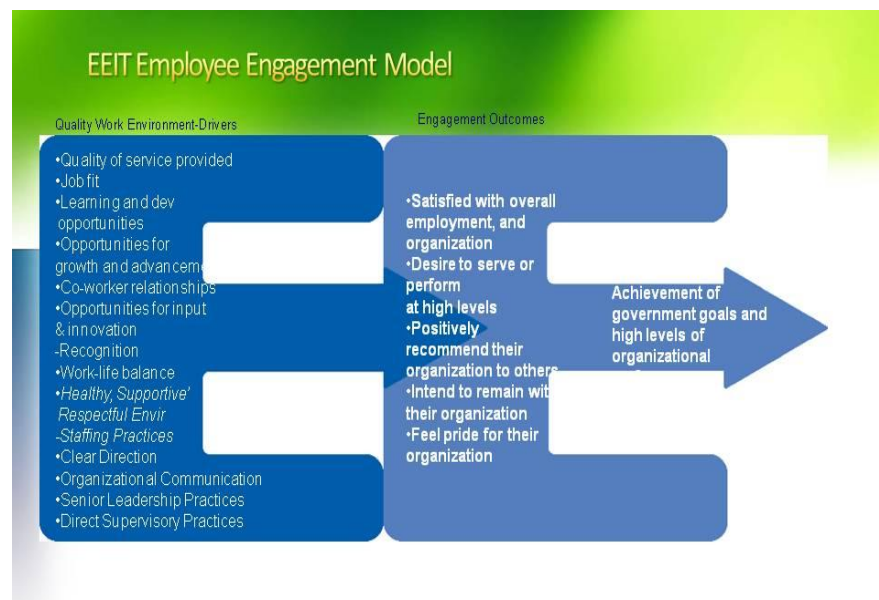


Figure 3 Employee Engagement Model

The Quality Work Environment indicators (drivers) used in this report are based on the Public Sector Interjurisdictional Engagement Model. The Quality Environment indicators can be grouped under four categories, see Figure 4.



Figure 4 Drivers of Engagement category chart

To understand which drivers had a stronger influence for HRC employees, a correlation analysis was conducted. An analysis of the correlations between the engagement drivers and indicators can show where action and attention should be focused to improve employee engagement and quality work environment. The Evaluation and Accountability unit of the PSC has performed this analysis. The list below outlines the factors influencing employees' level of commitment and satisfaction, based on the HRC 2011 survey results.

1. Job Fit
2. Job Satisfaction
3. Performance Management Practices
4. Opportunities for Growth and Advancement
5. Staffing Practices

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

1. Quality of Work Life
2. Job Fit
3. Opportunities for Growth and Advancement
4. Performance Management Practices
5. Staffing Practices
6. Co-worker Relations/Teamwork

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

A Quality Environment Index can be used to understand how HRC is performing in relation to the drivers of employee engagement. This report calculates a Quality Work Environment Index which is based on the quality environment indicators used in the Public Sector Interjurisdictional Engagement Model. The Quality Work Environment index is an average calculation of the 13 EEIT drivers' agreement scores.

For HRC the Quality Environment Index (Average of all the drivers of engagement) is 72. The Corporate Quality Environment Index is 60.

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

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

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

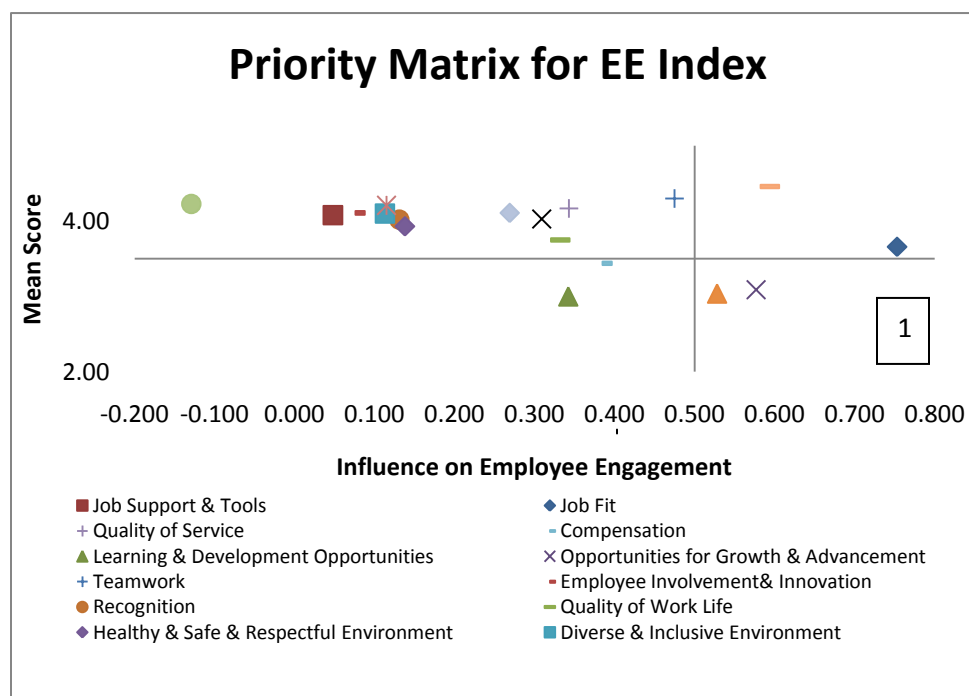


Figure 5 Priority Action Matrix Grid

As shown in Figure 5, the drivers with lower agreement appear lower on the chart, and the drivers which have a greater influence on employee's engagement are closer to the right side of the chart. The focus for HRC 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 HRC's focus should be:

- Opportunities for Growth and Advancement
- Staffing Practices

The next section of this report provides insight into how HRC is progressing with each driver. By reviewing how employees responded to the drivers of engagement along with drilling down further by examining the favourable score per question, management can gain an understanding where to focus to improve employees' level of engagement (satisfaction and commitment).

Chapter 3 - Quality Work Environment

3.1 Your Job - Productivity Capacity

3.1.1 Productivity Capacity Details

Figure 6 below summarizes the disagreement, neutral and agreement scores for the Productivity Capacity results.

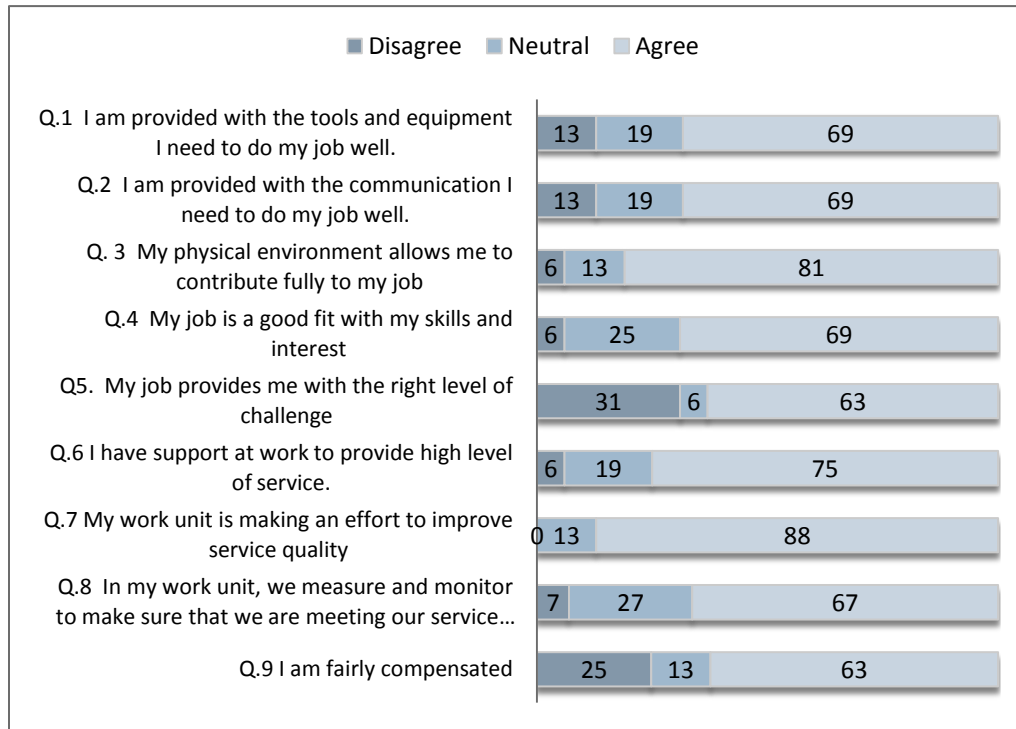


Figure 6 Detail job productivity capacity results for 2011

3.1.2 Productivity Capacity Trend for 2009 and 2011 results

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

	2011	2009
Provided with the tools and equipment needed to do job well	69	82
Provided with the communication needed to do job well	69	77
Job is a good fit with skills and interests	69	88
Job provides right level of challenge	63	82
Have support at work to provide high level of service	75	65
Compensated fairly for job	63	59

Table 4 Productivity Capacity Trend for 2009 and 2011 results

Compared to the 2009 results, HRC saw substantial declines in agreement by 8 to 19 percentage points, but also saw increases by 4 to 10 percentage points. Tools/equipment, communication, job fit, and challenge saw declines and each went from areas of clear strength to basic strength. Employees who feel they have support to provide a high level of service increased in agreement by 10 percent and went from a basic strength to a clear strength. The level of agreement for employees who feel they are compensated fairly for their jobs increased by 4 percentage points and went from an area for improvement to strength.

3.1.3 Productivity Capacity Comparison

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

	Agreement Scores	
	HRC	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	69	58
Physical work environment allows employees to fully contribute to job	81	71
Job Fit		
Job is a good fit with skills and interests	69	79
Job provides right level of challenge	63	66
Quality of Service Provided		
Have support at work to provide high level of service	75	61
Work unit is making an effort to improve service quality	88	68
Work unit measures and monitors to make sure they are meeting their service quality	67	56
Compensation		
Compensated fairly for job	63	44

Table 5 Productivity Capacity comparison

As noted in Table 5, HRC has similar agreement scores for some of the questions compared to the corporate results but has more areas of clear strength.

Using the strength-improvement category guide, in comparison to the corporate results HRC employees' agreement responses are not as strong in the following area:

- Job fit

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

- Communication
- Physical environment
- Support to provide a high level of service
- Work units making an effort to improve service quality
- Work units measuring and monitoring to make sure they are meeting their service quality
- Compensation

3.2 Talent Capacity – Your Career

3.2.1 Talent Capacity Details

Figure 7 summarizes the disagreement, neutral, and agreement scores for the career-talent capacity results.

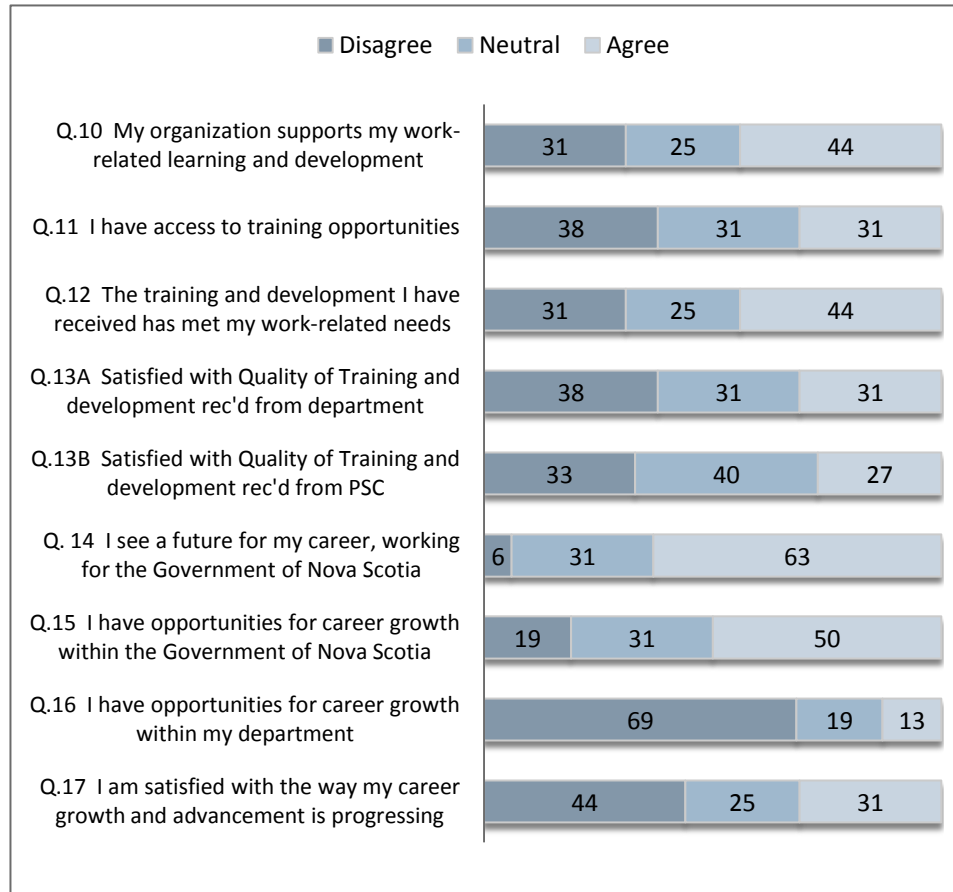


Figure 7 Detail talent capacity results for 2011

3.2.2 Talent Capacity Trend

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

	2011	2009
Organization supports work-related learning and development	44	88
Have access to training opportunities	31	82
Training and development received met work-related needs	44	71
See a future for career working for the Government of Nova Scotia	63	71
Have opportunities for career growth within the Government of Nova Scotia	50	59
Have opportunities for career growth within the department	13	29

Table 6 Talent Capacity Trend for 2011 and 2009

As shown in Table 6, the agreement scores for talent capacity decreased substantially in agreement by 8 to 51 percentage points. Employees who feel the organization supports work-related learning and development and have access to training opportunities had the greatest decreases from 2009 falling by 44 to 51 percent and both went from areas of clear strength to areas for concern. Training and development meeting employee's work-related needs fell by 27 percentage points and went from an area of strength to concern.

3.2.3 Talent Capacity Comparison

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

	Agreement Score	
	HRC	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	44	62
Have access to training opportunities	31	62
Training and development received met work-related needs	44	62
Satisfied with the quality of training and development received from department	31	54
Satisfied with the quality of training and development received from PSC	27	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	63	60
Have opportunities for career growth within the Government of Nova Scotia	50	42
Have opportunities for career growth within the department	13	32
Satisfied with the way career growth and advancement is progressing	31	38

Table 7 Talent Capacity Comparison

As noted in Table 7, HRC has very few similarities compared to the corporate result, with the majority of questions falling below 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 HRC employees' agreement responses are not as strong the following areas:

- Organization supporting employees' work-related learning and development
- Access to training opportunities
- Training and development meeting work-related needs
- Satisfaction with quality of training and development received from the department
- Satisfaction with quality of training and development received from the PSC

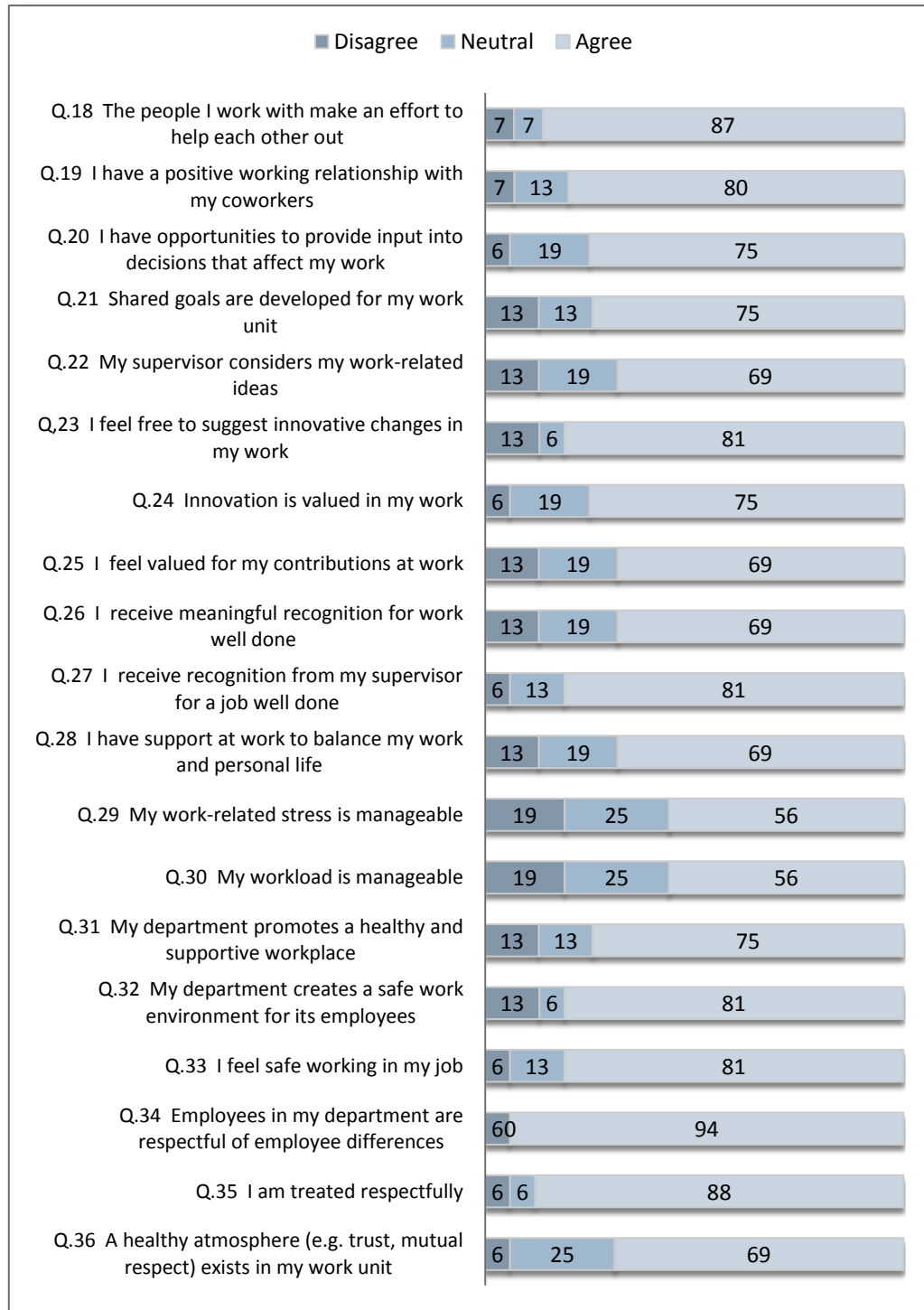
Using the strength-improvement category guide, in comparison to the corporate results HRC employees' agreement responses is stronger the following area:

- Employees who feel they have opportunities for career growth within the Government of Nova Scotia

3.3 Workplace Culture - Your Workplace

3.3.1 Workplace Culture Details

Figure 8 (continued on next page) summarizes the disagreement, neutral, and agreement scores for the workplace culture results.



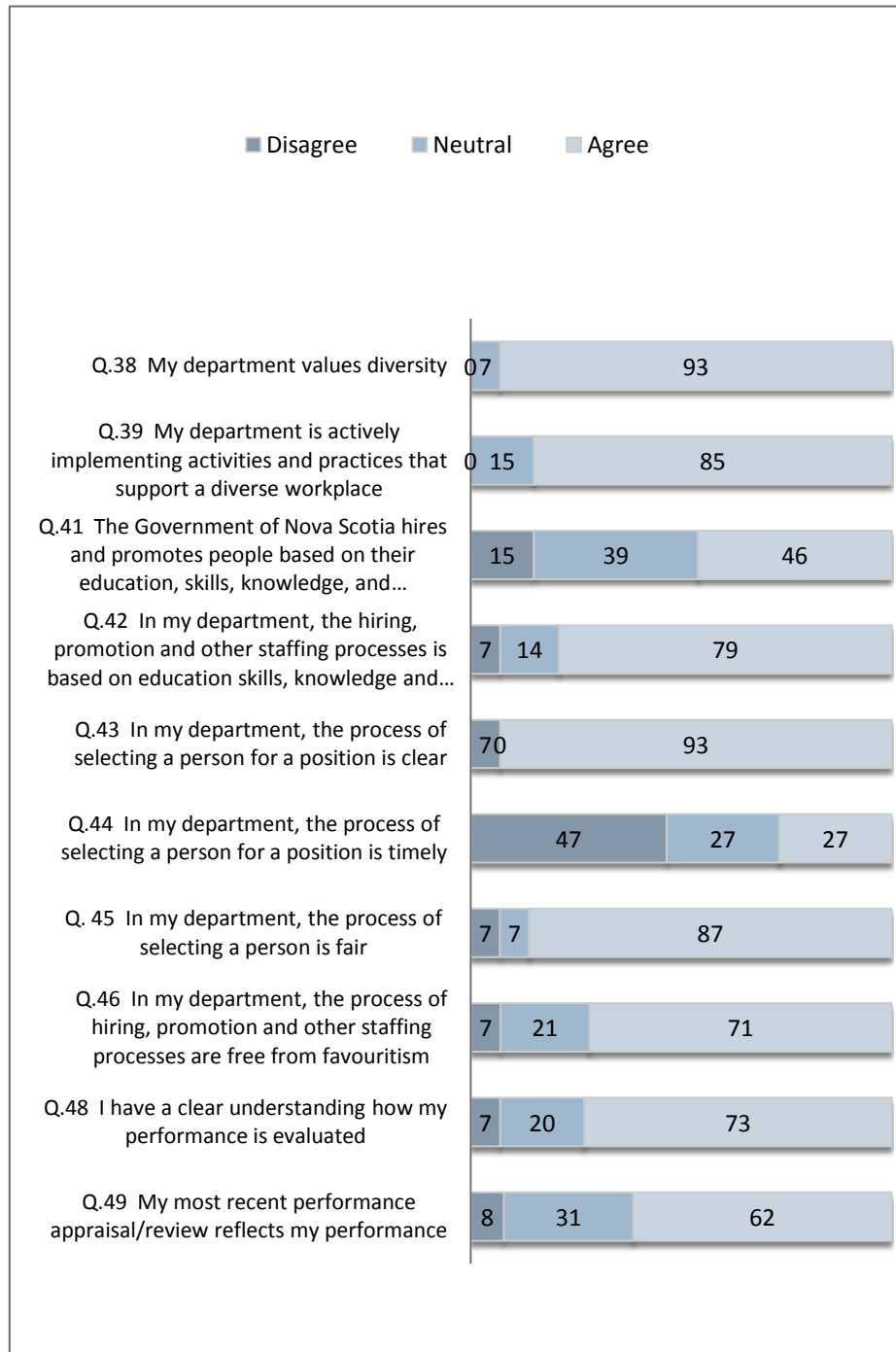


Figure 8 Detail workplace culture results for 2011

3.3.2 Workplace Culture Trend

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

	2011	2009
The people I work with make an effort to help each other	87	94
Have a positive working relationship with coworkers	80	94
Have opportunities to provide input into decisions that affect their work	75	94
Shared goals are developed for work unit	75	88
Supervisor considers their work-related ideas	69	94
Feel free to suggest innovative changes in their work	81	94
Innovation is valued in their work	75	82
Feel valued for contributions at work	69	82
Receive meaningful recognition for work well done	69	71
Receive recognition from supervisor for a job well done	81	82
Have support at work to balance work and personal life	69	77
Work-related stress is manageable	56	77
Workload is manageable	56	53
Department promotes a healthy and supportive workplace	75	94
Department creates a safe work environment for its employees	81	94
Employees feel safe working in their job	81	94
Employees in department are respectful of employee differences	94	100
Treated respectfully at work	88	83
A healthy atmosphere (trust, mutual respect) exists in work unit	69	88
Department values diversity	93	100
Department is actively implementing activities and practices that support a diverse workplace	85	94
NS Government hires and promotes people based on their education, skills, knowledge and experience	46	59
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	79	71
In the department, the process of selecting a person for a position is clear	93	77
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	60	77
Have a clear understanding of how performance is evaluated	73	71
Most recent performance appraisal/review reflects performance	62	65

Table 8 Workplace Culture Trend for 2011 and 2009

Compared to the 2009 results, HRC saw substantial declines in agreement by 1 to 25 percentage points, but also saw some increases by 2 to 16 percentage points. Supervisors considering work related ideas had the largest decline in agreement of 25 percent and went from an area of clear strength to basic strength. Managing work related stress fell by 21 percent and went from an area of clear strength to an area for improvement. Employees who feel the Government of NS hires/promotes based on education etc., fell by 13 percent and is now an area for concern; however, those who feel the department hires based on education, etc., increased by 8 percent and is now an area of clear strength.

3.3.3 Workplace Culture Comparison

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

	Agreement Scores	
	HRC	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	87	77
Have a positive working relationship with coworkers	80	84
Employee Involvement and Innovation		
Have opportunities to provide input into decisions that affect their work	75	60
Shared goals are developed for work unit	75	51
Supervisor considers their work-related ideas	69	69
Feel free to suggest innovative changes in their work	81	67
Innovation is valued in their work	75	54
Recognition		
Feel valued for contributions at work	69	54
Receive meaningful recognition for work well done	69	47
Receive recognition from supervisor for a job well done	81	58
Quality of Work Life		
Have support at work to balance work and personal life	69	62
Work-related stress is manageable	56	59
Workload is manageable	56	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	75	59
Department creates a safe work environment for its employees	81	73
Employees feel safe working in their job	81	78
Employees in department are respectful of employee differences	94	69
Treated respectfully at work	88	74
A healthy atmosphere (trust, mutual respect) exists in work unit	69	62
Diverse and Inclusive Environment		
Department values diversity	93	67
Department is actively implementing activities and practices that support a diverse workplace	85	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	46	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	79	48
In the department, the process of selecting a person for a position is clear	93	47

In the department, the process of selecting a person for a position is timely	27	21
In the department, the process of selecting a person is fair	87	41
In the department, hiring, promotion and other staffing processes are free from favouritism	71	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	60	65
% who didn't participate in a performance appraisal/review who would like to	83	76
Have a clear understanding of how performance is evaluated	73	59
Most recent performance appraisal/review reflects performance	62	67

Table 9 Workplace Culture comparison with corporate results for 2011

As noted in Table 9 on this page and the previous page, HRC shares similar strengths and areas for improvement with the corporate results.

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

- Opportunities to provide input into decisions that affect their work
- Shared goals are developed for work units
- Free to suggest innovative changes to their work
- Valuing innovation
- Recognition (all areas)
- Department promoting a healthy and supportive workplace
- Department creating a safe work environment
- Respectful of employee differences
- Treated respectfully at work
- Diverse and inclusive environment (all areas)
- Department hires/promotes people based on their education, etc.
- Clarity of staffing practices
- Fairness of staffing practices
- Staffing practices are free from favouritism
- Clarity of performance management practices

3.4 Leadership - Your Leader

3.4.1 Leadership Details

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

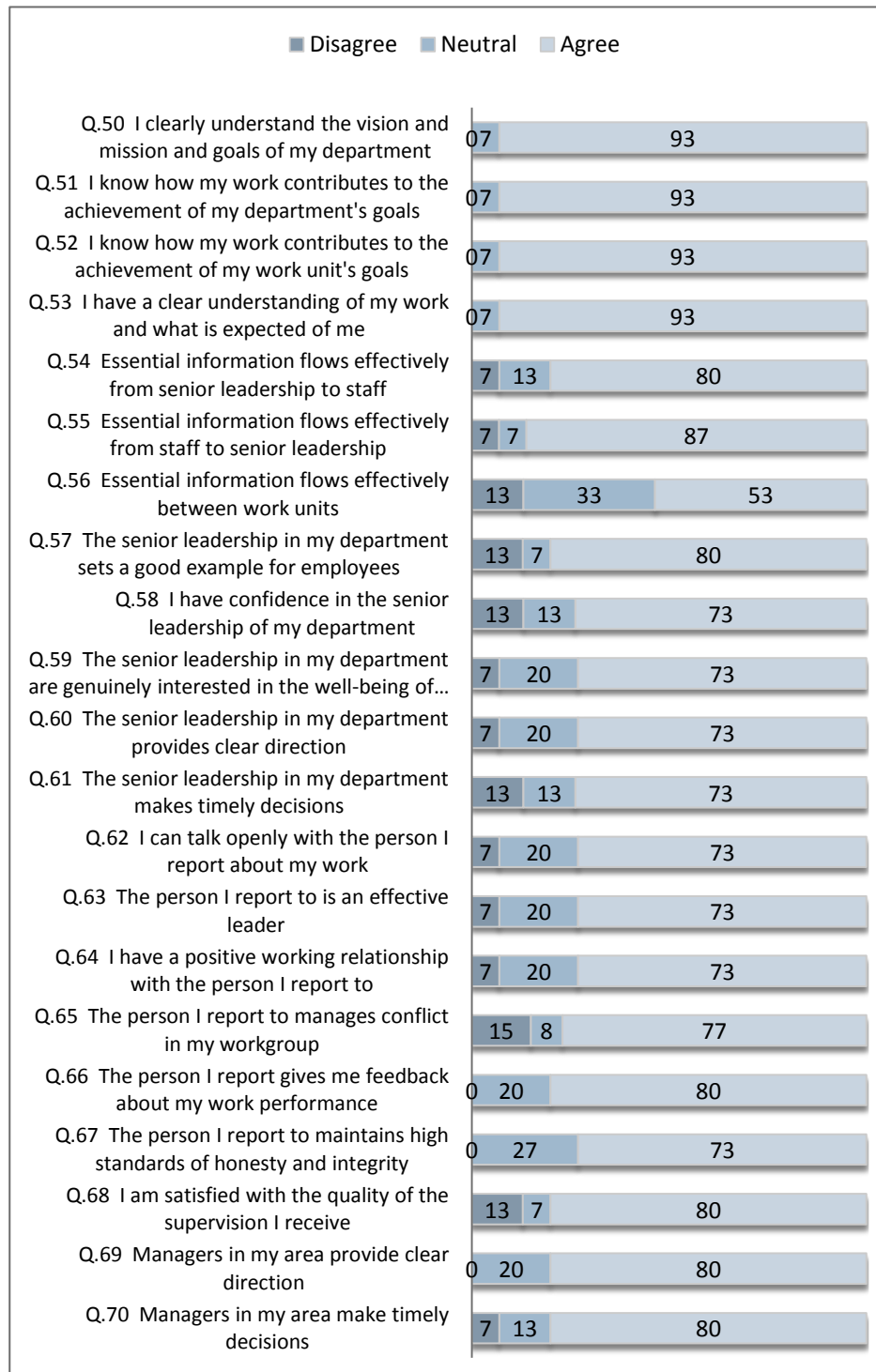


Figure 9 Leadership Capacity details

3.4.2 Leadership Trend

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

	2011	2009
Clearly understood the vision, mission and goals of the department	93	82
Know how work contributes to the achievement of department goals	93	82
Know how work contributes to the achievement of work unit goals	93	88
Have a clear understanding of their work and what is expected of them	93	88
Essential information flows effectively from senior leadership to staff	80	77
Department senior leadership sets a good example	80	71
Have confidence in the department senior leadership	73	77
Department senior leadership are genuinely interested in the well being of employees	73	82
Department senior leadership provides clear direction	73	77
Department senior leadership makes timely decisions	73	82
Employees can talk openly with the person they report to about work	73	88
Person report to is an effective leader	73	77
Employees have a positive working relationship with the person they report to	73	88
Person they report to manages conflict in the work unit	77	65
Person they report to gives employees feedback on their work performance	80	82
Person they report to maintains high standards of honesty and integrity	73	82
Satisfied with the quality of supervision received	80	77
Managers provide clear direction	80	82
Managers make timely decisions	80	77

Table 10 Leadership Trend for 2011 and 2009

Compared to the 2009 results, HRC saw a number of increases in agreement (by 2 to 12 percentage points) and decreases (between 2 and 15 percentage points); however, all questions are still within the clear or basic strength categories. The questions with the largest decreases were regarding employees who feel they can talk openly and have positive working relationships with the person they report, which both fell in agreement by 15 percent and went from areas of clear strength to basic strengths. Many senior leadership and supervisory practices fell in agreement and have gone to areas of basic strength. The question with the largest increase in agreement was regarding employees who feel the person they report to manages conflict in the work unit, which increased by 12 percent and is now an area of clear

strength. Employees who feel their senior leaders set good examples increased in agreement by 9 percent and is now an area of clear strength.

3.4.3 Leadership Comparison

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

	Agreement Scores	
	HRC	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	93	68
Know how work contributes to the achievement of department goals	93	73
Know how work contributes to the achievement of work unit goals	93	79
Have a clear understanding of their work and what is expected of them	93	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	80	37
Essential information flows effectively from staff to senior leadership	87	43
Essential information flows effectively between work units	53	33
Senior Leadership Practices		
Department senior leadership sets a good example	80	48
Have confidence in the department senior leadership	73	48
Department senior leadership are genuinely interested in the well being of employees	73	49
Department senior leadership provides clear direction	73	42
Department senior leadership makes timely decisions	73	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	73	76
Person report to is an effective leader	73	63
Employees have a positive working relationship with the person they report to	73	77
Person they report to manages conflict in the workgroup	77	54
Person they report to gives employees feedback on their work performance	80	63
Person they report to maintains high standards of honesty and integrity	73	72
Satisfied with the quality of supervision received	80	65
Managers provide clear direction	80	56
Managers make timely decisions	80	51

Table 11 Leadership Comparisons

As noted in Table 11 on the previous page, HRC shares a few of the same strengths; however, they have equal or higher agreements scores for all of the questions with and have more areas of clear strength. Concern for the organizational communication and senior leadership practices are corporate wide issues, however, HRC's agreement scores is in the clear strength category, apart from effective communication flow between work units which is an area for improvement.

Using the strength-improvement category guide, in comparison to the corporate results HRC employees' agreement responses are not as strong the following area:

- Employees can talk openly with the person they report to about work
- Employees who have a positive working relationship with the person they report to

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

- Clearly understood the vision, mission and goals of the department
- Know how work contributes to the achievement of department goals
- Organizational communication (all areas)
- Senior leadership practices (all areas)
- Person they report to manages conflict in the workgroup
- Person they report to give feedback on their work performance
- Satisfaction with the quality of supervision received
- Managers provide clear direction
- Managers make timely decisions

Chapter 4 - Other Work Environment Questions

4.1 Respectful Environment

As shown in the survey results, 31% of HRC employees have experienced bullying behavior in the last 12 months and 100% of employees who experienced bullying behavior reported the behavior. Corporately 25% of employees experienced bullying, with only 45% stating they reported the behavior.

The following table provides a breakdown of where the bullying behaviour came from for those who reported experiencing it.

Experienced the bullying behavior from:	
The person they report to	67%
Another manager in the organization	33%

Table 12 Where bullying behaviour came from

4.2 Inclusive Environment

As shown in the survey results, 15% of HRC respondents reported that they have experienced racism and/or discrimination in the last 12 months; however, no body reported the behaviour. Corporately 7% of employees experienced racism and/or discrimination, with 30% stating they reported the behavior.

The survey showed that the majority of behaviour was experienced from someone who works for another part of the organization.

Table 13 below outlines the type of racism and/or discrimination experienced.

Racism and/or discrimination experienced:	
Race	50%
Colour	50%

Table 13 Type of racism/discrimination experienced

4.3 Employees' Retention Intentions

As shown in the table below, 20% of HRC employees are planning on leaving within the next 5 years. The main reason for leaving is retirement.

Table 14 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	20%
Between 6-10 years	40%
11 years or more	40%

Table 14 Employees retention intentions for 2011

Appendix I Mean Scores

	Mean Score
Productivity	
<u>Job Support and Tools</u>	
Provided with the tools and equipment needed to do job well	4.00
Provided with the communication needed to do job well	4.06
Physical work environment allows employees to fully contribute to job	4.19
<u>Job Fit</u>	
Job is a good fit with skills and interests	3.88
Job provides right level of challenge	3.44
<u>Quality of Service Provided</u>	
Have support at work to provide high level of service	4.19
Work unit is making an effort to improve service quality	4.44
Work unit measures and monitors to make sure they are meeting their service quality	3.87
<u>Compensation</u>	
Compensated fairly for job	3.44
Talent Capacity	
<u>Learning and Development Opportunities</u>	
Organization supports work-related learning and development	3.25
Have access to training opportunities	2.94
Training and development received met work-related needs	3.06
Satisfied with the quality of training and development received from department	2.94
Satisfied with the quality of training and development received from PSC	2.80
<u>Opportunities for Career Growth and Advancement</u>	
See a future for career working for the Government of Nova Scotia	3.81
Have opportunities for career growth within the Government of Nova Scotia	3.31
Have opportunities for career growth within the department	2.19
Satisfied with the way career growth and advancement is progressing	3.06
Workplace Culture	

	Mean Score
<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	4.33
<u>Employee Involvement and Innovation</u>	
Have opportunities to provide input into decisions that affect their work	4.19
Shared goals are developed for work unit	4.00
Supervisor considers their work-related ideas	4.00
Feel free to suggest innovative changes in their work	4.25
Innovation is valued in their work	4.13
<u>Recognition</u>	
Feel valued for contributions at work	4.03
Receive meaningful recognition for work well done	3.94
Receive recognition from supervisor for a job well done	4.13
<u>Quality of Work Life</u>	
Have support at work to balance work and personal life	4.06
Work-related stress is manageable	3.63
Workload is manageable	3.56
<u>Healthy, Supportive and Respectful Environment</u>	
Department promotes a healthy and supportive workplace	4.13
Department creates a safe work environment for its employees	4.13
Employees feel safe working in their job	4.19
Employees in department are respectful of employee differences	4.25
Treated respectfully at work	4.25
A healthy atmosphere (trust, mutual respect) exists in work unit	4.00
<u>Diverse and Inclusive Environment</u>	
Department values diversity	4.64
Department is actively implementing activities and practices that support a diverse workplace	4.46
<u>Staffing Practices</u>	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.31
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and	4.07

	Mean Score
experience	
In the department, the process of selecting a person for a position is clear	4.33
In the department, the process of selecting a person for a position is timely	2.73
In the department, the process of selecting a person is fair	4.13
In the department, hiring, promotion and other staffing processes are free from favouritism	3.93
<u>Performance Management Practices</u>	
Have a clear understanding of how performance is evaluated	3.80
Most recent performance appraisal/review reflects performance	3.77
<u>Leadership</u>	
<u>Clear Direction and Expectations</u>	
Clearly understood the vision, mission and goals of the department	4.36
Know how work contributes to the achievement of department goals	4.43
Know how work contributes to the achievement of work unit goals	4.50
Have a clear understanding of their work and what is expected of them	4.43
<u>Organizational Communication</u>	
Essential information flows effectively from senior leadership to staff	4.13
Essential information flows effectively from staff to senior leadership	4.13
Essential information flows effectively between work units	3.47
<u>Senior Leadership Practices</u>	
Department senior leadership sets a good example	4.13
Have confidence in the department senior leadership	4.07
Department senior leadership are genuinely interested in the well-being of employees	4.13
Department senior leadership provides clear direction	4.07
Department senior leadership makes timely decisions	4.07
<u>Direct Supervisory Practices</u>	
Employees can talk openly with the person they report to about work	4.27
Person report to is an effective leader	4.33
Employees have a positive working relationship with the	4.33

	Mean Score
person they report to	
Person they report to manages conflict in the workgroup	4.31
Person they report to gives employees feedback on their work performance	4.47
Person they report to maintains high standards of honesty and integrity	4.40
Satisfied with the quality of supervision received	4.27
Managers provide clear direction	4.40
Managers make timely decisions	4.40
<u>Overall</u>	
Work for an effective organization	4.07
Satisfied with my job	3.67
Satisfied with my department	4.13
Overall satisfied with work as a Government of Nova Scotia employee	3.93
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	3.80
Inspired to give my very best	4.13
Would recommend the Government of Nova Scotia as a great place to work	3.93