

# How's Work Going 2011

*Public Service Commission Employee Survey Results*



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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 employees' 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 work environment and improving client service for our clients.

"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 organization.

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

### 1.2 Who did we survey?

The survey was send to all employees in an online format. This report contains the results of the permanent, contract and term employees who responded to the survey. Public Service Commission (PSC) had a response rate of 80%. The survey was open between March 2<sup>nd</sup> - 31<sup>st</sup>, 2011.

### 1.3 How to read this report?

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

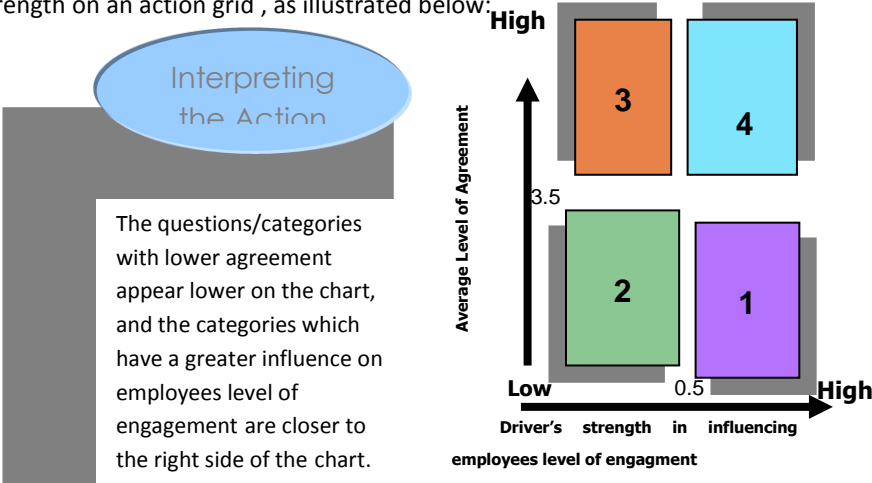
|   |  |
|---|--|
| • <b>Engagement Score</b>               | Engagement index which measures the extent to which individuals feel connected to and involved in their job and their organization and their level of satisfaction and commitment. |
| • <b>Disagree- Agreement Percentage</b> | Percentage of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

Category Guide:

|                                |                    |                                   |                                  |
|--------------------------------|--------------------|-----------------------------------|----------------------------------|
| Clear Strength<br>75% and over | Strength<br>60-74% | Area for<br>Improvement<br>50-59% | Area for<br>Concern<br>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 Results

The Employee Engagement Index is used in this report is 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

As the table below shows, the PSC employee index is 60. A score of 60 would be considered a strength.

|  | Agreement Score |
|--|-----------------|
| <b>Job Satisfaction</b>                  |                 |
| Job Satisfaction                         | 52              |
| <b>Organizational Satisfaction</b>       |                 |
| Department Satisfaction                  | 52              |
| Overall Satisfaction                     | 65              |
| <b>Organizational Commitment</b>         |                 |
| Proud                                    | 61              |
| Preference to stay with NS Government    | 64              |
| Inspired                                 | 64              |
| Would Recommend as a great place to work | 53              |
| <b>Engagement Index</b>                  | <b>60</b>       |

Table 1- Engagement Outcome for 2011

## 2-2 Engagement Outcome Details

Figure 1 below summarizes the disagreement, neutral and agreement scores for the engagement outcome results



Figure 1- Eastern Engagement Outcome Details

Using the strength-improvement category guide, the table below provides a summary for the engagement outcome results.

| Engagement Outcome Summary |  |   |                  |
|----------------------------|--|---|------------------|
| Clear Strength             | Strength   | Area for Improvement  | Area for Concern |
|                            | <ul style="list-style-type: none"> <li>Overall satisfaction with work as a Government of NS employee</li> <li>Proud to tell people work for Government of NS</li> <li>Preference to stay</li> <li>Inspired to do their best</li> </ul> | <ul style="list-style-type: none"> <li>Job Satisfaction</li> <li>Satisfaction with department</li> <li>Would recommend</li> </ul> |                  |

## 2-3 Engagement Trend

Table 2 below compares the department's 2011 results to previous 2009 and 2007 employee survey results

|   | Agreement Score |           |           |
|---|-----------------|-----------|-----------|
|   | 2011            | 2009      | 2007      |
| <b>Job Satisfaction</b>                           |                 |           |           |
| Job Satisfaction                                  | 52              | 81        | 78        |
| <b>Organizational Satisfaction</b>                |                 |           |           |
| Department Satisfaction                           | 52              | 75        | 78        |
| Overall Satisfaction                              | 65              | 86        | 93        |
| <b>Organizational Commitment</b>                  |                 |           |           |
| Proud   | 61              | 85        | 74        |
| Preference to stay with Government of Nova Scotia | 64              | 73        | 85        |
| Inspired  | 64              | 84        | 89        |
| Would Recommend as a great place to work          | 53              | 82        | 78        |
|   |                 |           |           |
| <b>Engagement Level</b>                           | <b>60</b>       | <b>81</b> | <b>83</b> |

Table 2 Employee Engagement Trend for 2007, 2009 and 2011

There was a substantial decrease in the Employee Engagement Index since 2009 (from 81% in 2009 to 60% in 2011).

For all six questions, the level of agreement decreased substantially (by 13 to 28 percentage points) since 2007. The question with the largest decrease in agreement was overall satisfaction agreement score.

## 2-4 How does PSC engagement compared?

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

|   | PSC | Corporate |
|---|-----|-----------|
| Job Satisfaction                                  |     |           |
| Job Satisfaction                                  | 52  | 59        |
| Organizational Satisfaction                       |     |           |
| Department Satisfaction                           | 52  | 53        |
| Overall Satisfaction                              | 65  | 67        |
| Organizational Commitment                         |     |           |
| Proud   | 61  | 62        |
| Preference to stay with Government of Nova Scotia | 64  | 62        |
| Inspired  | 64  | 68        |
| Would Recommend as a great place to work          | 53  | 57        |
|   |     |           |
| Engagement Level                                  | 60  | 62        |

Table 3- Engagement outcome comparison between PSC and Corporate employee results for 2011

As noted in the above, using the category guide, PSC shares the same strengths with the overall 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 PSC employees value:

1. Challenging and interesting work -16%
2. Having the opportunity to balance work and personal life – 12%
3. Pay and benefits- 10%
4. Opportunities for growth and advancement- 10%
5. Being treated with respect - 9%
6. A chance to make a difference – 8%
7. Working with people I like -8%
8. A chance to learn new skills and to develop -7%
9. Freedom to make decisions about how job is done -6%
10. Working for a leader they respect -6%
11. Receiving recognition for a job well done -4%
12. A chance to have ideas adopted and put into use -4%
13. Working for a manager they respect -3%

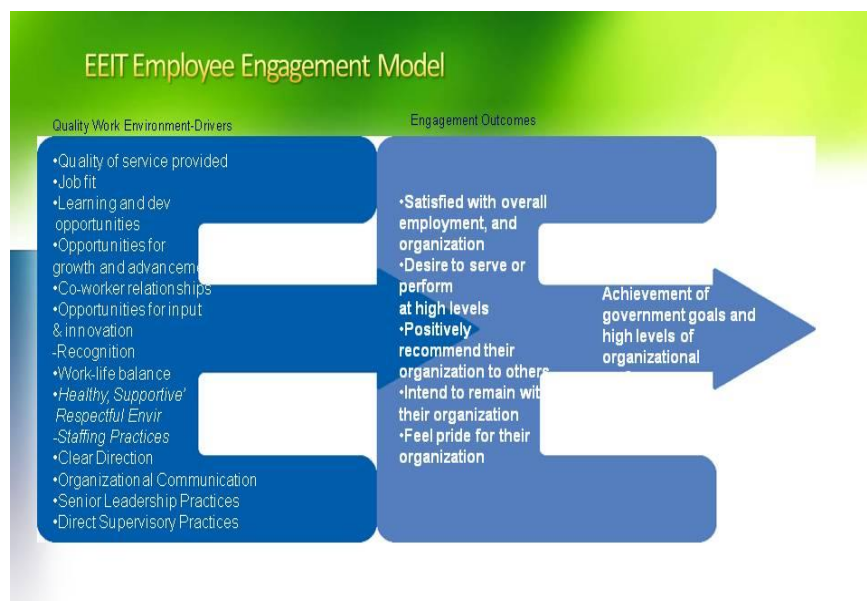
### 2.5.2 What attracted them to work for Government?

What is important to them is very similar to what attracted them to work for the PSC in the first place, which was:

1. Opportunity to work in chosen Field -22%
2. Career advancement opportunities- 16%
3. Desire to work in the public service- 15%
4. Quality work life balance – 13%
5. Compensation- 13%
6. Work location- 11%
7. Support for training and related professional development activities - 9%
8. Other – 2%

### 2.5.3 What factors influences 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. The picture on the next page illustrates this.



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



Figure 2- Drivers of engagement category chart

Where does the PSC need to focus to improve their employees' work environment?

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

1. Clear Direction and Expectations
2. Senior Leadership Practices
3. Staffing Practices
4. Opportunities for Career Growth and Advancement
5. Organizational Communication
6. Healthy, Supportive and respectful Work Environment

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

1. Opportunities for Growth and Advancement
2. Job Fit
3. Recognition
4. Healthy, Supportive and Respectful Environment
5. Senior Leadership Practices

#### **2-5-4 How is the Department performing in relations 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 drivers common questions.

For PSC:

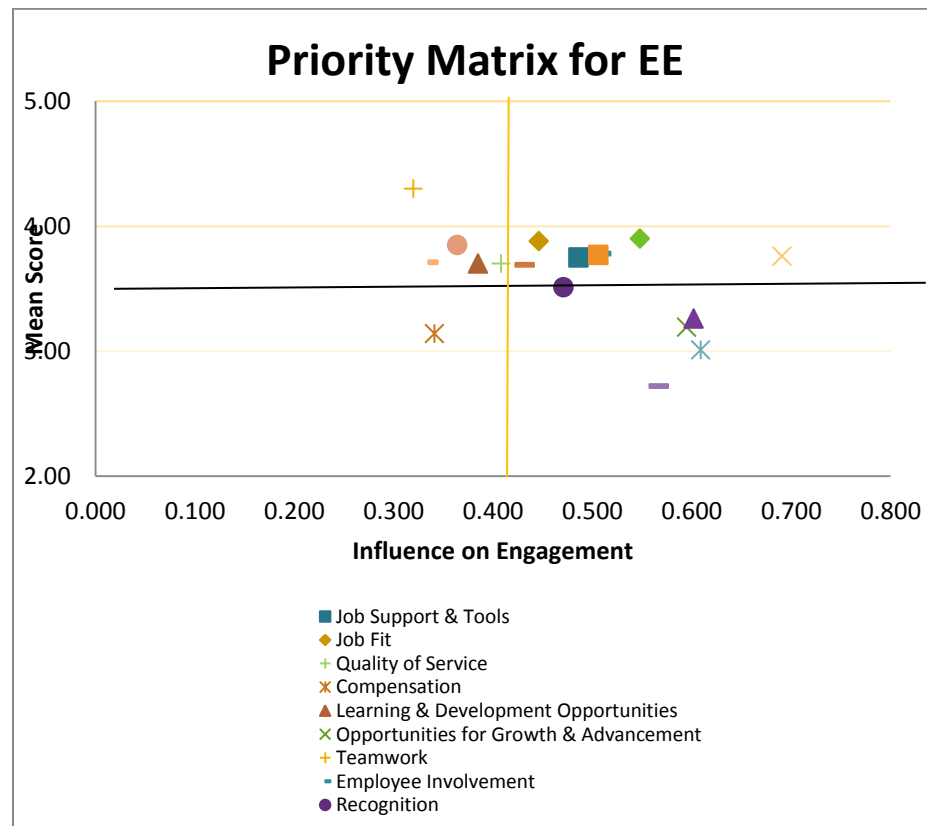
|                                    | Index |
|------------------------------------|-------|
| Job Productivity Index             | 71    |
| Talent Capacity Index              | 58    |
| Workplace Culture Index            | 66    |
| Leadership Index                   | 50    |
| Overall- Quality Environment Index | 61    |

**Table 4- Driver Indices for 2011**

### 2.5.5 Where does the PSC need to focus to improve their employees' work environment?

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

Evaluation and Accountability calculated the average scores for each of the 18 drivers. The mean score and the driver strength score for each of the 18 drivers was then mapped on a scatter plot. This scatter plot, on the next page, provides a visual picture to illustrate how employees perceive their current work environment and what influences their level of satisfaction and commitment.



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 PSC's focus should be:

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

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

The next section of this report provides insight into how PSC is progressing with the drivers that impact employees level of engagement. By understanding and reviewing how employees responded to the drivers of engagement, management will gain insight into how to keep or enhance employees' level of engagement.

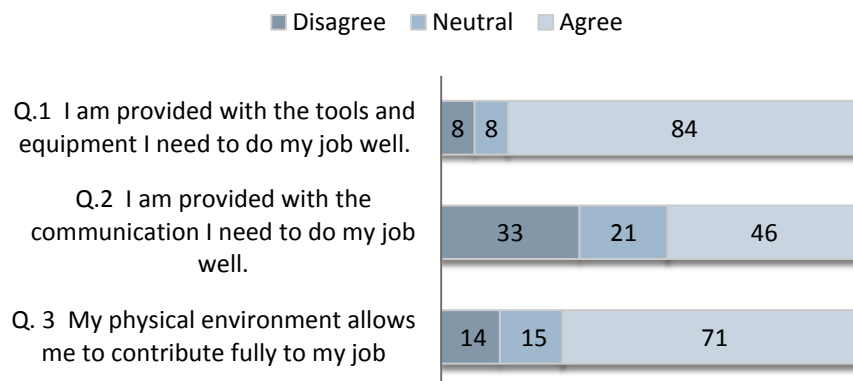
## Chapter 3- Quality Work Environment

### 3-1 Your Job- Productivity Capacity

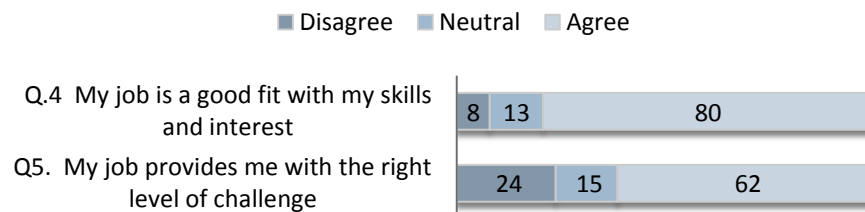
#### 3-1-1 Productivity Capacity Details

Figure 3 shown below and continued on the next page summarizes the disagree, neutral and agreement scores for the job – productivity capacity (job support, job fit, quality of service provided and compensation drivers) results.

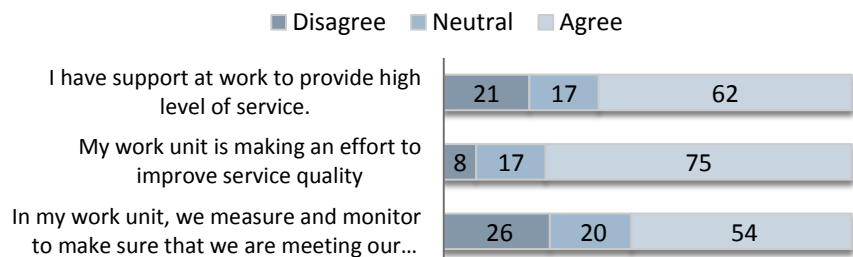
#### Job Support & Tools 2011 Results



#### Job Fit 2011 Results



#### Quality of Service 2011 Results



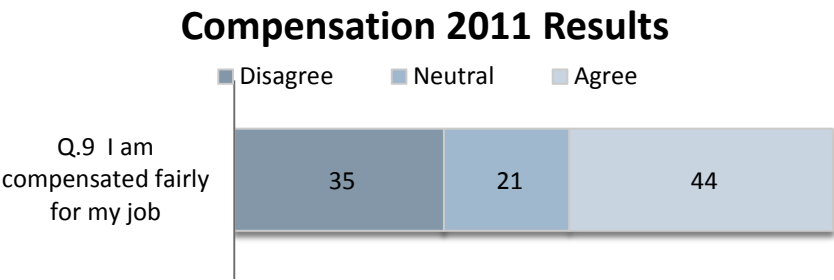


Figure 3 – Job Productivity detail results

Using the strength-improvement category guide, the table below provides a summary for this category of drivers.

| Job Productivity Capacity Summary   |   |  |  |
|---|---|--|--|
| Clear Strength  | Strength  | Area for Improvement   | Area for Concern   |
| <ul style="list-style-type: none"><li>Tools and Equipment</li><li>Job Fit</li></ul> | <ul style="list-style-type: none"><li>Physical Environment</li><li>Job Challenge</li><li>Support for high level service</li><li>Making an effort to improve service quality</li></ul> | <ul style="list-style-type: none"><li>Measuring and monitoring service quality</li></ul> | <ul style="list-style-type: none"><li>Communication</li><li>Compensation</li></ul> |

### 3-1-2 Productivity Capacity Comparison

Table 4 a below compares the PSC results to the overall corporate results for the 2011 employee survey job productivity results.

|   | PSC | Corporate |
|---|-----|-----------|
| <b>Job Support and Tools</b>  |     |           |
| Provided with the tools and equipment needed to do job well                         | 67  | 72        |
| Provided with the communication needed to do job well                               | 46  | 58        |
| Physical work environment allows employees to fully contribute to job               | 84  | 71        |
| <b>Job Fit</b>  |     |           |
| Job is a good fit with skills and interests   | 80  | 79        |
| Job provides right level of challenge   | 62  | 66        |
| <b>Quality of Service Provided</b>  |     |           |
| Have support at work to provide high level of service                               | 62  | 61        |
| Work unit is making an effort to improve service quality                            | 75  | 68        |
| Work unit measures and monitors to make sure they are meeting their service quality | 54  | 56        |
| <b>Compensation</b>   |     |           |
| Compensated fairly for job  | 44  | 44        |

Table 5a- Productivity Capacity comparison between PSC employees to all Government of Nova Scotia employees for 2011

As noted in the table above, PSC shares similar strengths and areas for improvement with the corporate results. A corporate-wide issue is compensation. A unique area for concern for PSC is the question “ I am provided with the communication I need to do my job well.”

Using the category guide, in comparison to the corporate results, PSC is stronger in the following areas:

- Physical environment
- Making an effort to improve service quality

### 3-1-3 Productivity Capacity Trend

Table 5 below compares the department's 2011 results to previous 2009 and 2007 employee survey results



|  | 2011      | 2009      | 2007       |
|--|-----------|-----------|------------|
| <b>Provided with the tools and equipment needed to do job well</b> | 67        | 76        | <b>83</b>  |
| <b>Provided with the communication needed to do job well</b>       | 46        | 66        | <b>82</b>  |
| <b>Job is a good fit with skills and interests</b>                 | 80        | 88        | <b>87</b>  |
| <b>Job provides right level of challenge</b>                       | 62        | 76        | <b>n/a</b> |
| <b>Have support at work to provide high level of service</b>       | 62        | 74        | <b>89</b>  |
| <b>Compensated fairly for job</b>                                  | 44        | 54        | <b>59</b>  |
| <b>Productivity Capacity Index</b>                                 | <b>71</b> | <b>81</b> | <b>88</b>  |

Table 6- Productivity Capacity Trend for 2007, 2009 and 2011

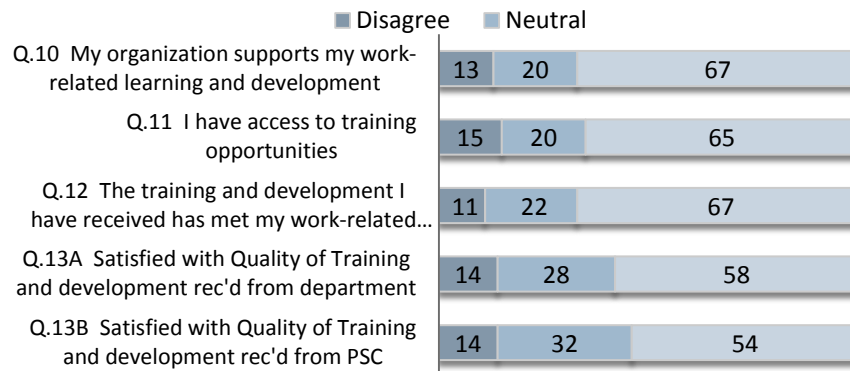
For all six questions, the level of agreement decreased substantially (by 8 to 20 percentage points) since 2009. The question with the largest decrease in agreement was the "Provided with the communication needed to do job well" agreement score.

## 3-2 Talent Capacity- Your Career

### 3-2-1 Talent Capacity Details

Figure 4 below summarizes the disagree, neutral and agreement scores for the career – talent capacity (learning and development, and opportunities for career advancement and growth drivers) results.

### Learning and Development 2011 Results



### Opportunities for Career Growth and Advancement 2011 Results

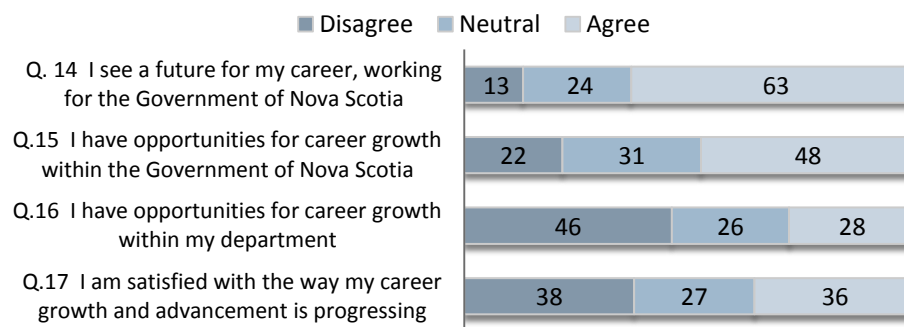


Figure 4 – Talent Capacity detail results

Using the strength-improvement category guide, the table below provides a summary for this category of drivers.

| Talent Capacity Summary |   |  |   |
|-------------------------|---|--|---|
| Clear Strength          | Strength  | Area for Improvement   | Area for Concern  |
|                         | <ul style="list-style-type: none"> <li>• Organization supports learning and development</li> <li>• Access to training and development</li> <li>• Training and development met work-related needs</li> <li>• Seeing a future for their career working for the Government of Nova Scotia</li> </ul> | <ul style="list-style-type: none"> <li>• Satisfaction with the quality of training and development received</li> </ul> | <ul style="list-style-type: none"> <li>• Opportunities for career growth within Government</li> <li>• Opportunities for career growth within the department</li> <li>• Satisfaction with how their career is progressing</li> </ul> |

### 3-2-2 Talent Capacity Comparison

Table 6 below compares the PSC results to the overall corporate results for the 2011 employee survey - talent capacity results.

|   | PSC | Corporate |
|---|-----|-----------|
| <b>Learning and Development Opportunities</b>                                   |     |           |
| Organization supports work-related learning and development                     | 67  | 62        |
| Have access to training opportunities   | 65  | 62        |
| Training and development received met work-related needs                        | 67  | 62        |
| Satisfied with the quality of training and development received from department | 58  | 54        |
| Satisfied with the quality of training and development received from PSC        | 54  | 53        |
| <b>Opportunities for Career Growth and Advancement</b>                          |     |           |
| 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       | 48  | 42        |
| Have opportunities for career growth within the department                      | 28  | 32        |
| Satisfied with the way career growth and advancement is progressing             | 36  | 38        |

Table 7- Talent Capacity comparison between PSC and all Government of Nova Scotia employee results for 2011

#### Category Guide

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

As noted in the table above, per the category guide PSC shares same strengths with the corporate results.

### 3-2-3 Talent Capacity Trend

Table 7 below compares the department's 2011 results to previous 2009 and 2007 employee survey result



|  | 2011      | 2009      | 2007       |
|--|-----------|-----------|------------|
| <b>Organization supports work-related learning and development</b>               | 67        | 76        | <b>78</b>  |
| <b>Have access to training opportunities</b>                                     | 65        | 78        | <b>89</b>  |
| <b>Training and development received met work-related needs</b>                  | 67        | 76        | <b>n/a</b> |
| <b>See a future for career working for the Government of Nova Scotia</b>         | 63        | 81        | <b>74</b>  |
| <b>Have opportunities for career growth within the Government of Nova Scotia</b> | 48        | 69        | <b>65</b>  |
| <b>Have opportunities for career growth within the department</b>                | 28        | 53        | <b>44</b>  |
| <b>Talent Capacity Index</b>   | <b>58</b> | <b>73</b> | <b>77</b>  |

Table 8- Talent Capacity Trend 2007, 2009 and 2011

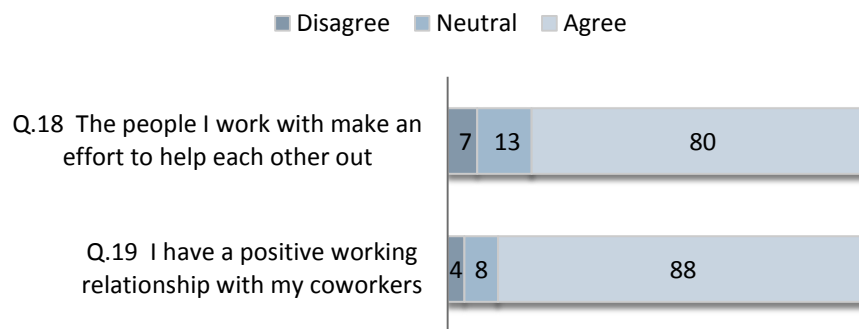
For all six questions, the level of agreement decreased substantially (by 9 to 25 percentage points) since 2009. The question with the largest decrease in agreement was the "Have opportunities for career growth within the department" agreement score.

### 3-3 Workplace Culture- Your Workplace

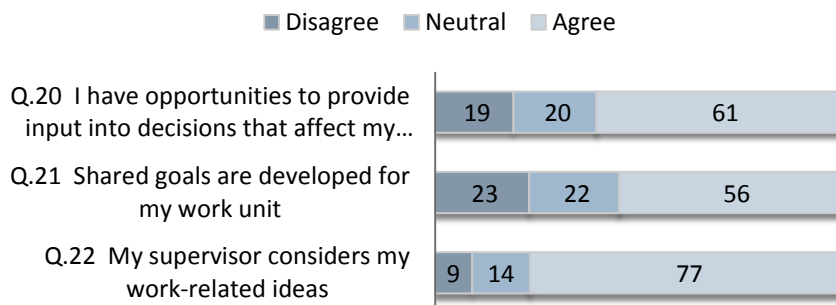
#### 3-3-1 Workplace Culture Details

Figure 5 shown below and continued on the next two pages summarizes the disagree, neutral and agreement scores for the workplace – workplace culture (coworker relationship, employee involvement, innovation, recognition, quality of work life, healthy, supportive and respectful environment, diverse and inclusive workplace, staffing practices; and performance management practices drivers) results.

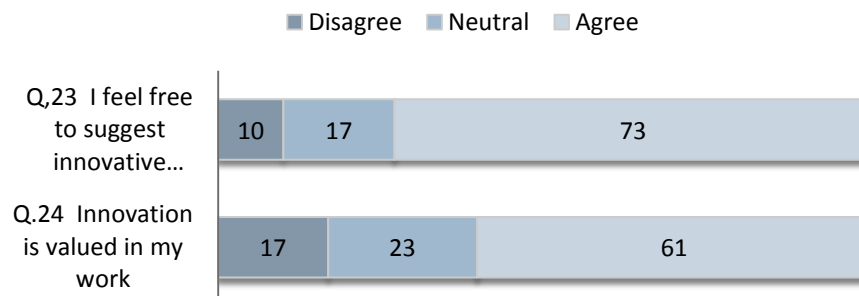
#### Co-worker Relationship/ Teamwork 2011 Results



#### Employee Involvement 2011 Results

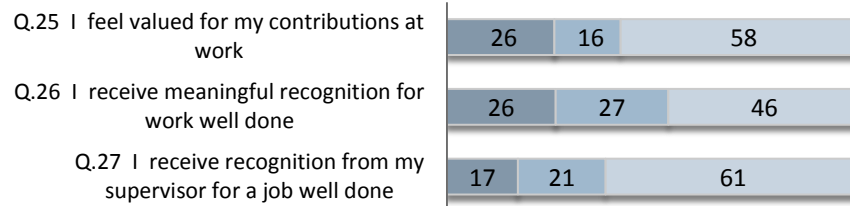


#### Innovation 2011 Results



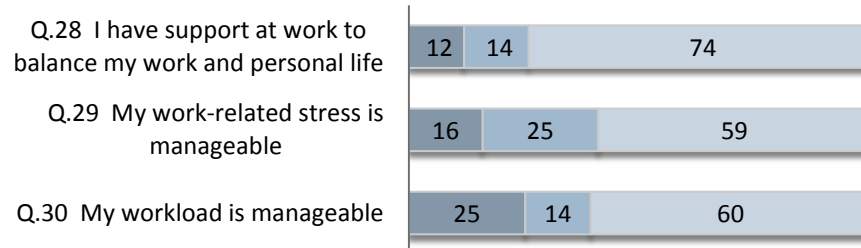
## Recognition 2011 Results

■ Disagree ■ Neutral ■ Agree



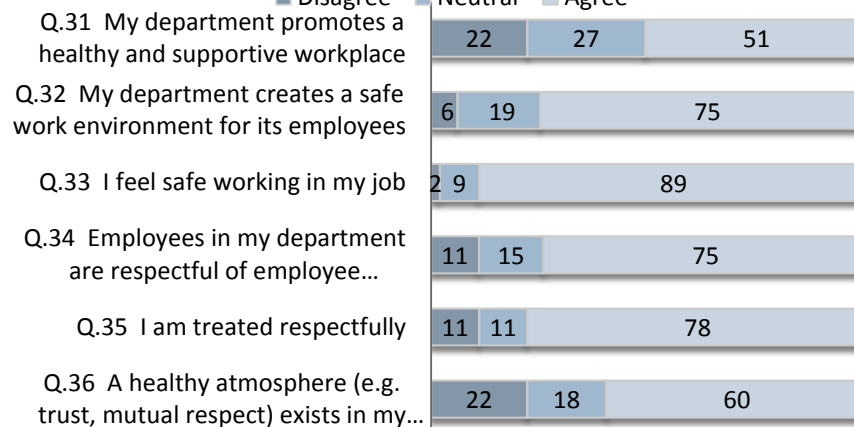
## QWL 2011 Results

■ Disagree ■ Neutral ■ Agree

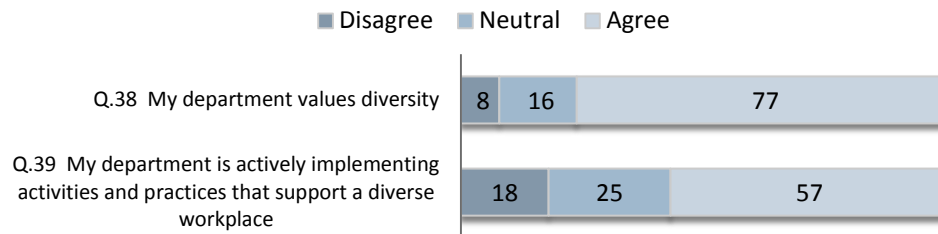


## Healthy, Supportive & Respectful 2011 Results

■ Disagree ■ Neutral ■ Agree



## Inclusive and Diverse 2011 Results



## Staffing Practices 2011 Results

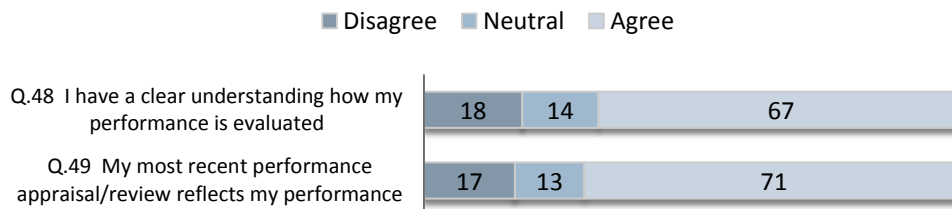
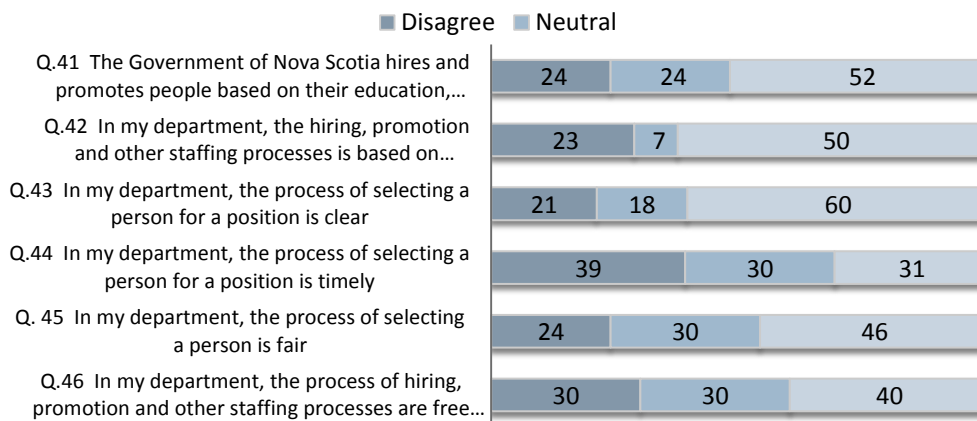


Figure 5 – Workplace Culture detail results

Using the strength-improvement category guide, the table below provides a summary for this category of drivers.

| Workplace Culture Summary   |  |  |   |
|---|--|--|---|
| Clear Strength  | Strength   | Area for Improvement   | Area for Concern  |
| <ul style="list-style-type: none"> <li>• Coworker relationship category</li> <li>• Supervisor considers work-related ideas</li> <li>• Creates a safe work environment</li> <li>• Feel safe Employees respecting employee differences</li> <li>• Treated respectfully</li> <li>• Values diversity</li> </ul> | <ul style="list-style-type: none"> <li>• Opportunities to provide input into decisions that effort work</li> <li>• Free to suggest innovative ideas</li> <li>• Valuing innovation</li> <li>• Receiving recognition from supervisor</li> <li>• Support for QWL</li> <li>• Manageability of workload</li> <li>• Healthy atmosphere (trust)</li> <li>• Clarity of the staffing practices</li> <li>• Clarity of the performance management practices</li> <li>• Performance review reflects performance</li> </ul> | <ul style="list-style-type: none"> <li>• Developing shared goals within work units</li> <li>• Feeling valued</li> <li>• Manageability of work-related stress</li> <li>• Organization promotes a healthy and supportive workplace</li> <li>• Department actively implementing activities that support a diverse workplace</li> <li>• Perception that the Government and PSC hires and promotes people based on merit</li> </ul> | <ul style="list-style-type: none"> <li>• Receiving meaningful recognition</li> <li>• Timeliness of staffing practices</li> <li>• Fairness of staffing practices</li> <li>• Favouritism concerns in regards to staffing practices</li> </ul> |

### 3-3-2 Workplace Culture Comparison

Table 8 shown below and continued on the next page compares the PSC results to the overall corporate results for the 2011 employee survey – workplace culture results.

|   | PSC | Corporate |
|---|-----|-----------|
| <b>Coworker Relationship</b>  |     |           |
| The people I work with make an effort to help each other                  | 80  | 77        |
| Have a positive working relationship with coworkers                       | 88  | 84        |
| <b>Employee Involvement and Innovation</b>                                |     |           |
| Have opportunities to provide input into decisions that affect their work | 61  | 60        |
| Shared goals are developed for work unit                                  | 56  | 51        |
| Supervisor considers their work-related ideas                             | 77  | 69        |
| Feel free to suggest innovative changes in their work                     | 73  | 67        |
| Innovation is valued in their work  | 61  | 54        |
| <b>Recognition</b>  |     |           |
| Feel valued for contributions at work                                     | 58  | 54        |
| Receive meaningful recognition for work well done                         | 46  | 47        |
| Receive recognition from supervisor for a job well done                   | 61  | 58        |
| <b>Quality of Work Life</b>   |     |           |
| Have support at work to balance work and personal life                    | 74  | 62        |
| Work-related stress is manageable   | 59  | 59        |
| Workload is manageable  | 60  | 58        |
| <b>Healthy, Supportive and Respectful Environment</b>                     |     |           |
| Department promotes a healthy and supportive workplace                    | 51  | 59        |
| Department creates a safe work environment for its employees              | 75  | 73        |
| Employees feel safe working in their job                                  | 89  | 78        |
| Employees in department are respectful of employee differences            | 75  | 69        |
| Treated respectfully at work  | 78  | 74        |

|  | PSC | Corporate |
|--|-----|-----------|
| <b>A healthy atmosphere (trust, mutual respect) exists in work unit</b>  | 60  | 62        |
| <b>Diverse and Inclusive Environment</b>   |     |           |
| <b>Department values diversity</b>   | 77  | 67        |
| <b>Department is actively implementing activities and practices that support a diverse workplace</b>                                       | 57  | 54        |
| <b>Staffing Practices</b>  |     |           |
| <b>NS Government hires and promotes people based on their education, skills, knowledge and experience</b>                                  | 52  | 49        |
| <b>In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience</b> | 50  | 48        |
| <b>In the department, the process of selecting a person for a position is clear</b>  | 60  | 47        |
| <b>In the department, the process of selecting a person for a position is timely</b>   | 31  | 21        |
| <b>In the department, the process of selecting a person is fair</b>  | 46  | 41        |
| <b>In the department, hiring, promotion and other staffing processes are free from favouritism</b>   | 40  | 38        |
| <b>Performance Management Practices</b>  |     |           |
| <b>Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)</b>                          | 80  | 65        |
| <b>% who didn't participate in a performance appraisal/review who would like to</b>  | 88  | 76        |
| <b>Have a clear understanding of how performance is evaluated</b>  | 67  | 59        |
| <b>Most recent performance appraisal/review reflects performance</b>   | 71  | 67        |

Table 9- Workplace Culture comparison between PSC and all Government of Nova Scotia employees for 2011

Category Guide

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

As noted in the table above, PSC shares similar strengths with the corporate results. Using the category guide, in comparison to the corporate results, PSC is stronger in the following areas:

- Employees feeling supervisor considers their work-related ideas

- Valuing Innovation
- Receive recognition from supervisor for a job well done
- Employees' perception of manageability of workload
- Department creates a safe work environment
- Employees' perception that employees in their organization are respectful of employee differences
- Treated respectfully
- Valuing diversity
- Employees' belief that the Government and PSC hires and promotes people based on their education, skills, knowledge and experience
- Employees understanding of the staffing practices
- Employees participation in the performance management process
- Employees understanding of the performance management practices

### 3-3-3 Workplace Culture Trend

Table 9 below compares the department's 2011 results to previous 2009 and 2007 employee survey results

|   | 2011      | 2009      | 2007      |
|---|-----------|-----------|-----------|
| The people I work with make an effort to help each other  | 80        | 89        | 91        |
| Have a positive working relationship with coworkers   | 88        | 95        | 94        |
| Have opportunities to provide input into decisions that affect their work   | 61        | 78        | 83        |
| Shared goals are developed for work unit  | 56        | 77        | 80        |
| Supervisor considers their work-related ideas   | 77        | 84        | 89        |
| Feel free to suggest innovative changes in their work   | 73        | 80        | n/a       |
| Innovation is valued in their work  | 61        | 75        | 83        |
| Feel valued for contributions at work   | 58        | 73        | 82        |
| Receive meaningful recognition for work well done   | 46        | 63        | 74        |
| Receive recognition from supervisor for a job well done   | 61        | 74        | 83        |
| Have support at work to balance work and personal life  | 74        | 75        | 80        |
| Work-related stress is manageable   | 59        | 80        | n/a       |
| Workload is manageable  | 60        | 61        | n/a       |
| Department promotes a healthy and supportive workplace  | 51        | 79        | 94        |
| Department creates a safe work environment for its employees  | 75        | 90        | 100       |
| Employees feel safe working in their job  | 89        | 96        | 100       |
| Employees in department are respectful of employee differences  | 75        | 79        | 89        |
| Treated respectfully at work  | 78        | 87        | n/a       |
| A healthy atmosphere (trust, mutual respect) exists in work unit  | 60        | 70        | n/a       |
| Department values diversity   | 77        | 89        | 91        |
| Department is actively implementing activities and practices that support a diverse workplace                                       | 57        | 77        | 85        |
| NS Government hires and promotes people based on their education, skills, knowledge and experience                                  | 52        | 73        | 56        |
| In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience | 50        | 76        | n/a       |
| In the department, the process of selecting a person for a position is clear  | 60        | 71        | n/a       |
| Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)                          | 80        | 53        | 76        |
| Have a clear understanding of how performance is evaluated  | 67        | 63        | n/a       |
| Most recent performance appraisal/review reflects performance   | 71        | 56        | n/a       |
| <b>Workplace Culture Index</b>  | <b>66</b> | <b>77</b> | <b>83</b> |

Table 10 – Work Culture Trend for 2007, 2009 and 2011

For 24 out of the 27 questions, the level of agreement decreased (by 1 to 28 percentage points) since 2009. The question with the largest decrease in agreement was the “Department promotes a healthy and supportive workplace “ agreement score.



For the following three questions, the level of agreement increased (by 4 to 27 percentage points) since 2009:

- Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)
- Have a clear understanding of how performance is evaluated
- Most recent performance appraisal/review reflects performance

### 3-4 Leadership- Your Leader

#### 3-4-1 Leadership Details

Figure 6 below summarizes the disagree, neutral and agreement scores for the leader – leadership practices (clear direction and expectations, organizational communication, senior leadership practices and direct supervisory practices drivers) results.

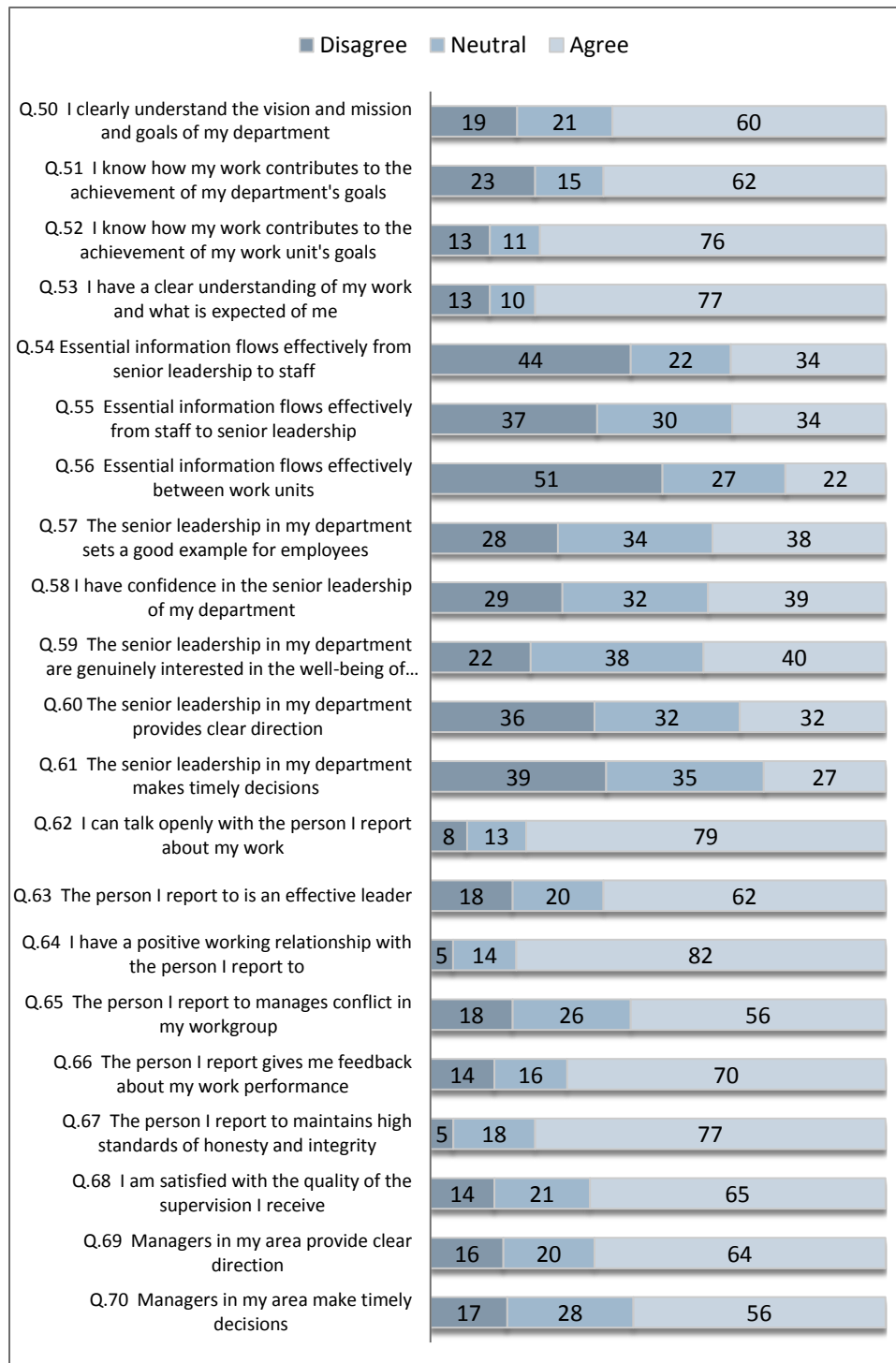


Figure 6 – Leadership detail results

Using the strength-improvement category guide, the table below provides a summary for this category of drivers.

| Leadership Summary  |   |  |   |
|---|---|--|---|
| Clear Strength  | Strength  | Area for Improvement   | Area for Concern  |
| <ul style="list-style-type: none"> <li>Knowing how their work contributes to the achievement of their work unit's goals</li> <li>Understand what is expected of them</li> <li>Can talk openly with the person they report to</li> <li>Positive work-relationship with the person they report to</li> <li>Person they report to maintains high standards of honesty and integrity</li> </ul> | <ul style="list-style-type: none"> <li>Understanding of the organization's vision, mission and goals</li> <li>Knowing how their work contributes to the achievement of their organization's goals</li> <li>Person they report to is an effective leader</li> <li>Person they report to provides feedback on their work performance</li> <li>Satisfaction with the quality of supervision</li> </ul> | <ul style="list-style-type: none"> <li>Person they report to manages conflict in their work unit</li> <li>Timeliness of managers' decisions</li> </ul> | <ul style="list-style-type: none"> <li>Organizational Communication category</li> <li>Senior leadership practices category</li> </ul> |

### 3-4-2 Leadership Comparison

Table 10 below compares the PSC results to the overall corporate results for the 2011 employee survey - leadership results.

|  | PSC | Corporate |
|--|-----|-----------|
| <b>Clear Direction and Expectations</b>  |     |           |
| Clearly understood the vision, mission and goals of the department                   | 60  | 68        |
| Know how work contributes to the achievement of department goals                     | 62  | 73        |
| Know how work contributes to the achievement of work unit goals                      | 76  | 79        |
| Have a clear understanding of their work and what is expected of them                | 77  | 79        |
| <b>Organizational Communication</b>  |     |           |
| Essential information flows effectively from senior leadership to staff              | 34  | 37        |
| Essential information flows effectively from staff to senior leadership              | 34  | 43        |
| Essential information flows effectively between work units                           | 22  | 33        |
| <b>Senior Leadership Practices</b>   |     |           |
| Department senior leadership sets a good example                                     | 38  | 48        |
| Have confidence in the department senior leadership                                  | 39  | 48        |
| Department senior leadership are genuinely interested in the well being of employees | 40  | 49        |
| Department senior leadership provides clear direction                                | 32  | 42        |
| Department senior leadership makes timely decisions                                  | 27  | 36        |
| <b>Direct Supervisory Practices</b>  |     |           |
| Employees can talk openly with the person they report to about work                  | 79  | 76        |
| Person report to is an effective leader  | 62  | 63        |
| Employees have a positive working relationship with the person they report to        | 82  | 77        |
| Person they report to manages conflict in the workgroup                              | 56  | 54        |
| Person they report to gives employees feedback on their work performance             | 70  | 63        |
| Person they report to maintains high standards of honesty and integrity              | 77  | 72        |
| Satisfied with the quality of supervision received                                   | 65  | 65        |
| Managers provide clear direction   | 64  | 56        |
| Managers make timely decisions   | 56  | 51        |

Table 11- Leadership comparison between PSC and all Government of Nova Scotia employees for 2011

| Category Guide |          |                      |                  |
|----------------|----------|----------------------|------------------|
| Clear Strength | Strength | Area for Improvement | Area for Concern |

As noted in the table on the previous page, PSC shares similar strengths with the corporate results. Using the category guide, in comparison to the corporate results, PSC is stronger in the following areas:

- Employees’ perception the person they report to maintains high standards of honesty and integrity
- Employees’ belief that Managers provide clear direction

### 3-4-3 Leadership Trend

Table 11 below compares the department's 2011 results to previous 2009 and 2007 employee survey results

|  | 2011      | 2009      | 2007      |
|--|-----------|-----------|-----------|
| Clearly understood the vision, mission and goals of the department                   | 60        | 67        | n/a       |
| Know how work contributes to the achievement of department goals                     | 62        | 82        | 85        |
| Know how work contributes to the achievement of work unit goals                      | 76        | 89        | n/a       |
| Have a clear understanding of their work and what is expected of them                | 77        | 85        | n/a       |
| Essential information flows effectively from senior leadership to staff              | 34        | 54        | 65        |
| Department senior leadership sets a good example                                     | 38        | 70        | 78        |
| Have confidence in the department senior leadership                                  | 39        | 72        | 76        |
| Department senior leadership are genuinely interested in the well being of employees | 40        | 76        | 85        |
| Department senior leadership provides clear direction                                | 32        | 62        | 65        |
| Department senior leadership makes timely decisions                                  | 27        | 48        | 52        |
| Employees can talk openly with the person they report to about work                  | 79        | 88        | 91        |
| Person report to is an effective leader  | 62        | 74        | 82        |
| Employees have a positive working relationship with the person they report to        | 82        | 90        | 91        |
| Person they report to manages conflict in the workgroup                              | 56        | 57        | 59        |
| Person they report to gives employees feedback on their work performance             | 70        | 71        | 78        |
| Person they report to maintains high standards of honesty and integrity              | 77        | 79        | n/a       |
| Satisfied with the quality of supervision received                                   | 65        | 76        | 85        |
| Managers provide clear direction   | 64        | 71        | n/a       |
| Managers make timely decisions   | 56        | 67        | 69        |
| <b>Leadership Index</b>  | <b>50</b> | <b>71</b> | <b>78</b> |

Table 12- Leadership Trend for 2007, 2009 and 2011

For all of the questions, the level of agreement decreased (by 1 to 36 percentage points) since 2009. The question with the largest decrease in agreement was the “Department senior leadership are genuinely interested in the well being of employees “ agreement score.

## Chapter 4- Other Work Environment Questions

### 4- 1 Respectful Environment

The PSC survey results showed, 21% of PSC employees have experienced bullying behavior in the last 12months. Of the employees who experienced bullying, 36% reported the bullying behavior. Corporately 25% of employees of all the experienced bullying, with 45% stating they reported the behavior.

The majority of the behaviour was experienced from a coworker or colleague. Table 12 below outlines the percentage.

| Experienced the bullying behavior from:                |     |
|--|-----|
| Coworker or colleague                                  | 40% |
| The person they report to                              | 28% |
| Another manager in the organization                    | 12% |
| Someone you manage                                     | 8%  |
| Someone who works for another part of the organization | 8%  |
| A client   | 4%  |

Table 13- Who harassed/bullied the employee

## 4-2 Inclusive Environment

The PSC survey results showed, 4% of PSC employees have experienced racism and/or discrimination in the last 12 months. Of the employees who experienced racism and/or discrimination, 40% 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 colleague. Table 13 below outlines the percentage.

| Experienced the bullying behavior from:  |     |
|--|-----|
| The person they report to  | 33% |
| Another manager in the organization  | 33% |
| Coworker or colleague  | 17% |
| Someone who works at a government workplace who is not a direct employee of government | 17% |

Table 14- Who they experienced racism/discrimination from

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

| Racism and/or discrimination experienced: |     |
|---|-----|
| Sexual orientation                        | 50% |
| Sex (gender)                              | 25% |
| Source of income                          | 25% |

Table 15- Type of racism/discrimination experienced

### 4-3 Employees' Retention Intentions

As shown in the tables below, 46% of PSC employees are planning on leaving within the next 5 years.

The Table 15 below outlines employees stated intentions to stay with the Government of Nova Scotia.

| Employees intend to stay  |     |
|---------------------------|-----|
| <b>2 years or less</b>    | 15% |
| <b>Between 3-5 years</b>  | 31% |
| <b>Between 6-10 years</b> | 23% |
| <b>11 years or more</b>   | 32% |

Table 15- Employees Retention Intentions

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

| Reason for Leaving  |     |
|---|-----|
| <b>Retirement</b>   | 51% |
| <b>Pursing other employment opportunities</b>                 | 18% |
| <b>Job itself (not interesting work or lack of challenge)</b> | 15% |
| <b>Management (lack of support or recognition)</b>            | 13% |
| <b>Family obligations</b>                                     | 4%  |

Table 16- Reason for Leaving in the next 5 years

## Appendix I Mean Scores

|   | Mean Score |
|---|------------|
| <b>Productivity</b>   |            |
| <b><u>Job Support and Tools</u></b>   |            |
| Provided with the tools and equipment needed to do job well                         | 3.81       |
| Provided with the communication needed to do job well                               | 3.26       |
| Physical work environment allows employees to fully contribute to job               | 4.17       |
| <b><u>Job Fit</u></b>   |            |
| Job is a good fit with skills and interests   | 4.14       |
| Job provides right level of challenge   | 3.62       |
| <b><u>Quality of Service Provided</u></b>   |            |
| Have support at work to provide high level of service                               | 3.65       |
| Work unit is making an effort to improve service quality                            | 4.06       |
| Work unit measures and monitors to make sure they are meeting their service quality | 3.37       |
| <b><u>Compensation</u></b>  |            |
| Compensated fairly for job  | 3.14       |
| <b>Talent Capacity</b>  |            |
| <b><u>Learning and Development</u></b>  |            |
| Organization supports work-related learning and development                         | 3.78       |
| Have access to training opportunities   | 3.76       |
| Training and development received met work-related needs                            | 3.74       |
| Satisfied with the quality of training and development received from department     | 3.64       |
| Satisfied with the quality of training and development received from PSC            | 3.56       |
| <b><u>Opportunities for Career Growth and Advancement</u></b>                       |            |
| See a future for career working for the Government of Nova Scotia                   | 3.75       |
| Have opportunities for career growth within the Government of Nova Scotia           | 3.34       |
| Have opportunities for career growth within the department                          | 2.72       |
| Satisfied with the way career growth and advancement is progressing                 | 2.96       |
| <b>Workplace Culture</b>  |            |
| <b><u>Coworker Relationship</u></b>   |            |
| The people I work with make an effort to help each other                            | 4.24       |
| Have a positive working relationship with coworkers                                 | 4.37       |

|  | Mean Score |
|--|------------|
| <b><u>Employee Involvement and Innovation</u></b>  |            |
| Have opportunities to provide input into decisions that affect their work  | 3.66       |
| Shared goals are developed for work unit   | 3.51       |
| Supervisor considers their work-related ideas  | 4.06       |
| Feel free to suggest innovative changes in their work  | 3.99       |
| Innovation is valued in their work   | 3.67       |
| <b><u>Recognition</u></b>  |            |
| Feel valued for contributions at work  | 3.49       |
| Receive meaningful recognition for work well done  | 3.34       |
| Receive recognition from supervisor for a job well done  | 3.71       |
| <b><u>Quality of Work Life</u></b>   |            |
| Have support at work to balance work and personal life   | 4.00       |
| Work-related stress is manageable  | 3.61       |
| Workload is manageable   | 3.46       |
| <b><u>Healthy, Supportive and Respectful Environment</u></b>   |            |
| Department promotes a healthy and supportive workplace   | 3.45       |
| Department creates a safe work environment for its employees   | 4.06       |
| Employees feel safe working in their job   | 4.32       |
| Employees in department are respectful of employee differences   | 3.92       |
| Treated respectfully at work   | 4.03       |
| A healthy atmosphere (trust, mutual respect) exists in work unit   | 3.62       |
| <b><u>Diverse and Inclusive Environment</u></b>  |            |
| Department values diversity  | 3.96       |
| Department is actively implementing activities and practices that support a diverse workplace  | 3.57       |
| <b><u>Staffing Practices</u></b>   |            |
| NS Government hires and promotes people based on their education, skills, knowledge and experience                                   | 3.35       |
| In the department, the hiring, promotion and other staffing processes are based on their education, skills, knowledge and experience | 3.38       |
| In the department, the process of selecting a person for a position is clear   | 3.46       |
| In the department, the process of selecting a person for a position is timely  | 2.92       |
| In the department, the process of selecting a person is fair   | 3.28       |
| In the department, hiring, promotion and other staffing processes are free from favouritism  | 3.17       |

|  | Mean<br>Score |
|--|---------------|
| <b><u>Performance Management Practices</u></b>                                       |               |
| Have a clear understanding of how performance is evaluated                           | 3.69          |
| Most recent performance appraisal/review reflects performance                        | 3.74          |
| <b><u>Leadership</u></b>   |               |
| <b><u>Clear Direction and Expectations</u></b>                                       |               |
| Clearly understood the vision, mission and goals of the department                   | 3.54          |
| Know how work contributes to the achievement of department goals                     | 3.59          |
| Know how work contributes to the achievement of work unit goals                      | 3.96          |
| Have a clear understanding of their work and what is expected of them                | 3.96          |
| <b><u>Organizational Communication</u></b>   |               |
| Essential information flows effectively from senior leadership to staff              | 2.74          |
| Essential information flows effectively from staff to senior leadership              | 2.86          |
| Essential information flows effectively between work units                           | 2.56          |
| <b><u>Senior Leadership Practices</u></b>  |               |
| Department senior leadership sets a good example                                     | 3.06          |
| Have confidence in the department senior leadership                                  | 3.11          |
| Department senior leadership are genuinely interested in the well-being of employees | 3.20          |
| Department senior leadership provides clear direction                                | 2.90          |
| Department senior leadership makes timely decisions                                  | 2.77          |
| <b><u>Direct Supervisory Practices</u></b>   |               |
| Employees can talk openly with the person they report to about work                  | 4.16          |
| Person report to is an effective leader  | 3.68          |
| Employees have a positive working relationship with the person they report to        | 4.19          |
| Person they report to manages conflict in the workgroup                              | 3.59          |
| Person they report to gives employees feedback on their work performance             | 3.81          |
| Person they report to maintains high standards of honesty and integrity              | 4.12          |
| Satisfied with the quality of supervision received                                   | 3.86          |
| Managers provide clear direction   | 3.66          |
| Managers make timely decisions   | 3.53          |
| <b><u>Overall</u></b>  |               |
| Work for an effective organization   | 3.21          |
| Satisfied with my job  | 3.38          |
| Satisfied with my department   | 3.36          |
| Overall satisfied with work as a Government of Nova Scotia employee                  | 3.75          |
| Proud to tell people work as a Government of Nova Scotia employee                    | 3.73          |

|  | Mean<br>Score |
|--|---------------|
| Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere | 3.72          |
| Inspired to give my very best  | 3.66          |
| Would recommend the Government of Nova Scotia as a great place to work                     | 3.60          |