

How's Work Going 2011

*Departments & Agencies Grouped in the Other Category
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 departments/agencies grouped under the ‘Other’ category (e.g. Premiers’ Office) had a response rate of 88% (56% corporately). The survey was open between March 2 – 31, 2011.

1.3 How to read this report?

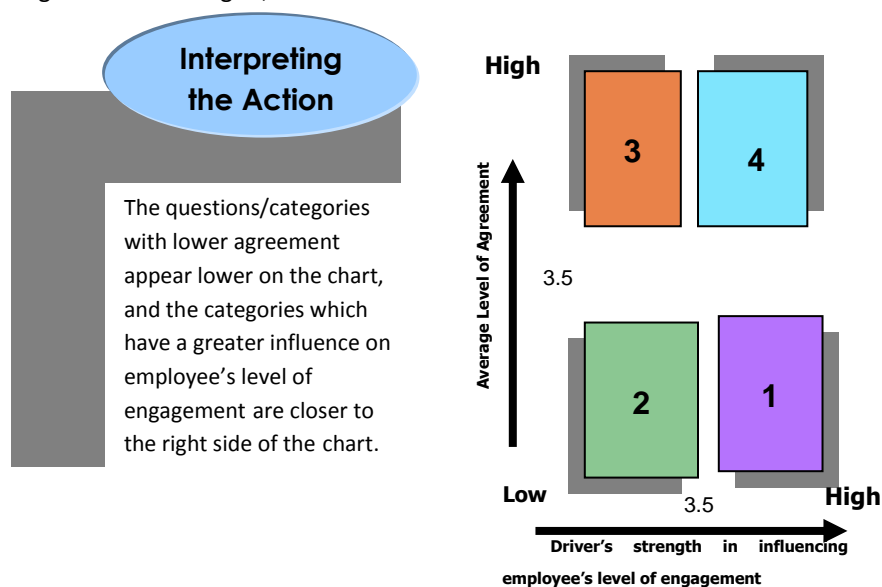
In this report, the results are presented in the following matter (note, due to the rounding of numbers the agreement scores may not equal 100%):

• 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	72
Organizational Satisfaction	
Department Satisfaction	70
Overall Satisfaction	77
Organizational Commitment	
Proud	67
Preference to stay with NS Government	68
Inspired	75
Would Recommend as a great place to work	68
Engagement Index	71

Table 1 Employee Engagement Agreement Scores

As Table 1 demonstrates, departments and agencies grouped under the 'other' category have an employee index of 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.

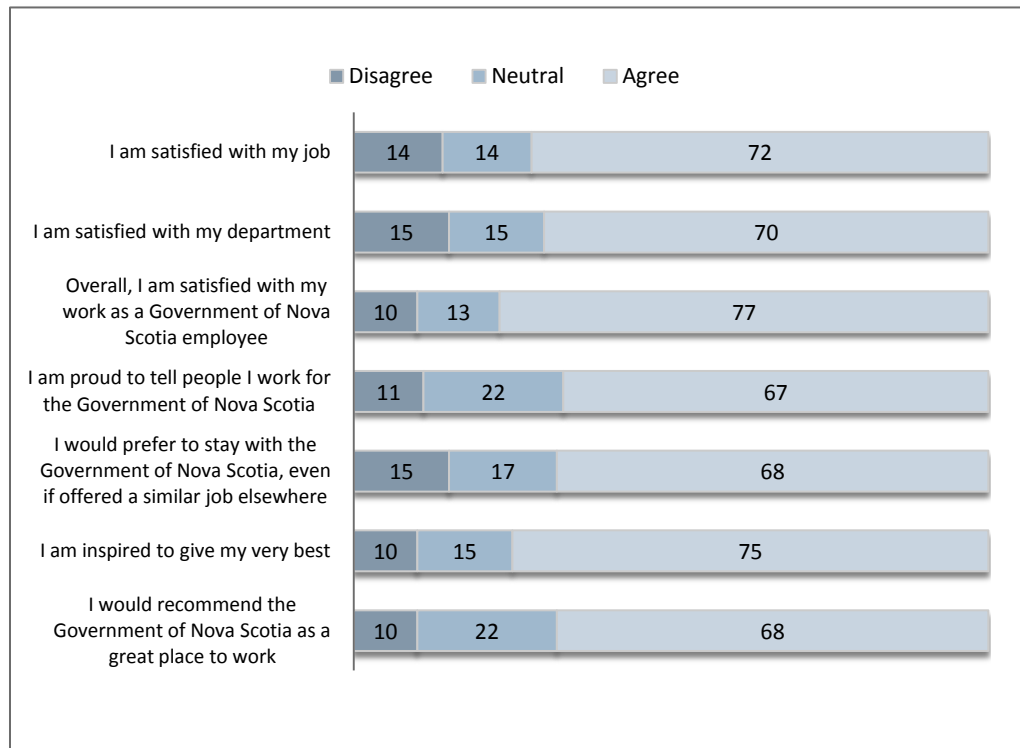


Figure 1 Detail engagement outcome results for 2011

2.2.2 Employee Engagement Trend for 2009 and 2011

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

		Agreement Score	
		2011	2009
Job Satisfaction			
Job Satisfaction		72	85
Organizational Satisfaction			
Department Satisfaction		70	75
Overall Satisfaction		77	90
Organizational Commitment			
Proud		67	79
Preference to stay with Government of Nova Scotia		68	68
Inspired		75	85
Would Recommend as a great place to work		68	82
Engagement Level		71	80

Table 2 Employee Engagement Trend for 2009 and 2011

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

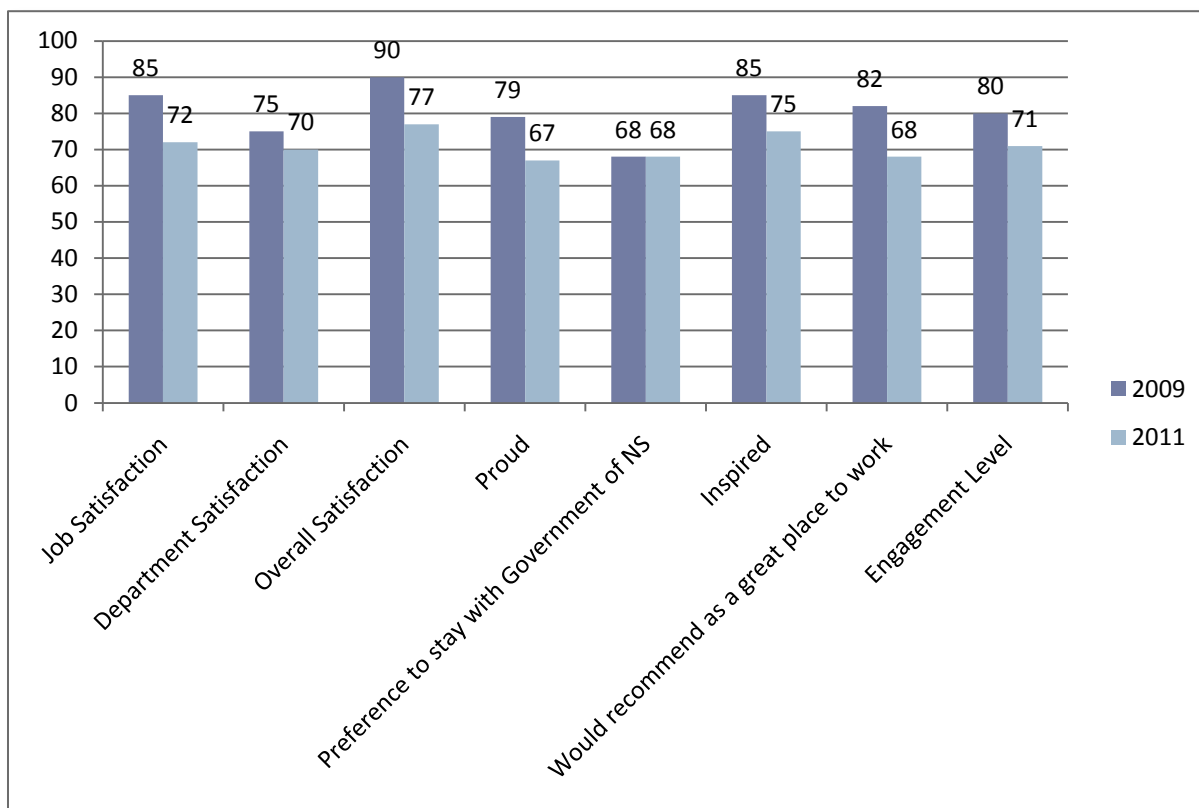


Figure 2 Agreement Score Comparison for 2009 and 2011

Compared to 2009, the departments and agencies grouped in the “other” category have shown decreases in all questions regarding engagement (by 5 to 15 percentage points); however, many remain in the clear or basic strength category. Job and overall satisfaction had the greatest declines in agreement falling by 13 percent. Both went from areas of clear to basic strength. The agreement scores for proud and would recommend fell by 12 and 14 percentage points, and have gone from areas of clear to basic strength. The overall engagement score fell by 9 percentage points and has also gone from a clear strength to a basic strength.

2.2.3 How does their engagement compare?

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

	Agreement Scores	
	Other	Corporate
Job Satisfaction		
Job Satisfaction	72	59
Organizational Satisfaction		
Department Satisfaction	70	53
Overall Satisfaction	77	67
Organizational Commitment		
Proud	67	62
Preference to stay with Government of Nova Scotia	68	62
Inspired	75	68
Would Recommend as a great place to work	68	57
Engagement Level	71	62

Table 3 Employee Engagement score comparison

As noted in the table above, the departments and agencies grouped under Other are stronger in the majority of questions regarding employee engagement. The overall engagement level 9 percentage points higher in agreement and an area of strength similar to the corporate results. Using the strength-improvement category guide, in comparison to the corporate results the Other's group responses are stronger the following areas:

- Job satisfaction
- Department satisfaction
- Overall 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 do the "other's" 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 employees in the Other Group value:

1. Challenging and interesting work – 14%
2. Pay and benefits – 13%
3. Opportunities to balance work and personal life – 10%
4. Working with people I like – 9%
5. A chance to make a difference – 9%

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. Opportunity to work in chosen field – 20%
2. Opportunities for work-life balance – 15%
3. Compensation – 14%
4. Desire to work in the public service – 13%
5. Work location – 13%
6. Career advancement opportunities – 12%

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 below illustrates this:

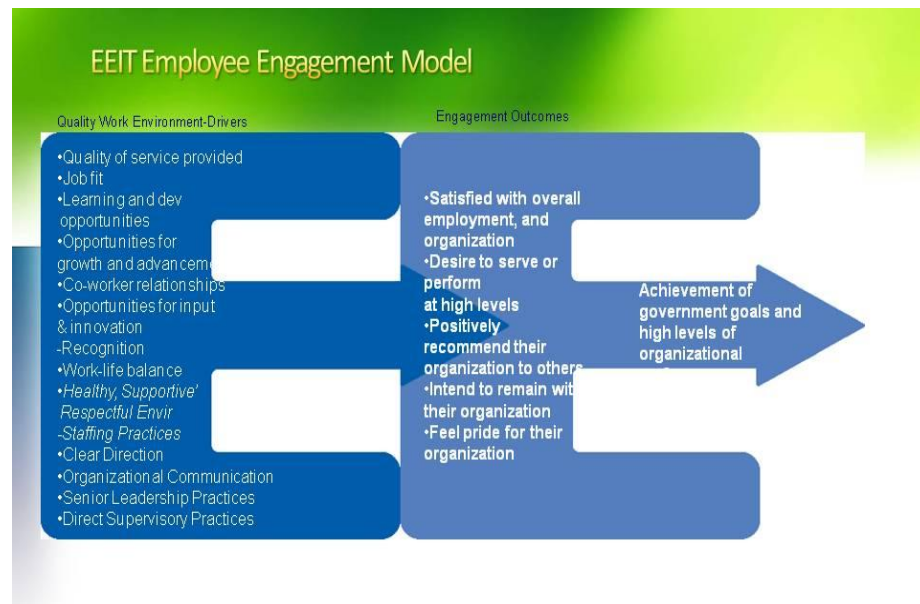


Figure 3 Employee Engagement Model

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 employees in the Other Group, 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 their 2011 survey results.

1. Job Satisfaction
2. Senior Leadership Practices
3. Recognition
4. Direct Supervisory Practices
5. Opportunities for Growth and Advancement
6. Involvement and Innovation

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

1. Senior Leadership Practices
2. Quality of Work Life
3. Recognition
4. Opportunities for Growth and Advancement
5. Clear Direction and Expectations

2.3.4 How are they performing in relation to the drivers (factors) of engagement?

A Quality Environment Index can be used to understand how the Others are 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 the Others, the Quality Environment Index (average of all the drivers of engagement) is 66. The Corporate Quality Environment Index is 60.

2.3.5 Where do they need to focus to improve their employees' work environment and to keep employees engaged?

To help understand the results and to determine where the Others 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,

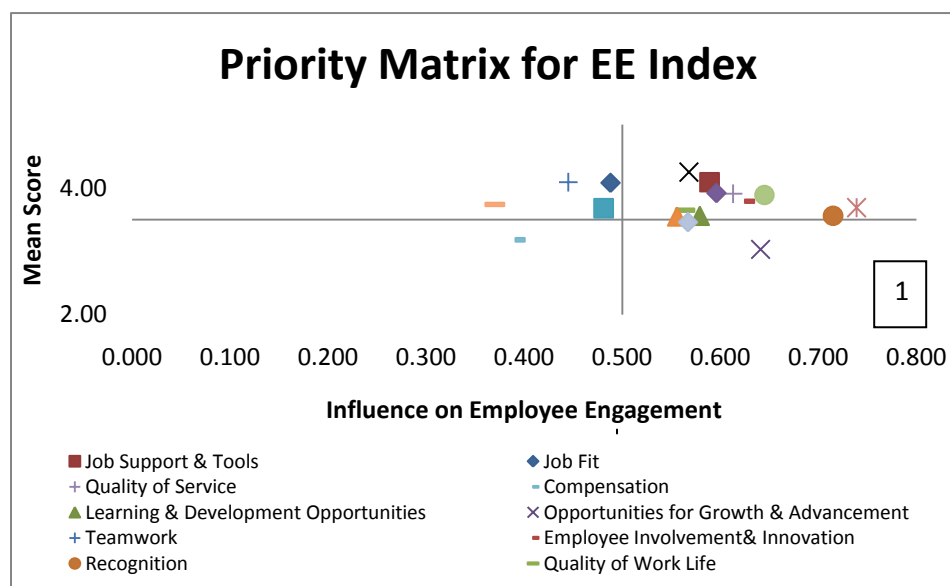


Figure 5 Priority Action Matrix Grid

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 the Others 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 departments and agencies grouped in the “Other” category should focus on:

- Opportunities for Growth and Advancement
- Staffing Practices
- Organizational Communication
- Learning and Development Opportunities
- Recognition

The next section of this report provides insight into how the Other group 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.

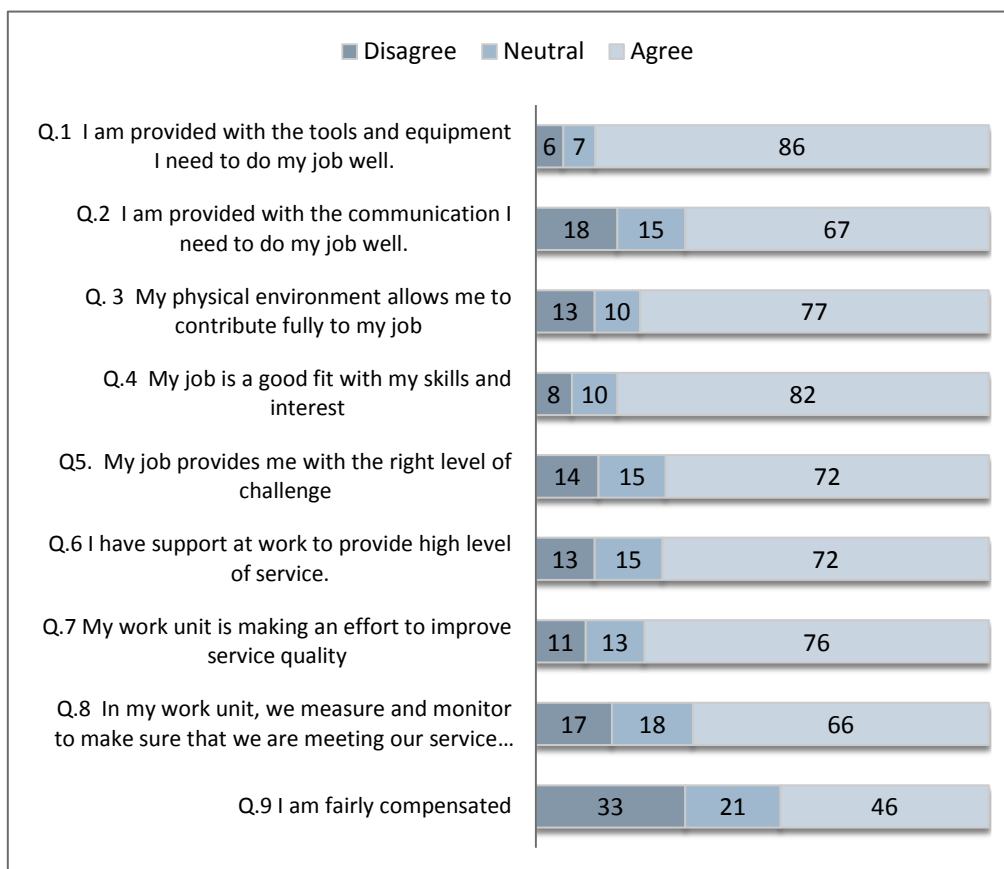


Figure 6 Detail job productivity capacity results for 2011

3.1.2 Productivity Capacity Trend for 2009 and 2011 results

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

	2011	2009
Provided with the tools and equipment needed to do job well	86	84
Provided with the communication needed to do job well	67	76
Job is a good fit with skills and interests	82	90
Job provides right level of challenge	72	80
Have support at work to provide high level of service	72	87
Compensated fairly for job	46	62

Table 4 Productivity Capacity Trend for 2009 and 2011 results

Apart from employees who feel they are provided with the tools/equipment to do their job well, all of the questions saw declines in agreement by 8 to 16 percent. Communication, job challenge and support to provide a high level of service fell by 8 to 15 percent, and each went from areas of clear to basic strength. Compensation fell in agreement by 16 percent and went from a basic strength to an area for concern.

3.1.3 Productivity Capacity Comparison

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

	Agreement Scores	
	Other	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	86	72
Provided with the communication needed to do job well	67	58
Physical work environment allows employees to fully contribute to job	77	71
Job Fit		
Job is a good fit with skills and interests	82	79
Job provides right level of challenge	72	66
Quality of Service Provided		
Have support at work to provide high level of service	72	61
Work unit is making an effort to improve service quality	76	68
Work unit measures and monitors to make sure they are meeting their service quality	66	56
Compensation		
Compensated fairly for job	46	44

Table 5 Productivity Capacity comparison

As noted in Table 5, the Other's have similar agreement scores for many of the questions compared to the corporate results. Compensation is a corporate wide issue; therefore, the Others have no unique area of concern.

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

- Job support and tools (all areas)
- Work units making an effort to improve service quality
- Work units measuring and monitoring to make sure they are meeting their service quality

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.

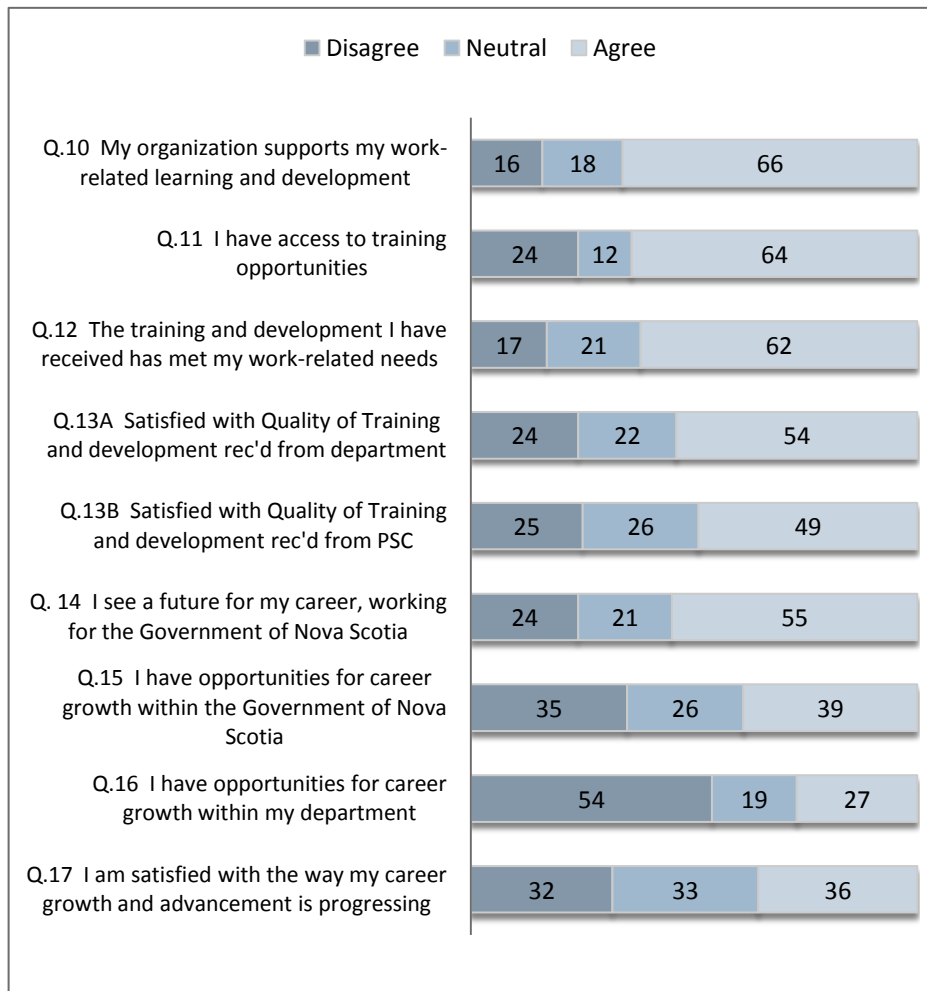


Figure 7 Detail talent capacity results for 2011

3.2.2 Talent Capacity Trend

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

	2011	2009
Organization supports work-related learning and development	66	81
Have access to training opportunities	64	81
Training and development received met work-related needs	62	78
See a future for career working for the Government of Nova Scotia	55	75
Have opportunities for career growth within the Government of Nova Scotia	39	53
Have opportunities for career growth within the department	27	23

Table 6 Talent Capacity Trend for 2011 and 2009

As shown in Table 6, the agreement scores for talent capacity declined substantially by 4 to 20 percent. Employees who see a future for their careers working in the Government of Nova Scotia had the greatest decline falling by 20 percent and went from an area of clear strength to an area for improvement. Support, access and meeting work-related needs fell by 15 to 17 percent and have all gone from areas of clear to basic strength. Opportunities for career growth within the Government of Nova Scotia fell 14 percent and is an area for concern, as is growth within the department, which remains an area for concern.

3.2.3 Talent Capacity Comparison

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

	Agreement Score	
	Other	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	66	62
Have access to training opportunities	64	62
Training and development received met work-related needs	62	62
Satisfied with the quality of training and development received from department	54	54
Satisfied with the quality of training and development received from PSC	49	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	55	60
Have opportunities for career growth within the Government of Nova Scotia	39	42
Have opportunities for career growth within the department	27	32
Satisfied with the way career growth and advancement is progressing	36	38

Table 7 Talent Capacity Comparison

As noted in Table 7, the Others have many similarities compared to the corporate results. Concern for career growth and advancement within the Government of Nova Scotia, the department, and satisfaction with how career growth and advancement are progressing are corporate-wide issues and therefore, the Others have no unique areas for concern.

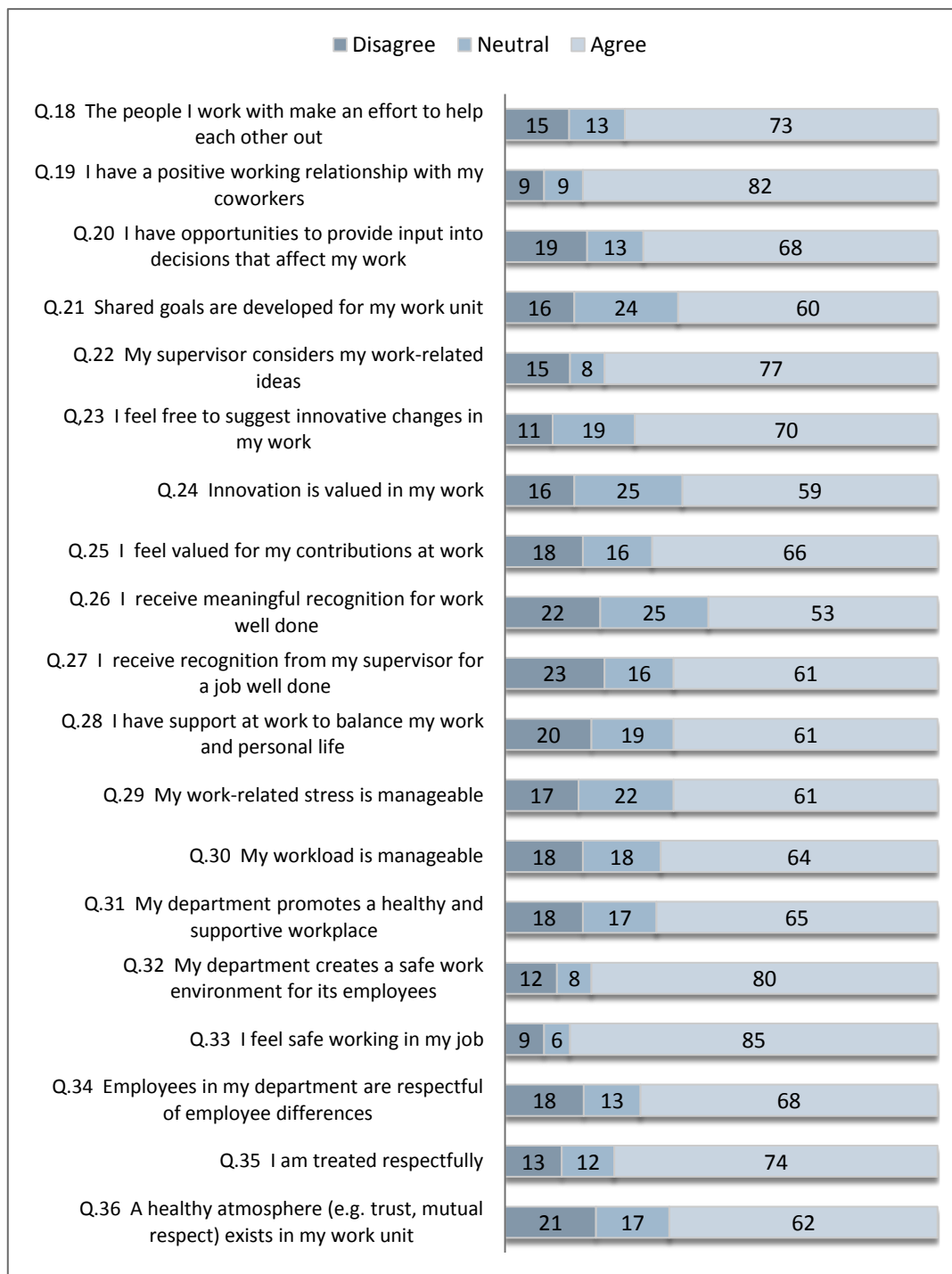
Using the strength-improvement category guide, in comparison to the corporate results the Other employees' agreement responses are not as strong in the following areas:

- Satisfaction with the quality of training and development received from the PSC
- Employees who see a future for their career working for 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.



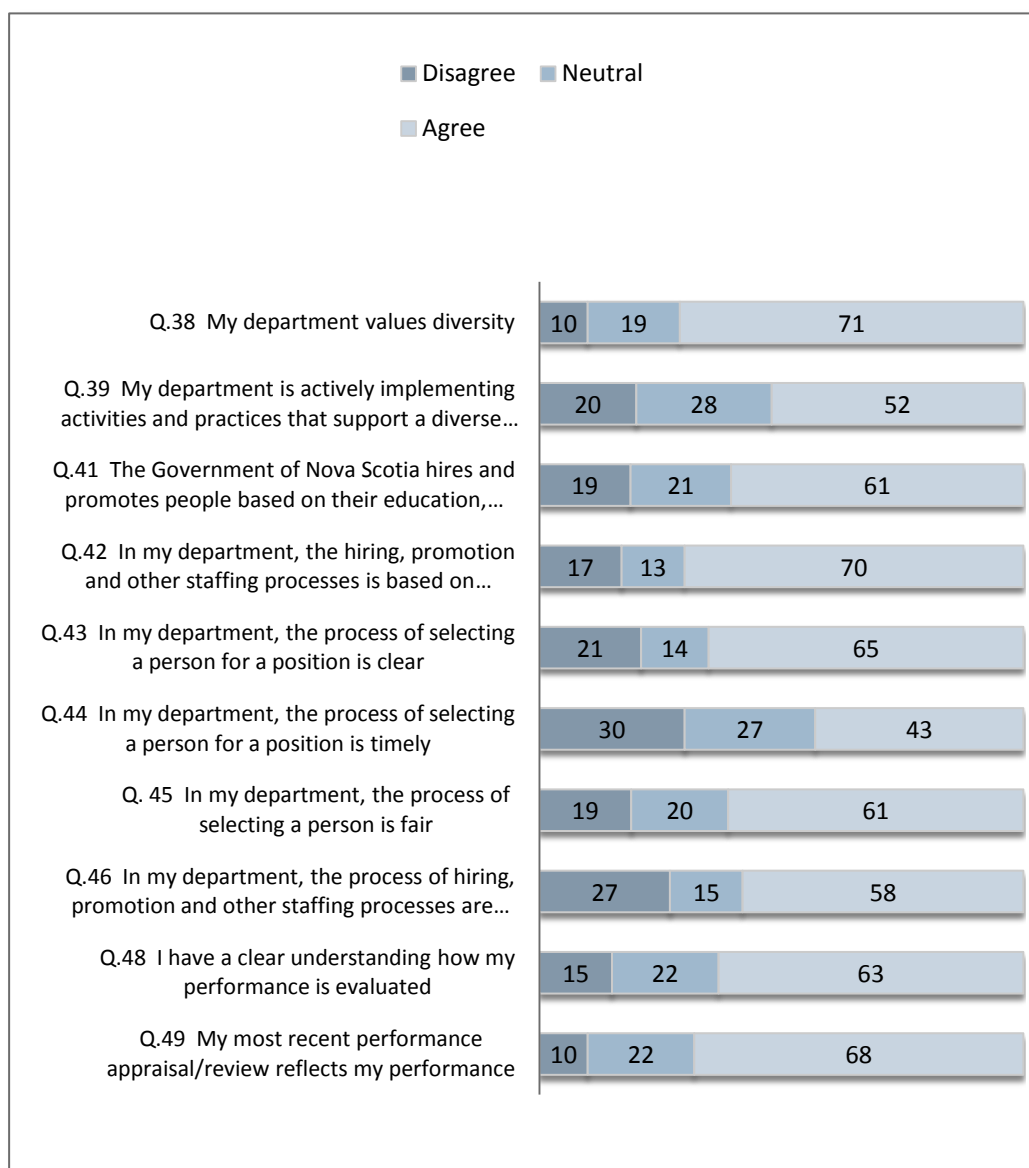


Figure 8 Detail workplace culture results for 2011

3.3.2 Workplace Culture Trend

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

	2011	2009
The people I work with make an effort to help each other	73	91
Have a positive working relationship with coworkers	82	91
Have opportunities to provide input into decisions that affect their work	68	83
Shared goals are developed for work unit	60	78
Supervisor considers their work-related ideas	77	84
Feel free to suggest innovative changes in their work	70	82
Innovation is valued in their work	59	75
Feel valued for contributions at work	66	73
Receive meaningful recognition for work well done	53	68
Receive recognition from supervisor for a job well done	61	69
Have support at work to balance work and personal life	61	73
Work-related stress is manageable	61	81
Workload is manageable	64	78
Department promotes a healthy and supportive workplace	65	71
Department creates a safe work environment for its employees	80	87
Employees feel safe working in their job	85	92
Employees in department are respectful of employee differences	68	77
Treated respectfully at work	74	81
A healthy atmosphere (trust, mutual respect) exists in work unit	62	72
Department values diversity	71	77
Department is actively implementing activities and practices that support a diverse workplace	52	55
NS Government hires and promotes people based on their education, skills, knowledge and experience	61	59
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	70	66
In the department, the process of selecting a person for a position is clear	65	59
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	76	68
Have a clear understanding of how performance is evaluated	63	68
Most recent performance appraisal/review reflects performance	68	62

Table 8 Workplace Culture Trend for 2011 and 2009

Compared to the 2009 results, the Others saw some increases in agreement by 2 to 8 percent, but also saw some decreases of 3 to 20 percent. Valuing innovation dropped in agreement by 16 percent and went from an area of clear strength to an area for improvement. Managing work-related stress had the greatest decline in agreement falling 20 percent, in addition to managing workload which fell by 14 percent. Both went from areas of clear to basic strength. Employees who feel the NS Government hires/promotes based on education, etc., increased in agreement by 2 percent and is now an area of strength. the highest increase in agreement was for employees who participated in a performance appraisal/review, which 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 the others to the overall corporate results for 2011.

	Agreement Scores	
	Other	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	73	77
Have a positive working relationship with coworkers	82	84
Employee Involvement and Innovation		
Have opportunities to provide input into decisions that affect their work	68	60
Shared goals are developed for work unit	60	51
Supervisor considers their work-related ideas	77	69
Feel free to suggest innovative changes in their work	70	67
Innovation is valued in their work	59	54
Recognition		
Feel valued for contributions at work	66	54
Receive meaningful recognition for work well done	53	47
Receive recognition from supervisor for a job well done	61	58
Quality of Work Life		
Have support at work to balance work and personal life	61	62
Work-related stress is manageable	61	59
Workload is manageable	64	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	65	59
Department creates a safe work environment for its employees	80	73
Employees feel safe working in their job	85	78
Employees in department are respectful of employee differences	68	69
Treated respectfully at work	74	74
A healthy atmosphere (trust, mutual respect) exists in work unit	62	62
Diverse and Inclusive Environment		
Department values diversity	71	67
Department is actively implementing activities and practices that support a diverse workplace	52	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	61	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	70	48
In the department, the process of selecting a person for a position is clear	65	47

In the department, the process of selecting a person for a position is timely	43	21
In the department, the process of selecting a person is fair	61	41
In the department, hiring, promotion and other staffing processes are free from favouritism	58	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	76	65
% who didn't participate in a performance appraisal/review who would like to	84	76
Have a clear understanding of how performance is evaluated	63	59
Most recent performance appraisal/review reflects performance	68	67

Table 9 Workplace Culture comparison with corporate results for 2011

As noted in Table 9 on this page and the previous page, the Others share a few of the same strengths with the corporate results.

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

- Co-workers help each other out
- Shared goals are developed for work units
- Supervisor considers their work-related ideas
- Recognition (all areas)
- Work-related stress is manageable
- Workload is manageable
- Department promotes a healthy and supportive workplace
- Department creates a safe work environment for its employees
- Department values diversity
- NS Government hires and promotes people based on their education, skills, knowledge and experience
- In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience
- Clarity of staffing practices
- Fairness of staffing practices
- Staffing practices are free from favouritism
- Participation in performance appraisals/reviews
- 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.

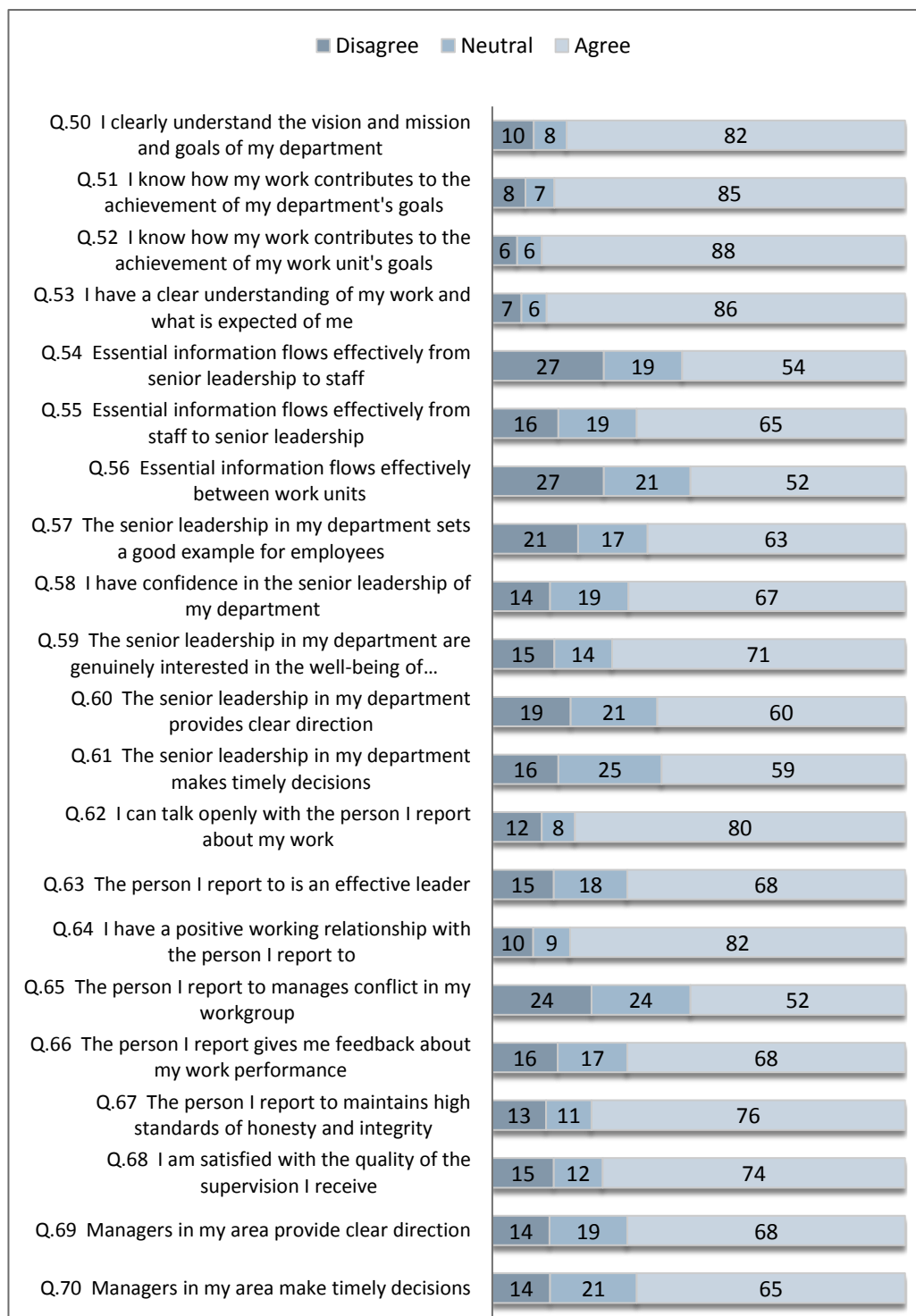


Figure 9 Leadership Capacity details

3.4.2 Leadership Trend

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

	2011	2009
Clearly understood the vision, mission and goals of the department	82	78
Know how work contributes to the achievement of department goals	85	90
Know how work contributes to the achievement of work unit goals	88	89
Have a clear understanding of their work and what is expected of them	86	92
Essential information flows effectively from senior leadership to staff	54	60
Department senior leadership sets a good example	63	70
Have confidence in the department senior leadership	67	72
Department senior leadership are genuinely interested in the well being of employees	71	72
Department senior leadership provides clear direction	60	63
Department senior leadership makes timely decisions	59	66
Employees can talk openly with the person they report to about work	80	83
Person report to is an effective leader	68	73
Employees have a positive working relationship with the person they report to	82	85
Person they report to manages conflict in the work unit	52	49
Person they report to gives employees feedback on their work performance	68	68
Person they report to maintains high standards of honesty and integrity	76	75
Satisfied with the quality of supervision received	74	76
Managers provide clear direction	68	62
Managers make timely decisions	65	64

Table 10 Leadership Trend for 2011 and 2009

Compared to the 2009 results, the Others saw a small number of increases in agreement (by 1 to 6 percentage points) and decreases (by 1 to 7 percentage points). Employees who feel their senior leaders make timely decisions fell in agreement by 7 percent and went from an area of strength to an area for improvement. The same is true for employees who feel essential information flows effectively from senior leadership to staff, which fell 6 percent in agreement and is now an area for improvement as well. Satisfaction with the quality of supervision received fell in agreement by 2 percent and went from an area of clear to basic strength. Employees who feel the person they report to manages conflict in the work unit increased in agreement by 3 percent and went from an area for concern to an area for improvement.

3.4.3 Leadership Comparison

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

	Agreement Scores	
	Other	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	82	68
Know how work contributes to the achievement of department goals	85	73
Know how work contributes to the achievement of work unit goals	88	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	54	37
Essential information flows effectively from staff to senior leadership	65	43
Essential information flows effectively between work units	52	33
Senior Leadership Practices		
Department senior leadership sets a good example	63	48
Have confidence in the department senior leadership	67	48
Department senior leadership are genuinely interested in the well being of employees	71	49
Department senior leadership provides clear direction	60	42
Department senior leadership makes timely decisions	59	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	80	76
Person report to is an effective leader	68	63
Employees have a positive working relationship with the person they report to	82	77
Person they report to manages conflict in the workgroup	52	54
Person they report to gives employees feedback on their work performance	68	63
Person they report to maintains high standards of honesty and integrity	76	72
Satisfied with the quality of supervision received	74	65
Managers provide clear direction	68	56
Managers make timely decisions	65	51

Table 11 Leadership Comparisons

As noted in Table 11 on the previous page, the Others share a few similarities with the corporate results. Concern for organizational communication and senior leadership practices are corporate wide issues, however, the Other's agreement scores is in strength or improvement categories.

Using the strength-improvement category guide, in comparison to the corporate results the Other 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 maintains high standards of honesty and integrity
- Managers provide clear direction
- Managers make timely decisions

Chapter 4 - Other Work Environment Questions

4.1 Respectful Environment

As shown in the survey results, 28% of Other employees have experienced bullying behavior in the last 12 months and 59% 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:	
Co-worker or colleague	46%
The person they report to	21%
Member of the public	10%
Another manager in the organization	10%
A client	8%
Someone you manage	3%
Someone who works for another part of the organization	3%

Table 12 Where bullying behaviour came from

4.2 Inclusive Environment

As shown in the survey results, 9% of Other respondents reported that they have experienced racism and/or discrimination in the last 12 months, with 20% reporting the behaviour. Corporately 7% of employees experienced racism and/or discrimination, with 30% stating they reported the behavior.

Table 12 shows that the majority of behaviour was experienced from a co-worker or colleague.

Racism and/or discrimination experienced from:	
Co-worker or colleague	30%
Person they report to	20%
Another manager in the organization	20%
Someone who works for another part of the organization	20%
Someone who works at a government workplace who is not a direct employee of government	10%

Table 13 Where racism/discrimination came from

Table 14 below outlines the type of racism and/or discrimination experienced.

Racism and/or discrimination experienced:	
Race	31%
Sex (gender)	23%
Colour	15%
Religion	8%
Sexual orientation	8%
Mental disability	8%
Ethnicity	8%

Table 14 Type of racism/discrimination experienced

4.3 Employees' Retention Intentions

As shown in Table 15 below, 39% of employees in the Other category are planning on leaving within the next 5 years with the main reasons for leaving being retirement. Table 12 outlines employees stated intentions to stay with the Government of Nova Scotia.

Employees intend to stay:	
2 years or less	17%
Between 3-5 years	22%
Between 6-10 years	19%
11 years or more	43%

Table 15 Employees retention intentions for 2011

Table 16 outlines the reasons an employees is planning on leaving the organization within the next 5 years

Reason for Leaving:	
Retirement	47%
Pursuing other employment opportunities	19%
Management (lack of support or recognition)	19%
Other	6%
Family obligations	3%
Job itself	3%
End of contract or term appointment	3%

Table 16 Reasons for leaving

Appendix I Mean Scores

	Mean Score
Productivity	
<u>Job Support and Tools</u>	
Provided with the tools and equipment needed to do job well	4.30
Provided with the communication needed to do job well	3.76
Physical work environment allows employees to fully contribute to job	4.17
<u>Job Fit</u>	
Job is a good fit with skills and interests	4.23
Job provides right level of challenge	3.94
<u>Quality of Service Provided</u>	
Have support at work to provide high level of service	3.90
Work unit is making an effort to improve service quality	4.07
Work unit measures and monitors to make sure they are meeting their service quality	3.76
<u>Compensation</u>	
Compensated fairly for job	3.18
Talent Capacity	
<u>Learning and Development Opportunities</u>	
Organization supports work-related learning and development	3.72
Have access to training opportunities	3.62
Training and development received met work-related needs	3.70
Satisfied with the quality of training and development received from department	3.42
Satisfied with the quality of training and development received from PSC	3.30
<u>Opportunities for Career Growth and Advancement</u>	
See a future for career working for the Government of Nova Scotia	3.54
Have opportunities for career growth within the Government of Nova Scotia	3.06
Have opportunities for career growth within the department	2.53
Satisfied with the way career growth and advancement is progressing	2.98

	Mean Score
Workplace Culture	
<u>Coworker Relationship</u>	
The people I work with make an effort to help each other	3.97
Have a positive working relationship with coworkers	4.21
<u>Employee Involvement and Innovation</u>	
Have opportunities to provide input into decisions that affect their work	3.78
Shared goals are developed for work unit	3.63
Supervisor considers their work-related ideas	3.98
Feel free to suggest innovative changes in their work	3.90
Innovation is valued in their work	3.65
<u>Recognition</u>	
Feel valued for contributions at work	3.70
Receive meaningful recognition for work well done	3.45
Receive recognition from supervisor for a job well done	3.54
<u>Quality of Work Life</u>	
Have support at work to balance work and personal life	3.68
Work-related stress is manageable	3.65
Workload is manageable	3.63
<u>Healthy, Supportive and Respectful Environment</u>	
Department promotes a healthy and supportive workplace	3.68
Department creates a safe work environment for its employees	4.04
Employees feel safe working in their job	4.24
Employees in department are respectful of employee differences	3.84
Treated respectfully at work	4.04
A healthy atmosphere (trust, mutual respect) exists in work unit	3.66
<u>Diverse and Inclusive Environment</u>	
Department values diversity	3.91
Department is actively implementing activities and practices that support a diverse workplace	3.45
<u>Staffing Practices</u>	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.58

	Mean Score
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.78
In the department, the process of selecting a person for a position is clear	3.63
In the department, the process of selecting a person for a position is timely	3.17
In the department, the process of selecting a person is fair	3.65
In the department, hiring, promotion and other staffing processes are free from favouritism	3.48
<u>Performance Management Practices</u>	
Have a clear understanding of how performance is evaluated	3.64
Most recent performance appraisal/review reflects performance	3.86
<u>Leadership</u>	
<u>Clear Direction and Expectations</u>	
Clearly understood the vision, mission and goals of the department	4.17
Know how work contributes to the achievement of department goals	4.26
Know how work contributes to the achievement of work unit goals	4.33
Have a clear understanding of their work and what is expected of them	4.25
<u>Organizational Communication</u>	
Essential information flows effectively from senior leadership to staff	3.37
Essential information flows effectively from staff to senior leadership	3.69
Essential information flows effectively between work units	3.30
<u>Senior Leadership Practices</u>	
Department senior leadership sets a good example	3.59
Have confidence in the department senior leadership	3.78
Department senior leadership are genuinely interested in the well-being of employees	3.86
Department senior leadership provides clear direction	3.62
Department senior leadership makes timely decisions	3.60
<u>Direct Supervisory Practices</u>	
Employees can talk openly with the person they report to about work	4.13
Person report to is an effective leader	3.84
Employees have a positive working relationship with the	4.17

	Mean Score
person they report to	
Person they report to manages conflict in the workgroup	3.48
Person they report to gives employees feedback on their work performance	3.76
Person they report to maintains high standards of honesty and integrity	4.10
Satisfied with the quality of supervision received	3.94
Managers provide clear direction	3.76
Managers make timely decisions	3.73
<u>Overall</u>	
Work for an effective organization	4.09
Satisfied with my job	3.89
Satisfied with my department	3.75
Overall satisfied with work as a Government of Nova Scotia employee	3.91
Proud to tell people work as a Government of Nova Scotia employee	3.88
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.89
Inspired to give my very best	4.08
Would recommend the Government of Nova Scotia as a great place to work	3.85