

How's Work Going 2011

Department of Justice Employee Survey Results



Evaluation & Accountability

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Copies of this paper are available on the website of the Public Service Commission, www.gov.ns.ca/psc/survey
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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 Justice had a response rate of 48% (50% in 2009). The survey was open between March 2nd - 31st, 2011.

1-3 How to read this report?

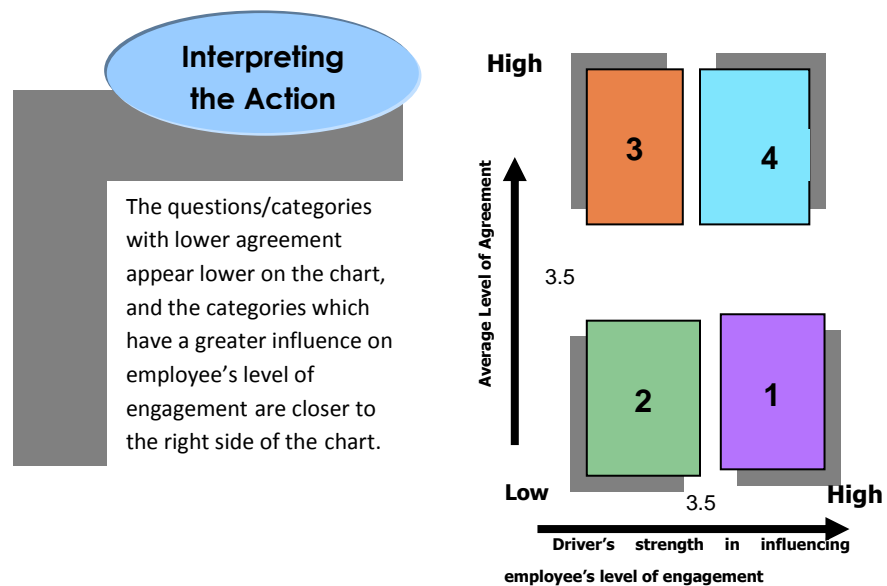
In this report, the results are presented in the following matter:

• 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 Summary Results

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	51
Organizational Satisfaction	
Department Satisfaction	39
Overall Satisfaction	58
Organizational Commitment	
Proud	57
Preference to stay with NS Government	56
Inspired	59
Would Recommend as a great place to work	49
Engagement Index	53

Table 1 Engagement Index and Engagement Outcome Results

Justice employee index is 53 and would be considered an area for improvement.

2-2 Engagement Outcomes Details

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

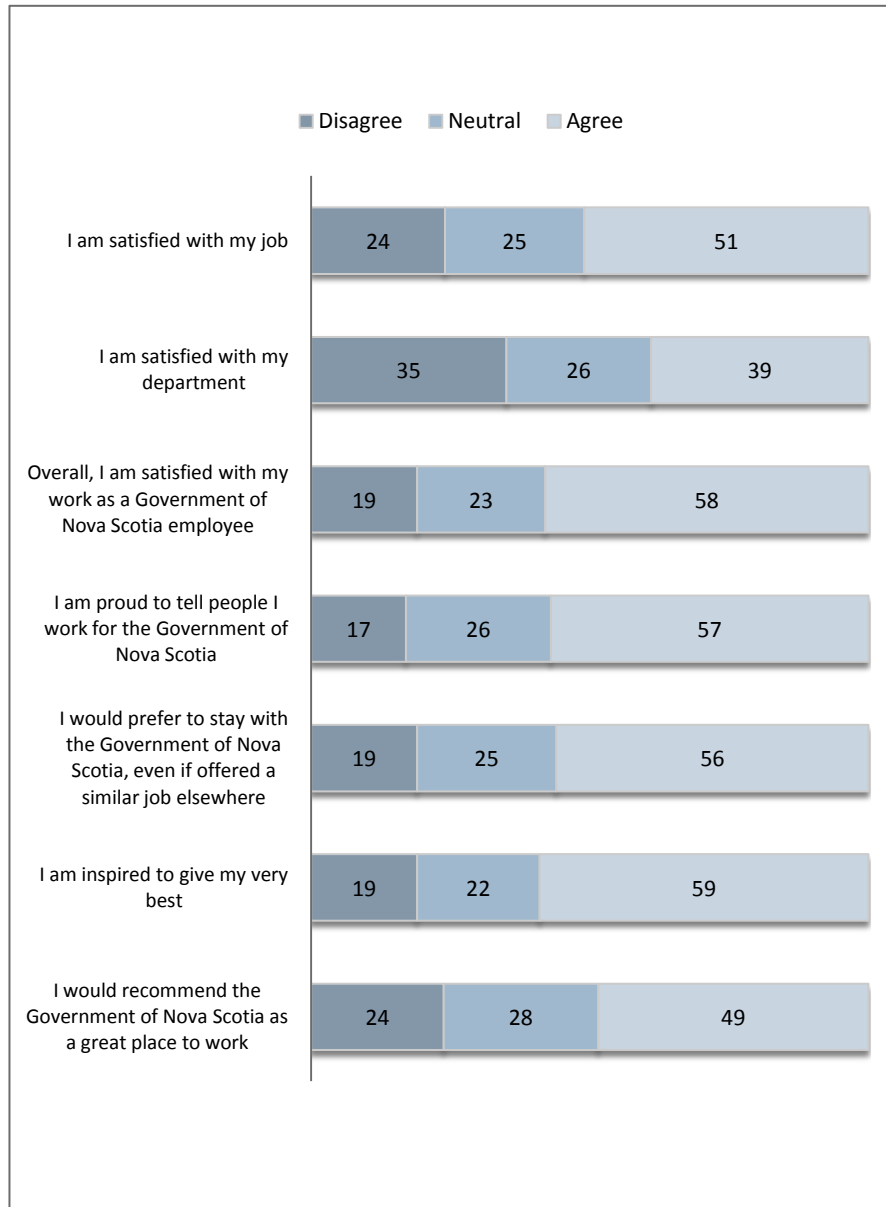


Figure 1 Detail engagement outcome results for 2011

2-3 Engagement Trend

Table 2 below and Figure 2 on the next page compare the Department's 2004 to 2011 results for the employee engagement outcome results.

	2011	2009	2007	2006	2005	2004
Job Satisfaction						
Job Satisfaction	51	78	69	68	n/a	n/a
Organizational Satisfaction						
Department Satisfaction	39	59	65	65	n/a	n/a
Overall Satisfaction	58	80	76	78	n/a	n/a
Organizational Commitment						
Proud	57	72	73	66	n/a	n/a
Preference to stay with Government of Nova Scotia	56	62	70	58	51	45
Inspired	59	76	76	79	n/a	n/a
Would Recommend as a great place to work	49	65	71	69	51	52
Engagement Level						
Engagement Level	53	69	72	n/a	n/a	n/a

Table 2 Employee Engagement Trend

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

For all seven questions, the level of agreement decreased substantially (by 6 to 27 percentage points) since 2009. In comparison to the baseline all the questions, except preference to stay and recommend, have decreased (by 3 to 26 percentage points). For the preference to stay and would recommend question the favourable scores have increased in comparison to their baseline (by 3 to 14 percentage points). The question with the largest decrease in agreement was job satisfaction agreement score.

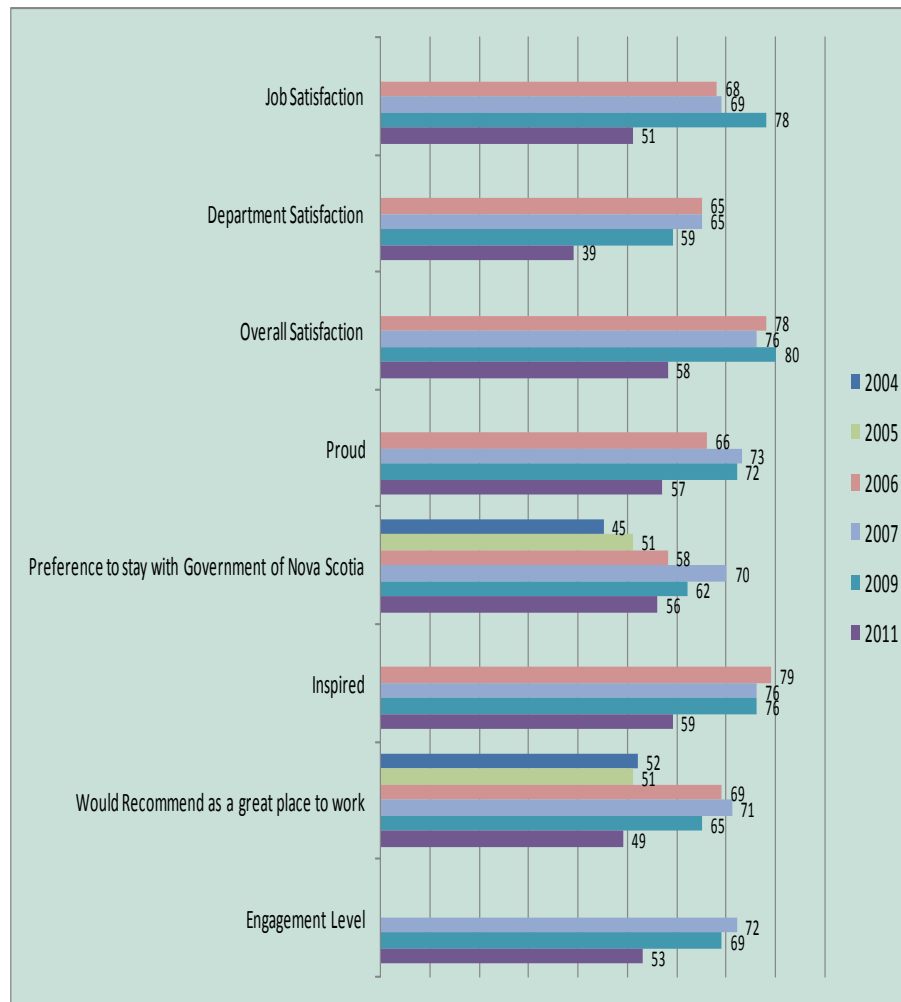


Figure 2 Agreement Score Comparison

2-4 How does Justice 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	51	59
Organizational Satisfaction		
Department Satisfaction	39	53
Overall Satisfaction	58	67
Organizational Commitment		
Proud	57	62
Preference to stay with Government of Nova Scotia	56	62
Inspired	59	68
Would Recommend as a great place to work	49	57
Engagement Level		
Engagement Level	53	62

Table 3 Employee Engagement score comparison

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

As noted in the table on the previous page, Justice shares the similar strengths and areas for improvement as seen in the corporate results. Using the strength-improvement category guide, Justice is not as strong in the areas of department satisfaction 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 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 Justice employees value:

1. Pay and benefits- 15%
2. Challenging and interesting work -14%
3. Being treated with respect- 10%
4. Opportunities for growth and advancement- 9%
5. Having the opportunity to balance work and personal life – 9%
6. Working with people I like -8%
7. A chance to make a difference – 8%
8. A chance to learn new skills and to develop -7%
9. Freedom to make decisions about how job is done -6%
10. Receiving recognition for a job well done -5%
11. Working for a manager they respect -4%
12. Working for 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 -23%
2. Compensation- 20%
3. Work Location – 16%
4. Quality work life balance – 12%
5. Career advancement opportunities- 11%
6. Desire to work for the public service- 11%
7. Support for training and related professional development activities - 6%

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:

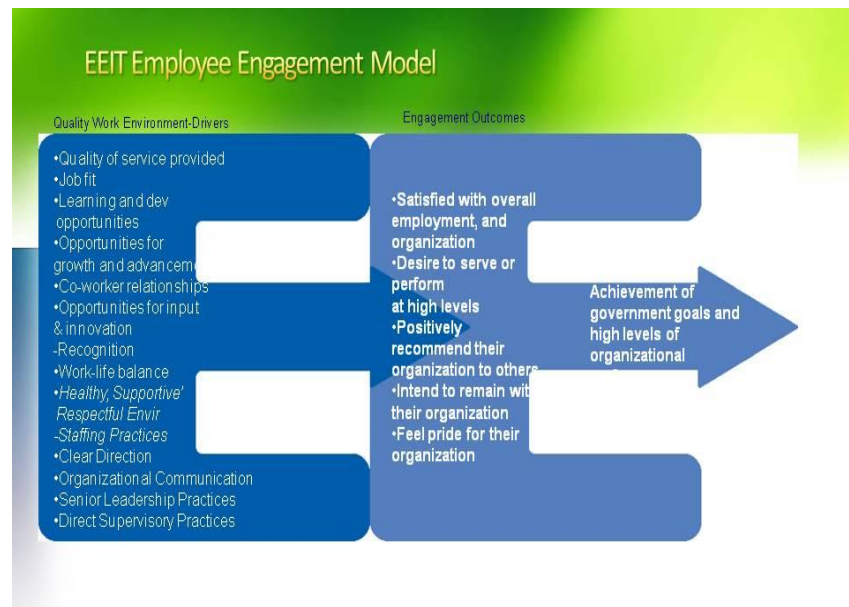


Figure 3 Employee Engagement Model

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

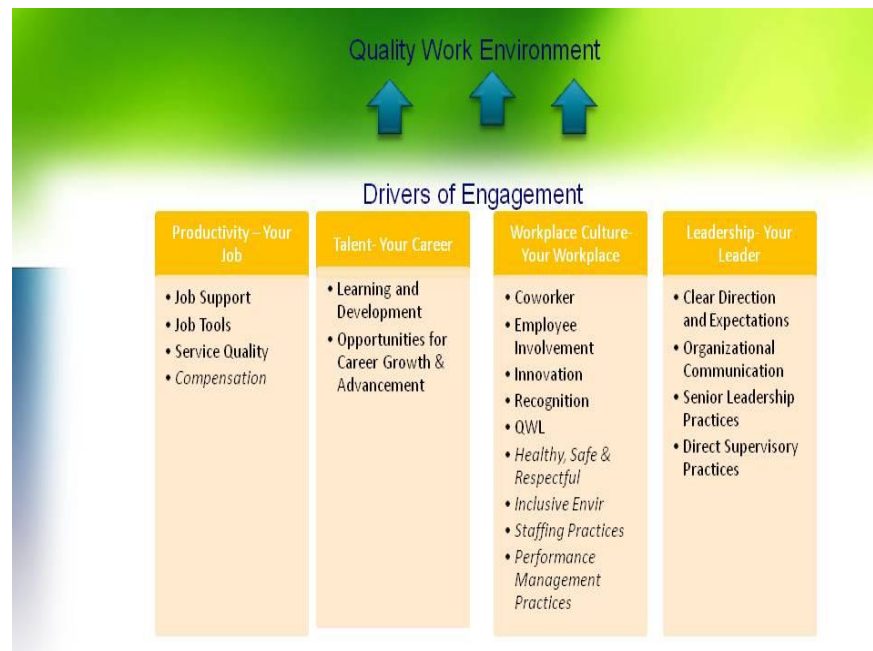


Figure 4 Drivers of Engagement category chart

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 top factors influencing employees' level of commitment and satisfaction, based on the Justice 2011 survey results.

1. Job Satisfaction
2. Senior Leadership Practices
3. Quality of Work Life
4. Recognition

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

1. Opportunities for Career Growth and Advancement
2. Employee Involvement and Innovation
3. Quality of Work Life
4. Senior Leadership Practices
5. Healthy, Supportive & Respectful Environment

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 Justice:

	Index
Job Productivity Index	64
Talent Capacity Index	41
Workplace Culture Index	50
Leadership Index	46
Overall- Quality Environment Index	49

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.

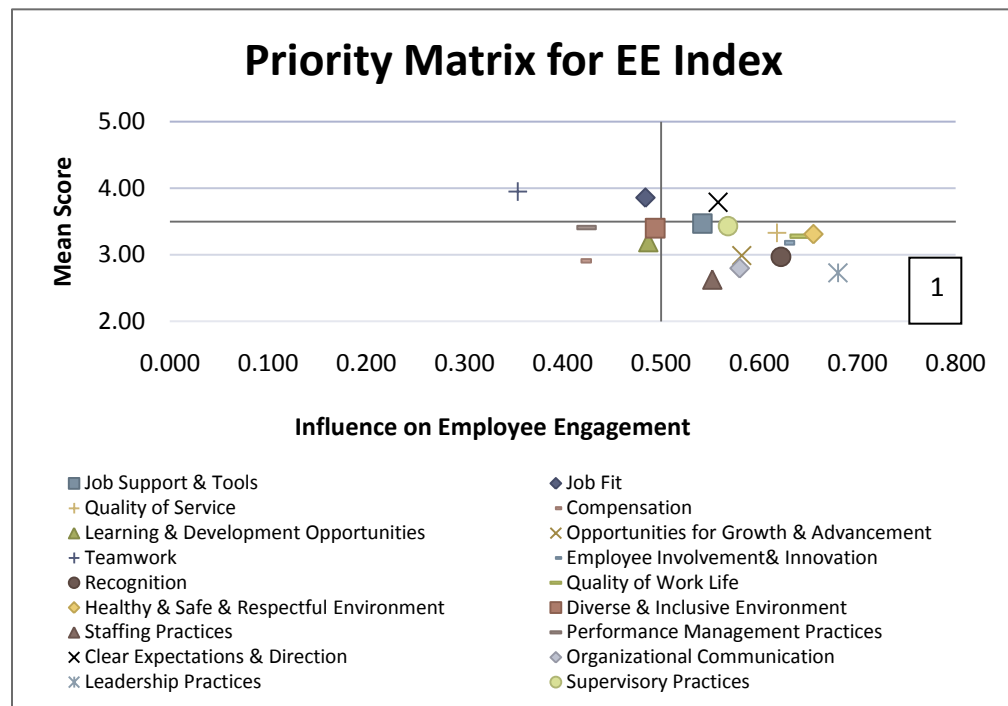


Figure 5 Priority Action Matrix Grid

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 Justice's focus should be:

- Leadership Practices

- Healthy, Supportive & Respectful Environment
- Quality of Work Life
- Employee Involvement and Innovation
- Recognition
- Opportunities for Career Growth and Advancement
- Organization Communication
- Staffing Practices
- Direct Supervisory Practices

The categories – Leadership Practices, Opportunities for Career Growth and Advancement, Organization Communication and Staffing Practices are also the corporate focus as well.



The next section of this report provides insight into how Justice 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

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.

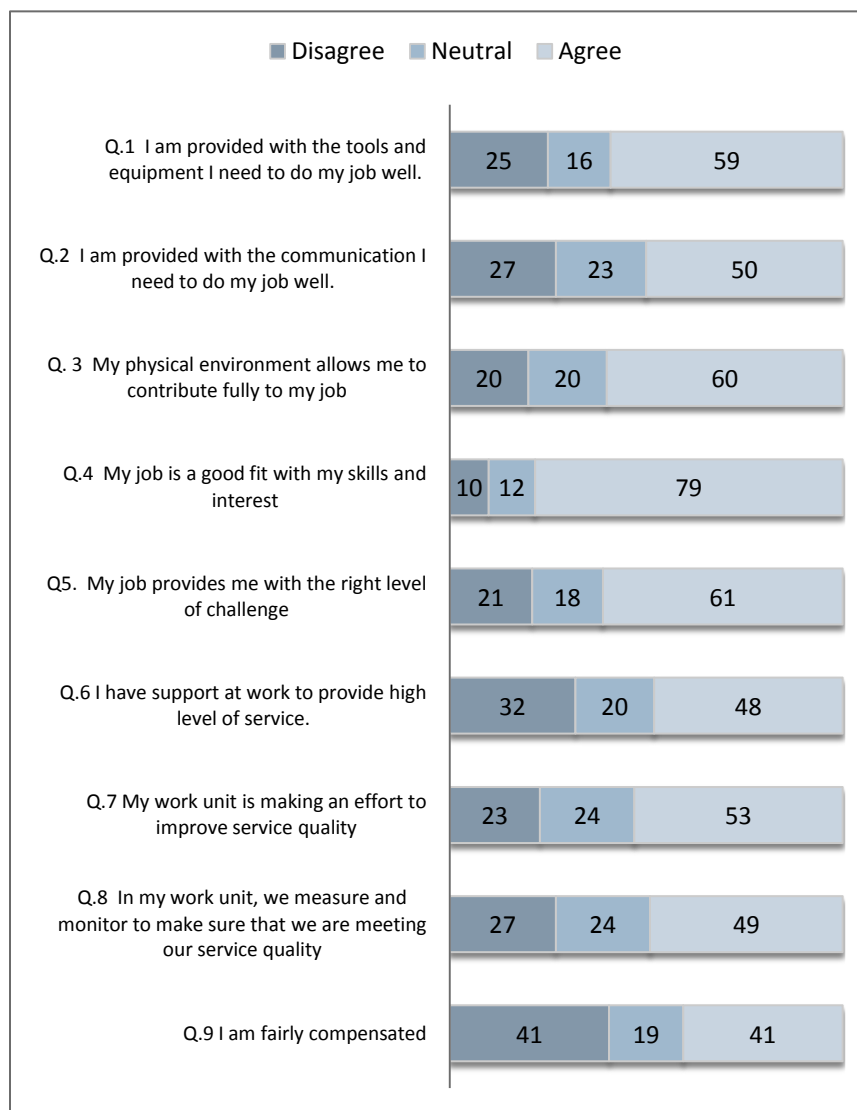


Figure 6 Detail job productivity capacity results for 2011

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

	Justice	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	59	72
Provided with the communication needed to do job well	50	58
Physical work environment allows employees to fully contribute to job	60	71
Job Fit		
Job is a good fit with skills and interests	79	79
Job provides right level of challenge	61	66
Quality of Service Provided		
Have support at work to provide high level of service	48	61
Work unit is making an effort to improve service quality	53	68
Work unit measures and monitors to make sure they are meeting their service quality	49	56
Compensation		
Compensated fairly for job	41	44

Table 5 Productivity Capacity comparison

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

Using the strength-improvement category guide, Justice was not as strong in comparison to the corporate results in the following categories:

- Providing tools and equipment needed to do the job well
- Quality Service Category

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	59	68	71	75	68	60
Provided with the communication needed to do job well	50	68	67	76	65	59
Job is a good fit with skills and interests	79	88	80	77	n/a	n/a
Job provides right level of challenge	61	75	n/a	n/a	n/a	n/a
Have support at work to provide high level of service	48	68	70	72	n/a	n/a
Compensated fairly for job	41	57	50	46	46	47
Productivity Index	64	78	75	75	n/a	n/a

Table 6 Productivity Capacity Trend

For all six questions, the level of agreement decreased substantially (by 9 to 20 percentage points) since 2009. The question with the largest decrease in agreement was "Have support at work to provide high level of service" agreement score.

3-2 Talent Capacity- Your Career

3-2-1 Talent Capacity Details

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

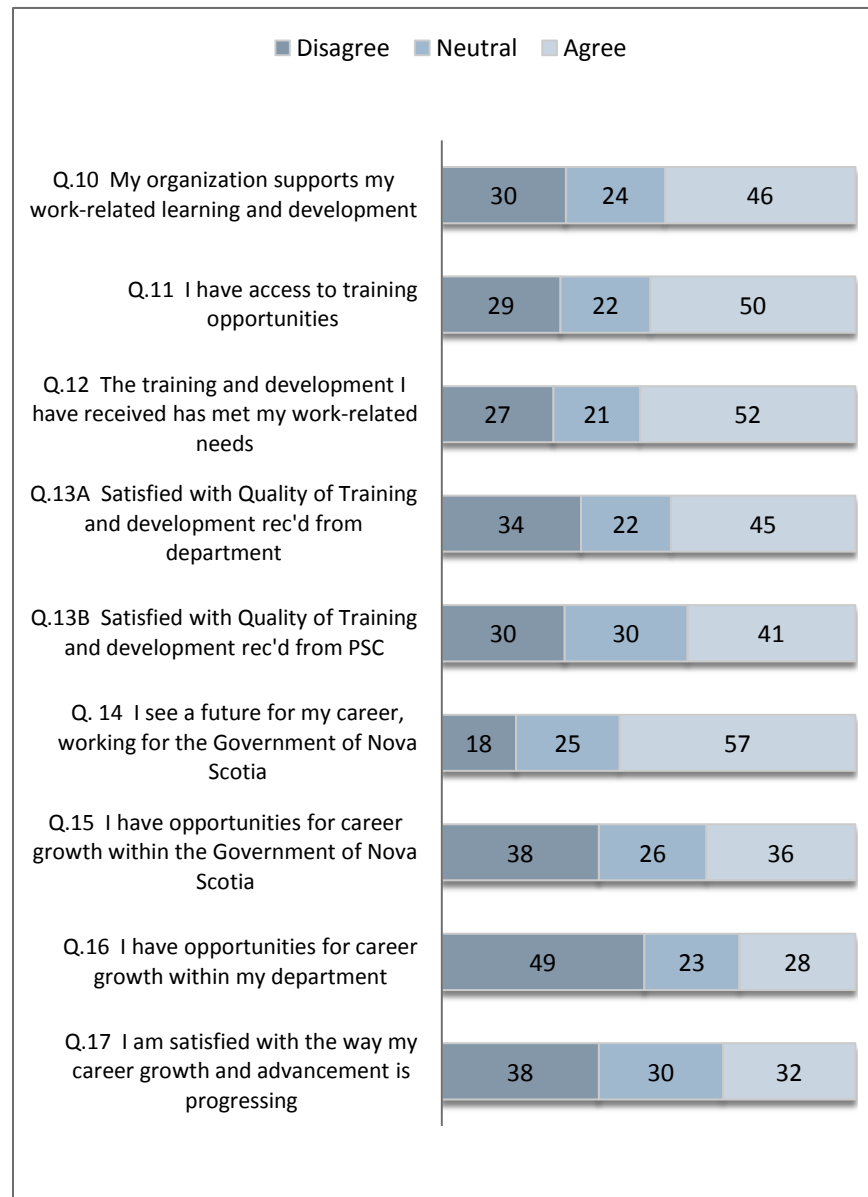


Figure 7 Detail talent capacity results for 2011

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.

	Justice	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	46	62
Have access to training opportunities	50	62
Training and development received met work-related needs	52	62
Satisfied with the quality of training and development received from department	45	54
Satisfied with the quality of training and development received from PSC	41	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	57	60
Have opportunities for career growth within the Government of Nova Scotia	36	42
Have opportunities for career growth within the department	28	32
Satisfied with the way career growth and advancement is progressing	32	38

Table 7 Talent Capacity Comparison

As noted in the table above, Justice shares similar 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, Justice was not as strong in comparison to the corporate results in the following categories:

- Learning and Development Category
- Seeing a future for career working for the Government of Nova Scotia

3-2-3 Talent Capacity Trend

Table 8 below is a comparison of the Department 2004 to 2011 results for the talent capacity category.

	2011	2009	2007	2006	2005	2004
Organization supports work-related learning and development	46	68	54	52	n/a	n/a
Have access to training opportunities	50	71	76	78	76	65
Training and development received met work-related needs	52	68	n/a	n/a	n/a	n/a
See a future for career working for the Government of Nova Scotia	57	74	66	70	67	49
Have opportunities for career growth within the Government of Nova Scotia	36	52	44	45	n/a	n/a
Have opportunities for career growth within the department	28	46	40	n/a	n/a	n/a
Talent Capacity Index	41	60	49	62	n/a	n/a

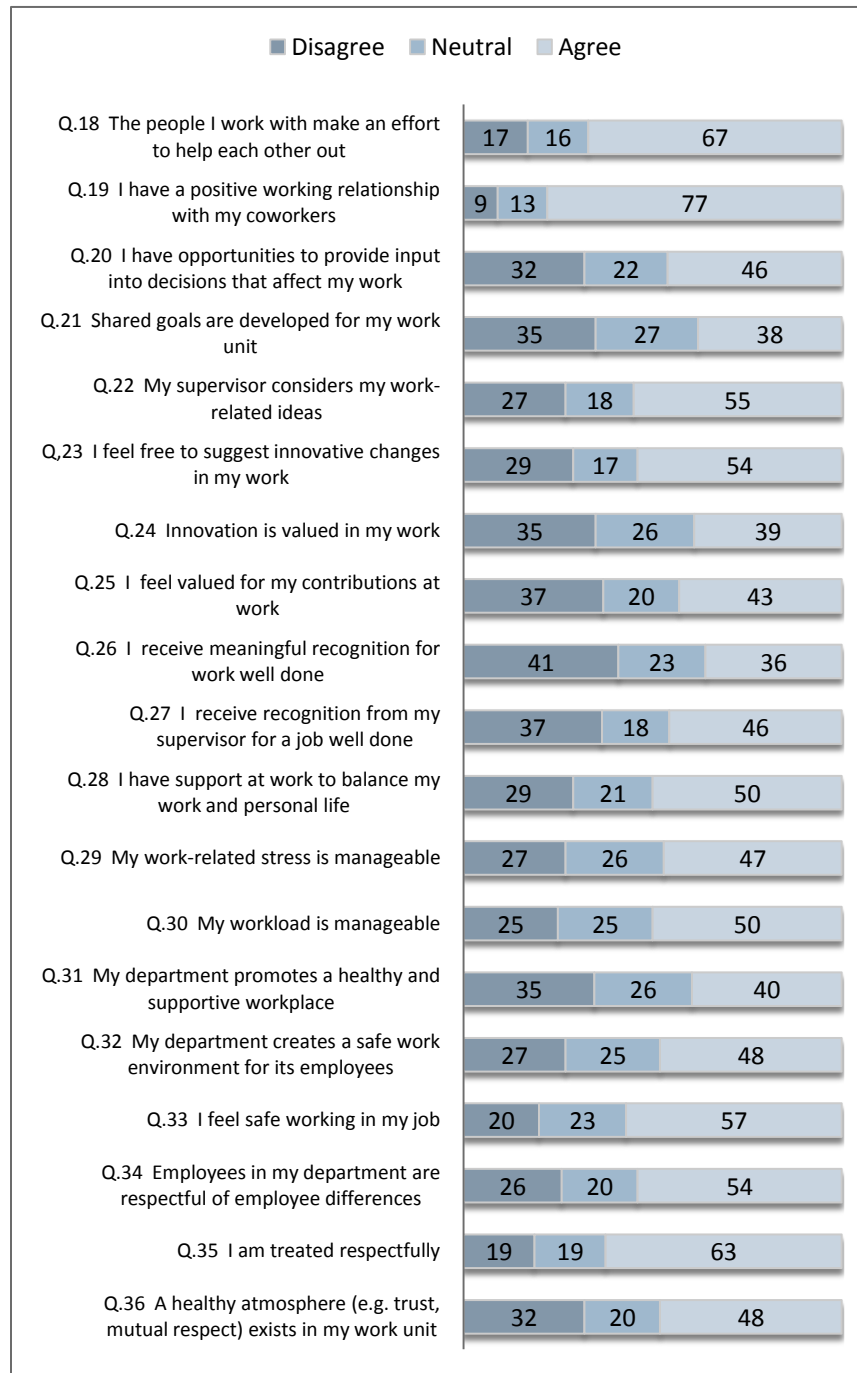
Table 8 Talent Capacity Trend

For all six questions, the level of agreement decreased substantially (by 16 to 22 percentage points) since 2009. The question with the largest decrease in agreement was “Organization supports work-related learning and development” 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).



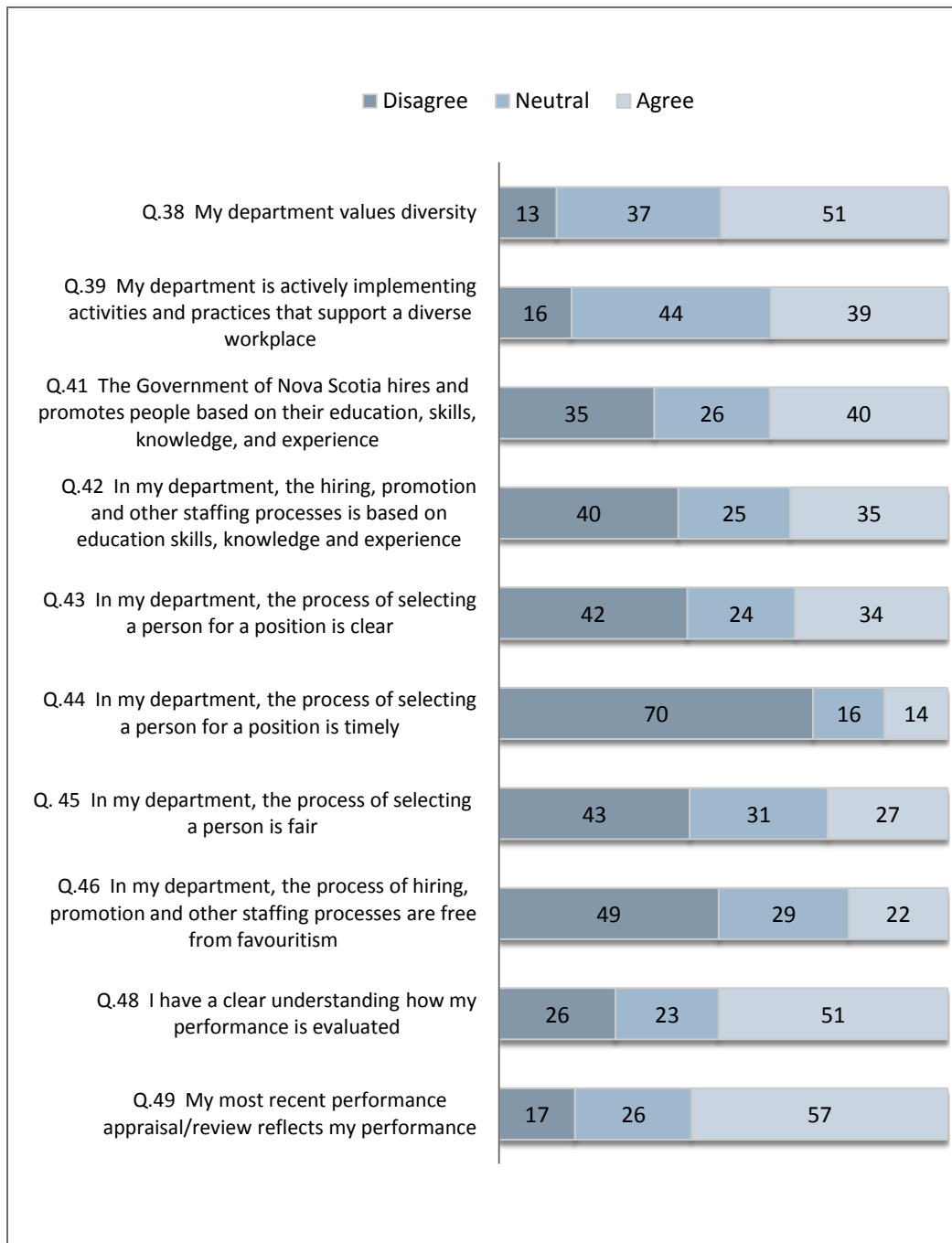


Figure 8 Detail workplace culture results for 2011

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.

	Justice	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	67	77
Have a positive working relationship with coworkers	77	84
Employee Involvement and Innovation		
Have opportunities to provide input into decisions that affect their work	46	60
Shared goals are developed for work unit	38	51
Supervisor considers their work-related ideas	55	69
Feel free to suggest innovative changes in their work	54	67
Innovation is valued in their work	39	54
Recognition		
Feel valued for contributions at work	43	54
Receive meaningful recognition for work well done	36	47
Receive recognition from supervisor for a job well done	46	58
Quality of Work Life		
Have support at work to balance work and personal life	50	62
Work-related stress is manageable	47	59
Workload is manageable	50	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	40	59
Department creates a safe work environment for its employees	48	73
Employees feel safe working in their job	57	78
Employees in department are respectful of employee differences	54	69
Treated respectfully at work	63	74
A healthy atmosphere (trust, mutual respect) exists in work unit	48	62
Diverse and Inclusive Environment		
Department values diversity	51	67
Department is actively implementing activities and practices that support a diverse workplace	39	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	40	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	35	48
In the department, the process of selecting a person for	34	47

a position is clear		
In the department, the process of selecting a person for a position is timely	14	21
In the department, the process of selecting a person is fair	27	41
In the department, hiring, promotion and other staffing processes are free from favouritism	22	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	63	65
% who didn't participate in a performance appraisal/review who would like to	67	76
Have a clear understanding of how performance is evaluated	51	59
Most recent performance appraisal/review reflects performance	57	67

Table 9 Workplace Culture comparison with corporate results

As noted in the table on this page and the previous page, Justice shares similar strengths and areas for improvement with the corporate results. Concern for the receiving meaningful recognition and staffing practice are a corporate wide issue.

Using the strength-improvement category guide, in comparison to the corporate results Justice is not as strong in the following areas:

- People making a effort to help each other out
- Employee Involvement and Innovation category
- Feeling valued
- Receiving recognition from their supervisor
- Work-related stress
- Promoting a healthy and supportive workplace, and healthy atmosphere of trust and mutual respect
- Safety questions
- Employees respectful of employee differences
- Diverse and Inclusive category
- Employees' belief that performance appraisal reflects actual work performance

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	67	87	81	83	82	73
Have a positive working relationship with coworkers	77	91	85	87	n/a	n/a
Have opportunities to provide input into decisions that affect their work	46	69	68	69	62	62
Shared goals are developed for work unit	38	65	62	61	58	53
Supervisor considers their work-related ideas	55	75	73	57	71	64
Feel free to suggest innovative changes in their work	54	73	n/a	n/a	n/a	n/a
Innovation is valued in their work	39	59	59	n/a	n/a	n/a
Feel valued for contributions at work	43	60	56	59	52	53
Receive meaningful recognition for work well done	36	52	48	57	n/a	n/a
Receive recognition from supervisor for a job well done	46	64	57	68	59	54
Have support at work to balance work and personal life	50	65	63	62	53	52
Work-related stress is manageable	47	72	n/a	n/a	n/a	n/a
Workload is manageable	50	69	n/a	n/a	n/a	n/a
Department promotes a healthy and supportive workplace	40	63	67	n/a	n/a	n/a
Department creates a safe work environment for its employees	48	69	73	78	76	68
Employees feel safe working in their job	57	74	76	77	81	70
Employees in department are respectful of employee differences	54	64	72	70	65	57
Treated respectfully at work	63	77	n/a	n/a	n/a	n/a
A healthy atmosphere (trust, mutual respect) exists in work unit	48	57	n/a	n/a	n/a	n/a
Department values diversity	51	67	64	65	56	49
Department is actively implementing activities and practices that support a diverse workplace	39	53	45	n/a	n/a	n/a
NS Government hires and promotes people based on their education, skills, knowledge and experience	40	52	39	35	34	41
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	35	49	n/a	n/a	n/a	n/a
In the department, the process of selecting a person for a position is clear	34	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)	63	69	57	70	64	60

	2011	2009	2007	2006	2005	2004
Have a clear understanding of how performance is evaluated	51	64	n/a	n/a	n/a	n/a
Most recent performance appraisal/review reflects performance	57	65	n/a	n/a	n/a	n/a
Workplace Index	50	70	65	n/a	n/a	n/a

Table 10 Workplace Culture Trend

For all the questions, the level of agreement decreased substantially (by 6 to 27 percentage points) since 2009. The question with the largest decrease in agreement was “Shared goals are developed for work unit” agreement score.

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).

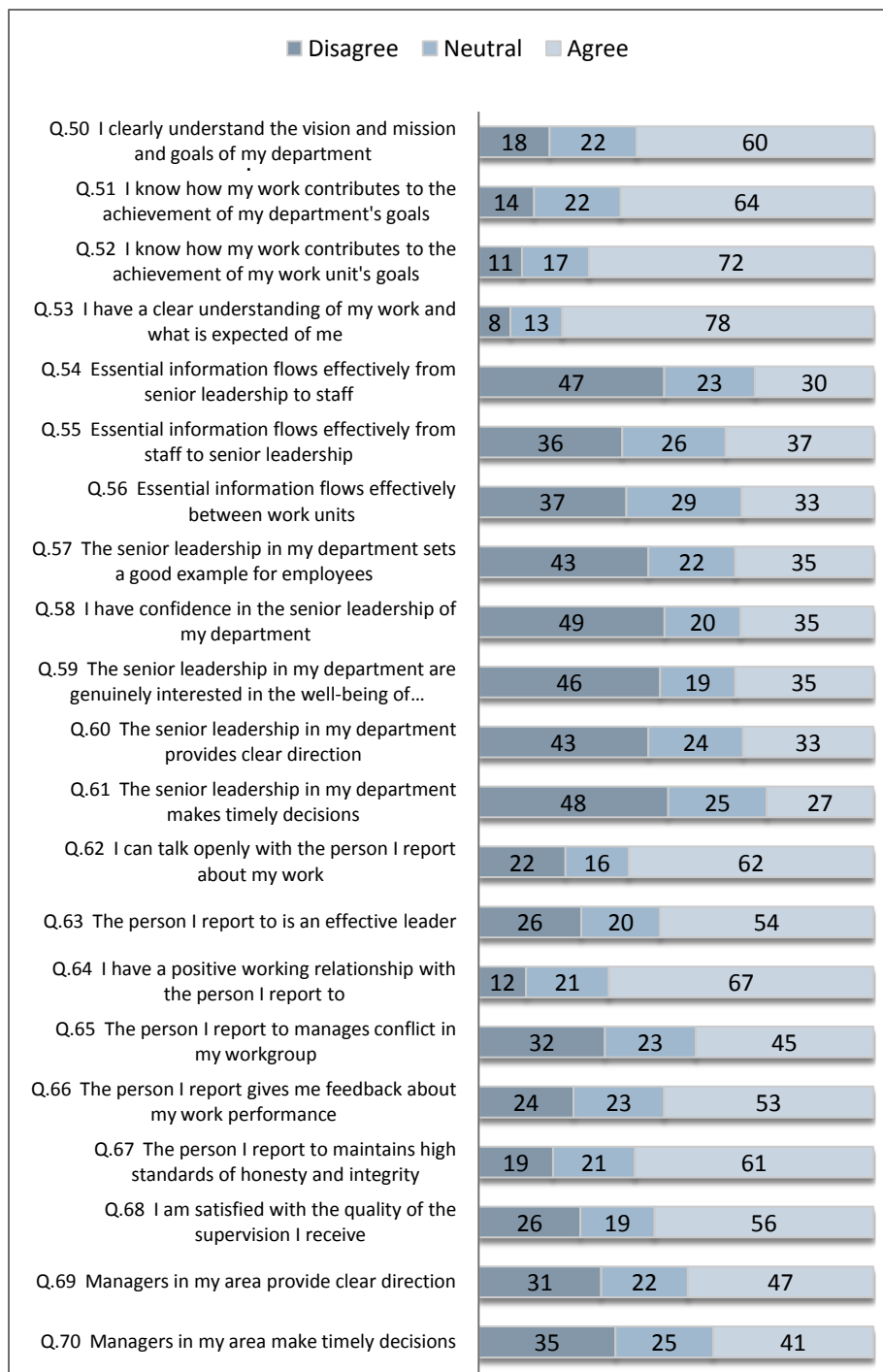


Figure 9 Detail leadership results for 2011

3-4-2 Leadership Comparison

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

	Justice	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	60	68
Know how work contributes to the achievement of department goals	64	73
Know how work contributes to the achievement of work unit goals	72	79
Have a clear understanding of their work and what is expected of them	78	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	30	37
Essential information flows effectively from staff to senior leadership	37	43
Essential information flows effectively between work units	33	33
Senior Leadership Practices		
Department senior leadership sets a good example	35	48
Have confidence in the department senior leadership	35	48
Department senior leadership are genuinely interested in the well being of employees	35	49
Department senior leadership provides clear direction	33	42
Department senior leadership makes timely decisions	27	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	62	76
Person report to is an effective leader	54	63
Employees have a positive working relationship with the person they report to	67	77
Person they report to manages conflict in the workgroup	45	54
Person they report to gives employees feedback on their work performance	53	63
Person they report to maintains high standards of honesty and integrity	61	72
Satisfied with the quality of supervision received	56	65
Managers provide clear direction	47	56
Managers make timely decisions	41	51

Table 11 Leadership Comparisons

As noted in the table on the previous page, Justice 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 Justice is not as strong in the following areas:

- Employees knowing how their work contributes to the achievement of their work unit's goals
- Supervisory Practices category except for the question the person they report to maintains high standards of honesty and integrity

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	60	63	n/a	n/a	n/a	n/a
Know how work contributes to the achievement of department goals	64	76	72	79	68	62
Know how work contributes to the achievement of work unit goals	72	80	n/a	n/a	n/a	n/a
Have a clear understanding of their work and what is expected of them	78	89	n/a	n/a	n/a	n/a
Essential information flows effectively from senior leadership to staff	30	45	47	n/a	n/a	n/a
Department senior leadership sets a good example	35	47	50	54	52	44
Have confidence in the department senior leadership	35	48	53	54	49	44
Department senior leadership are genuinely interested in the well being of employees	35	46	51	n/a	n/a	n/a
Department senior leadership provides clear direction	33	47	50	n/a	n/a	n/a
Department senior leadership makes timely decisions	27	37	38	n/a	n/a	n/a
Employees can talk openly with the person they report to about work	62	79	74	75	69	64
Person report to is an effective leader	54	66	60	66	n/a	n/a
Employees have a positive working relationship with the person they report to	67	82	76	84	n/a	n/a
Person they report to manages conflict in the workgroup	45	51	46	56	44	44
Person they report to gives employees feedback on their work performance	53	69	63	71	64	58
Person they report to maintains high standards of honesty and integrity	61	68	n/a	n/a	n/a	n/a
Satisfied with the quality of supervision received	56	65	61	n/a	n/a	n/a
Managers provide clear direction	47	60	n/a	n/a	n/a	n/a
Managers make timely decisions	41	55	50	n/a	n/a	n/a
Leadership Index	46	59	58	n/a	n/a	n/a

Table 12 Leadership Trend

For all questions, the level of agreement decreased substantially (by 3 to 17 percentage points) since 2009. The question with the largest decrease in agreement was “Employees can talk openly with the person they report to about work” agreement score.

Chapter 4- Other Work Environment Questions

4-1 Respectful Environment

As shown in the chart below, 36% of Justice employees have experienced bullying behavior in the last 12 months. And 38% 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	33%
The person they report to	24%
Another manager in the org	20%
A client	9%
A member of the public	5%
Someone you manage	4%
Someone who works at a government workplace who is not a direct employee of government	3%
Someone who works for another part of the organization	3%
Someone else	3%

Table 13 Where bullying behaviour came from

4-2 Inclusive Environment

As shown in the survey, 13% of Justice employees have experienced racism and/or discrimination in the last 12 months. Only 29% 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	37%
The person they report to	25%
Another manager in the organization	24%
Someone who works for another part of the organization	4%
A member of the public	4%
A client	3%
Someone else	3%
Someone who works at a government workplace who is not a direct employee of government	1%

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)	17%
Race	14%
Physical disability	12%
Age	9%
Colour	8%
Sexual orientation	8%
Ethnic	7%
Family status	5%
Religion	5%
Mental disability	5%
Marital status	4%
Political belief, affiliation or activity	4%
Source of income	1%

Table 15 Type of racism/discrimination experienced

4-3 Employees' Retention Intentions

As shown in the tables below, 31% of Justice 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	12%
Between 3-5 years	19%
Between 6-10 years	32%
11 years or more	37%

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	61%
Management (lack of support or recognition)	14%
Pursuing other employment opportunities	12%
Job itself (not interesting work or lack of challenge)	8%
Other	4%
End of contract or term appointment	1%

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	3.51
Provided with the communication needed to do job well	3.34
Physical work environment allows employees to fully contribute to job	3.57
<u>Job Fit</u>	
Job is a good fit with skills and interests	4.12
Job provides right level of challenge	3.60
<u>Quality of Service</u>	
Have support at work to provide high level of service	3.22
Work unit is making an effort to improve service quality	3.45
Work unit measures and monitors to make sure they are meeting their service quality	3.30
<u>Compensation</u>	
Compensated fairly for job	2.91
Talent Capacity	
<u>Learning and Development</u>	
Organization supports work-related learning and development	3.18
Have access to training opportunities	3.23
Training and development received met work-related needs	3.29
Satisfied with the quality of training and development received from department	3.12
Satisfied with the quality of training and development received from PSC	3.10
<u>Opportunities for Career Growth and Advancement</u>	
See a future for career working for the Government of Nova Scotia	3.58
Have opportunities for career growth within the Government of Nova Scotia	2.93
Have opportunities for career growth within the department	2.62
Satisfied with the way career growth and advancement is progressing	2.83

	Mean Score
Workplace Culture	
<u>Coworker Relationship</u>	
The people I work with make an effort to help each other	4.12
Have a positive working relationship with coworkers	3.15
<u>Employee Involvement and Innovation</u>	
Have opportunities to provide input into decisions that affect their work	3.15
Shared goals are developed for work unit	3.01
Supervisor considers their work-related ideas	3.39
Feel free to suggest innovative changes in their work	3.36
Innovation is valued in their work	3.01
<u>Recognition</u>	
Feel valued for contributions at work	3.00
Receive meaningful recognition for work well done	2.82
Receive recognition from supervisor for a job well done	3.09
<u>Quality of Work Life</u>	
Have support at work to balance work and personal life	3.24
Work-related stress is manageable	3.24
Workload is manageable	3.35
<u>Healthy, Supportive and Respectful Environment</u>	
Department promotes a healthy and supportive workplace	3.00
Department creates a safe work environment for its employees	3.24
Employees feel safe working in their job	3.50
Employees in department are respectful of employee differences	3.35
Treated respectfully at work	3.62
A healthy atmosphere (trust, mutual respect) exists in work unit	3.18
<u>Diverse and Inclusive Environment</u>	
Department values diversity	3.51
Department is actively implementing activities and practices that support a diverse workplace	3.28
<u>Staffing Practices</u>	
NS Government hires and promotes people based on their education, skills, knowledge and experience	2.95
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	2.81

	Mean Score
In the department, the process of selecting a person for a position is clear	2.81
In the department, the process of selecting a person for a position is timely	2.04
In the department, the process of selecting a person is fair	2.67
In the department, hiring, promotion and other staffing processes are free from favouritism	2.48
<u>Performance Management Practices</u>	
Have a clear understanding of how performance is evaluated	3.31
Most recent performance appraisal/review reflects performance	3.53
Leadership	
<u>Clear Direction and Expectations</u>	
Clearly understood the vision, mission and goals of the department	3.56
Know how work contributes to the achievement of department goals	3.68
Know how work contributes to the achievement of work unit goals	3.83
Have a clear understanding of their work and what is expected of them	4.07
<u>Organizational Communication</u>	
Essential information flows effectively from senior leadership to staff	2.64
Essential information flows effectively from staff to senior leadership	2.92
Essential information flows effectively between work units	2.85
<u>Senior Leadership Practices</u>	
Department senior leadership sets a good example	2.79
Have confidence in the department senior leadership	2.79
Department senior leadership are genuinely interested in the well-being of employees	2.75
Department senior leadership provides clear direction	2.76
Department senior leadership makes timely decisions	2.58
<u>Direct Supervisory Practices</u>	
Employees can talk openly with the person they report to about work	3.67
Person report to is an effective leader	3.41
Employees have a positive working relationship with the person they report to	3.85
Person they report to manages conflict in the workgroup	3.16

	Mean Score
Person they report to gives employees feedback on their work performance	3.41
Person they report to maintains high standards of honesty and integrity	3.65
Satisfied with the quality of supervision received	3.46
Managers provide clear direction	3.18
Managers make timely decisions	3.04
<u>Overall</u>	
Work for an effective organization	3.04
Satisfied with my job	3.36
Satisfied with my department	3.02
Overall satisfied with work as a Government of Nova Scotia employee	3.49
Proud to tell people work as a Government of Nova Scotia employee	3.59
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.59
Inspired to give my very best	3.60
Would recommend the Government of Nova Scotia as a great place to work	3.33