

# How's Work Going 2011

*Department of Transportation and Infrastructure  
Renewal Employee Survey*



Evaluation & Accountability  
June 2011

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## Contents

List of Tables .....	3
List of Figures .....	4
Chapter 1 - Survey Background Information .....	5
1.1 <i>Why do we survey?</i> .....	5
1.2 <i>Who did we survey?</i> .....	5
1.3 <i>How to read this report?</i> .....	5
Chapter 2 - Outcome Results .....	7
2.1 Summary Results .....	7
2.2 Employee Engagement and Outcome Details.....	8
2.3 Employee Engagement Trend.....	9
2.4 How does TIR's engagement compare? .....	11
2.5 How can the level of employee engagement be improved? .....	12
2.5.1 <i>What do employees value?</i> .....	12
2.5.2 <i>What attracted them to work for Government?</i> .....	13
2.5.3 <i>What factors influences employees' level of satisfaction and commitment with the organization?</i> .....	13
2-5-4 <i>How is the Department performing in relation to the drivers (factors) of engagement?</i> .....	15
2-5-5 <i>Where does the Department need to focus to improve their employees' work environment?</i> .....	16
Chapter 3 - Quality Work Environment .....	18
3.1 Your Job- Productivity Capacity .....	18
3.1.1 <i>Productivity Capacity Details</i> .....	18
3.1.2 <i>Productivity Capacity Comparison</i> .....	19
3.1.3 <i>Productivity Capacity Trend</i> .....	20
3.2 Talent Capacity – Your Career.....	21

3.2.1 Talent Capacity Details .....	21
3.2.2 Talent Capacity Comparison .....	22
3.2.3 Talent Capacity Trend .....	23
3.3 Workplace Culture - Your Workplace .....	24
3.3.1 Workplace Culture Details .....	24
3.3.2 Workplace Culture Comparison .....	26
3.3.3 Workplace Culture Trend .....	28
3.4 Leadership - Your Leader.....	30
3.4.1 Leadership Details.....	30
3.4.2 Leadership Comparison.....	31
3.4.2 Leadership Trend.....	33
Chapter 4 - Other Work Environment Questions .....	35
4.1 Respectful Environment.....	35
4.2 Inclusive Environment.....	36
4.3 Employees' Retention Intentions.....	37
Appendix I Mean Scores.....	39

## List of Tables

Table 1 Employee Engagement Agreement Scores .....	7
Table 2 Employee Engagement Trend .....	9
Table 3 Employee Engagement score comparison .....	11
Table 4 Driver Indices for 2011 .....	15
Table 5 Productivity Capacity comparison.....	19
Table 6 Productivity Capacity Trend .....	20
Table 7 Talent Capacity Comparison .....	22

Table 8 Talent Capacity Trend .....	23
Table 9 Workplace Culture comparison with corporate results.....	27
Table 10 Workplace Culture Trend .....	28
Table 11 Leadership Comparisons .....	31
Table 12 Leadership Trend.....	33
Table 13 Where bullying behaviour came from .....	35
Table 14 Where racism/discrimination came from .....	36
Table 15 Type of racism/discrimination experienced.....	37
Table 16 Employees retention intentions for 2011 .....	37
Table 17 Reason employees are planning to leave the department .....	38

## List of Figures

Figure 1 Detail engagement outcome results for 2011 .....	8
Figure 2 Agreement Score Comparison .....	10
Figure 3 Employee Engagement Model.....	14
Figure 4 Drivers of Engagement category chart .....	14
Figure 5 Priority Action Matrix Grid.....	16
Figure 6 Detail job productivity capacity results for 2011.....	18
Figure 7 Detail talent capacity results for 2011.....	21
Figure 8 Detail workplace culture results for 2011.....	25
Figure 9 Leadership Capacity details .....	30

## Chapter 1 - Survey Background Information

### 1.1 Why do we survey?

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

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

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

### 1.2 Who did we survey?

The survey was sent to all employees in an online format. This report contains the results of all permanent, contract and term employees who responded to the survey. Department of Transportation and Infrastructure Renewal had a response rate of 35% (41% in 2009). The survey was open between March 2<sup>nd</sup> - 31<sup>st</sup>, 2011.

### 1.3 How to read this report?

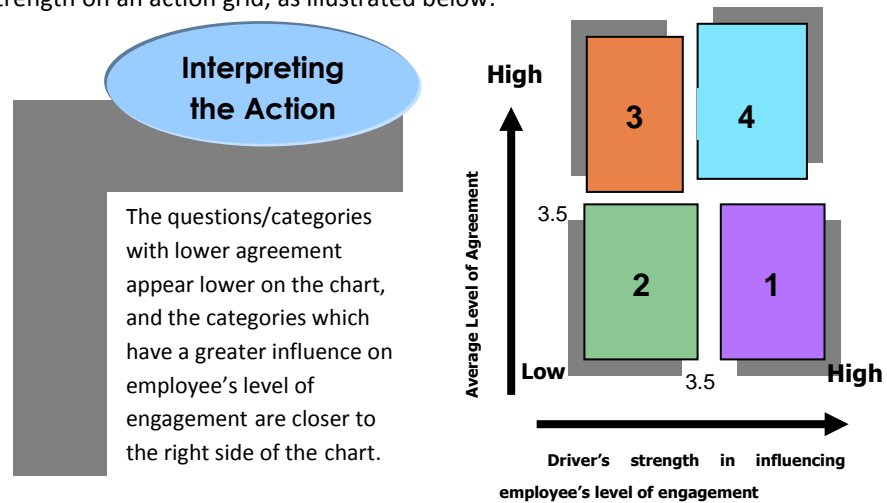
In this report, the results are presented in the following matter:

• <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 75% and over	Strength 60-74%	Area for Improvement 50-59%	Area for Concern Under 50%

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

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



## Chapter 2 - Outcome Results

### 2.1 Summary Results

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

	Agreement Score
<b>Job Satisfaction</b>	
Job Satisfaction	59
<b>Organizational Satisfaction</b>	
Department Satisfaction	52
Overall Satisfaction	65
<b>Organizational Commitment</b>	
Proud	55
Preference to stay with NS Government	61
Inspired	64
Would Recommend as a great place to work	53
<b>Engagement Index</b>	<b>58</b>

Table 1 Employee Engagement Agreement Scores

TIR employee index is 58 and would be considered an area for improvement.



## 2.2 Employee Engagement and Outcome Details

The following section provides detail into the department's employee engagement agreement scores by displaying question details and comparing with the corporate results.

Figure 1 below summarizes employees' responses regarding engagement outcome details

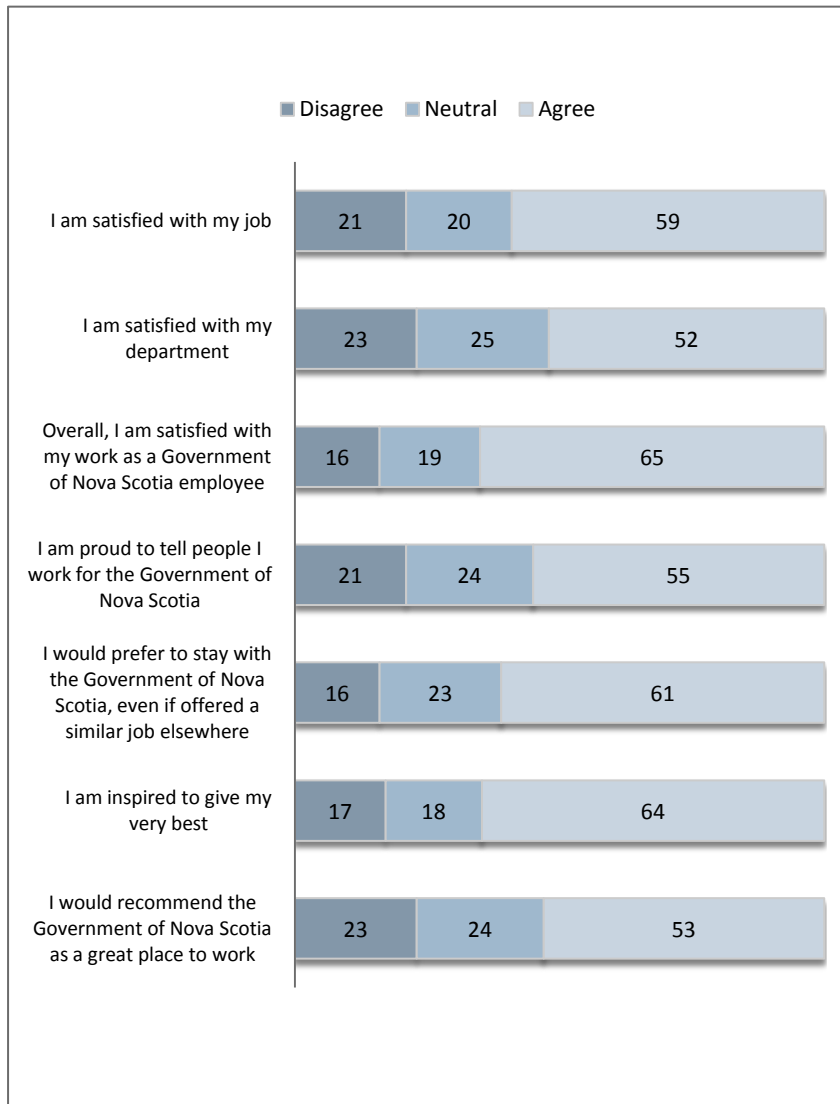


Figure 1 Detail engagement outcome results for 2011

## 2.3 Employee Engagement Trend

Table 2 below compares TIR's employee engagement results from 2004 to 2011

	2011	2009	2007	2006	2005	2004
<b>Job Satisfaction</b>						
Job Satisfaction	59	75	76	76	n/a	n/a
<b>Organizational Satisfaction</b>						
Department Satisfaction	52	66	65	61	n/a	n/a
Overall Satisfaction	65	83	81	82	n/a	n/a
<b>Organizational Commitment</b>						
Proud	55	78	75	63	n/a	n/a
Preference to stay with Government of Nova Scotia	61	74	75	67	44	50
Inspired	64	77	82	80	n/a	n/a
Would Recommend as a great place to work	53	72	67	59	56	55
Engagement Level	58	75	74	69	n/a	n/a

Table 2 Employee Engagement Trend

For all seven questions, the level of agreement decreased substantially (by 13 to 23 percentage points) since 2009. In comparison to the baseline all the questions, except preference to stay, have decreased (by 2 to 17 percentage points). For the preference to stay question the favourable scores have increased in comparison to their baseline (by 11 percentage points). The question with the largest decrease in agreement was the proud agreement score.

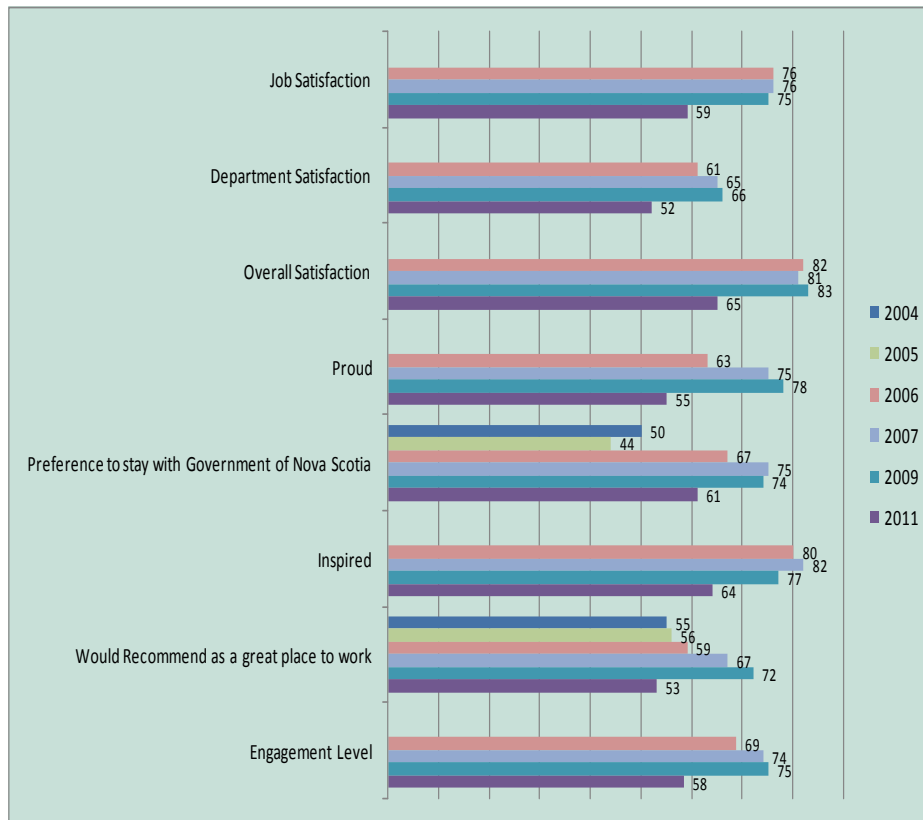


Figure 2 Agreement Score Comparison

## 2.4 How does TIR's engagement compare?

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

	Department Agreement Score	Corporate Agreement Score
Job Satisfaction		
Job Satisfaction	59	59
Organizational Satisfaction		
Department Satisfaction	52	53
Overall Satisfaction	65	67
Organizational Commitment		
Proud	55	62
Preference to stay with Government of Nova Scotia	61	62
Inspired	64	68
Would Recommend as a great place to work	53	57
Engagement Level		
Engagement Level	58	62

Table 3 Employee Engagement score comparison

Clear Strength	Strength	Area for Improvement	Area for Concern
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As noted in the table above, TIR shares the same strengths and areas for improvement as seen in the corporate results. Using the strength-improvement category guide, TIR is not as strong in the proud category in comparison to the corporate results.

## 2.5 How can the level of employee engagement be improved?

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

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

### 2.5.1 What do employees value?

The survey results reveal that TIR employees value:

1. Pay and benefits- 14%
2. Challenging and interesting work -12%
3. Having the opportunity to balance work and personal life – 11%
4. Working with people I like -10%
5. A chance to learn new skills and to develop -9%
6. Being treated with respect- 8%
7. Freedom to make decisions about how they do their job -7%
8. Opportunities for growth and advancement- 7%
9. A chance to make a difference – 6%
10. Receiving recognition for a job well done -5%
11. Working for a manager they respect -4%
12. A chance to have their ideas adopted and put into use – 4%
13. Working for a leader they respect -4%

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

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

1. Opportunity to work in chosen Field -23%
2. Compensation- 16%
3. Work Location – 14%
4. Quality work life balance – 14%
5. Career advancement opportunities- 12%
6. Desire to work for the public service- 11%
7. Support for training and related professional development activities- 9%

### 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 below illustrates this:

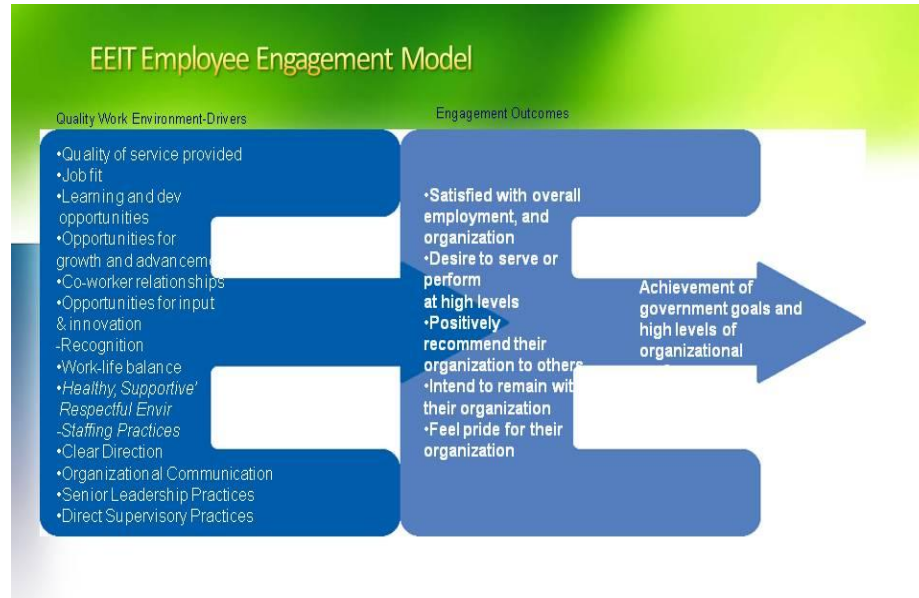


Figure 3 Employee Engagement Model

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

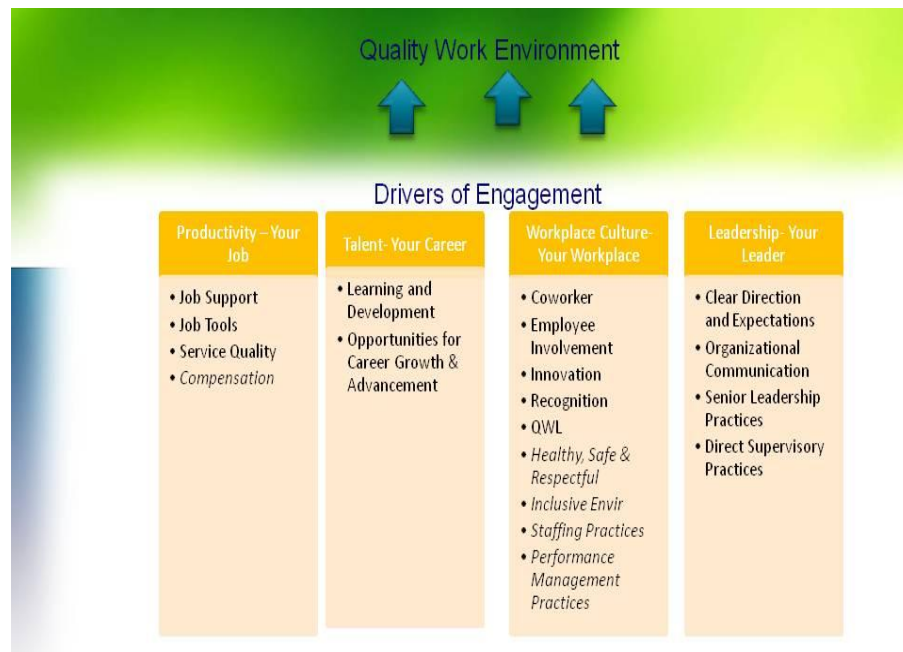


Figure 4 Drivers of Engagement category chart

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

1. Job Satisfaction
2. Opportunities for Career Growth and Advancement
3. Recognition
4. Senior Leadership Practices
5. Direct Supervisory Practices
6. Employee Involvement and Innovation
7. Clear Expectations and Directions
8. Staffing Practices
9. Healthy, Supportive & Respectful Environment

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

1. Opportunities for Career Growth and Advancement
2. Job Fit
3. Recognition
4. Employee Involvement and Innovation
5. Learning and Development Opportunities

#### 2-5-4 How is the Department performing in relation to the drivers (factors) of engagement?

A Quality Environment Index can be used to understand how a Department is performing in relations to the drivers of employee engagement. This report calculates a Quality Work Environment Index which is based on the quality environment indicators used in the Public Sector Interjurisdictional Engagement Model. The Quality Work Environment index is an average calculation of the 13 EEIT drivers' agreement scores. Additional indices have been calculated for each of the four categories of drivers as well using the EEIT driver's common questions.

For TIR:

	Index
Job Productivity Index	68
Talent Capacity Index	47
Workplace Culture Index	54
Leadership Index	51
Overall- Quality Environment Index	54

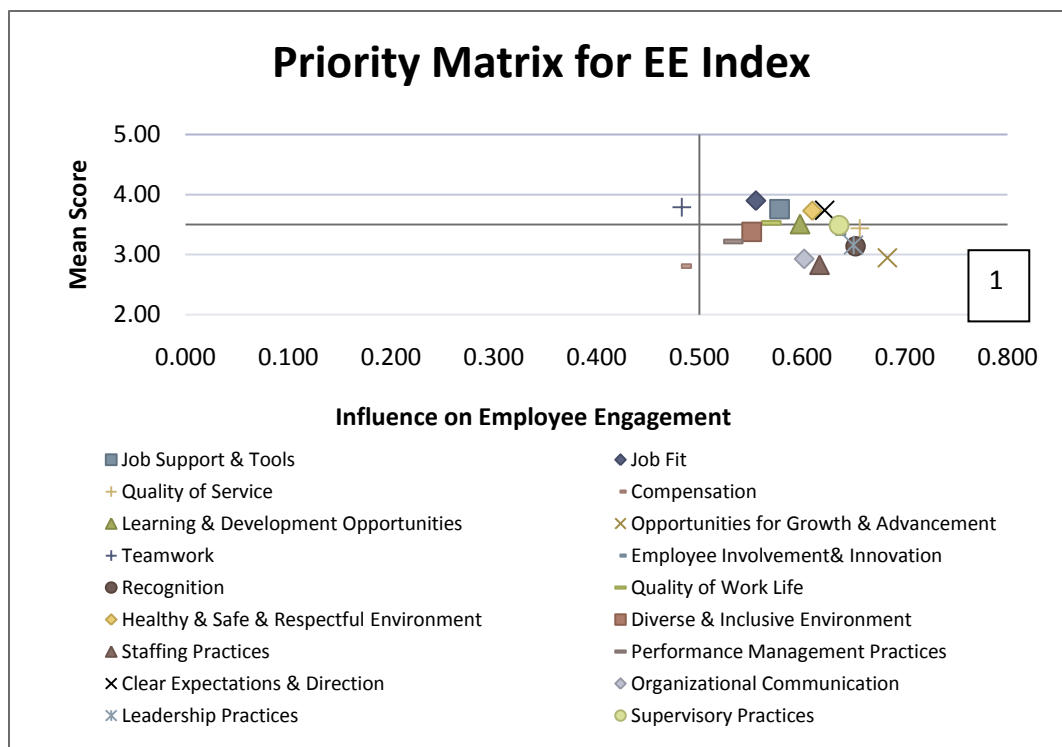
Table 4 Driver Indices for 2011



### 2-5-5 Where does the Department need to focus to improve their employees' work environment?

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

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



**Figure 5 Priority Action Matrix Grid**

The drivers with lower agreement appear lower on the chart, and the drivers which have a greater influence on employee's engagement are closer to the right side of the chart. The focus for Government would be in the lower right quadrant (Quadrant 1).

Based on the analysis of employee engagement drivers and analyzing how employees perceive their current work environment and what they consider as important to them TIR's focus should be:

- **Opportunities for Career Growth and Advancement**
- Providing Support for Quality Service
- Recognition
- **Senior Leadership Practices**
- Employee Involvement and Innovation
- **Staffing Practices**
- **Organization Communication**
- Diverse and Inclusive Workplace
- Performance Management Practices



The categories that are bolded are also the corporate focus as well.

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

## Chapter 3 - Quality Work Environment

### 3.1 Your Job- Productivity Capacity

#### 3.1.1 Productivity Capacity Details

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

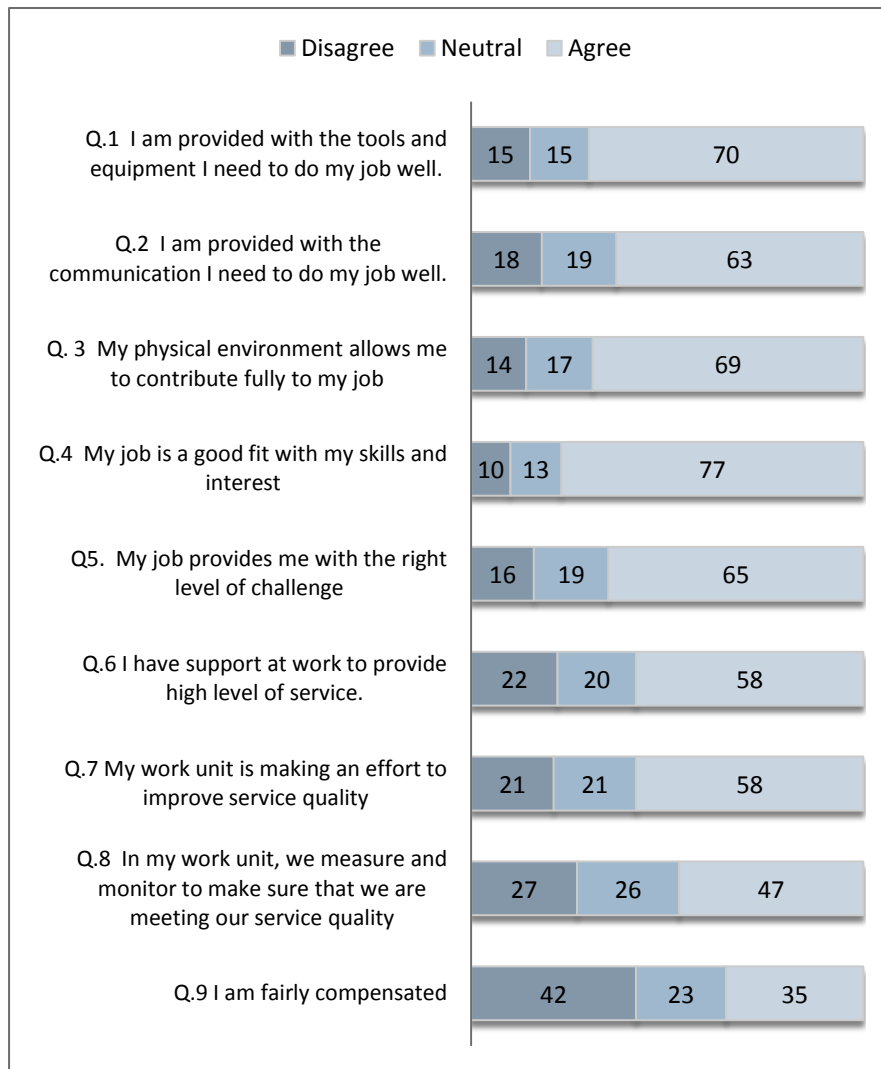


Figure 6 Detail job productivity capacity results for 2011

### 3.1.2 Productivity Capacity Comparison

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

	TIR	Corporate
<b>Job Support and Tools</b>		
Provided with the tools and equipment needed to do job well	70	72
Provided with the communication needed to do job well	63	58
Physical work environment allows employees to fully contribute to job	69	71
<b>Job Fit</b>		
Job is a good fit with skills and interests	77	79
Job provides right level of challenge	65	66
<b>Quality of Service Provided</b>		
Have support at work to provide high level of service	58	61
Work unit is making an effort to improve service quality	58	68
Work unit measures and monitors to make sure they are meeting their service quality	47	56
<b>Compensation</b>		
Compensated fairly for job	35	44

**Table 5 Productivity Capacity comparison**

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

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

- Measuring and monitoring to make sure that employees are meeting their service quality

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

- Providing employees with communication needed for them to do job well

### 3.1.3 Productivity Capacity Trend

Table 6 shows the productivity capacity trend analysis for TIR's employee survey results from 2004 to 2011

	2011	2009	2007	2006	2005	2004
Provided with the tools and equipment needed to do job well	70	75	70	70	67	64
Provided with the communication needed to do job well	63	68	63	68	63	58
Job is a good fit with skills and interests	77	88	76	83	n/a	n/a
Job provides right level of challenge	65	74	n/a	n/a	n/a	n/a
Have support at work to provide high level of service	58	69	62	70	n/a	n/a
Compensated fairly for job	35	51	48	39	39	42
<b>Productivity Capacity Index</b>	<b>68</b>	<b>79</b>	<b>69</b>	<b>77</b>	<b>n/a</b>	<b>n/a</b>

Table 6 Productivity Capacity Trend

For all six questions, the level of agreement decreased substantially (by 5 to 16 percentage points) since 2009. The question with the largest decrease in agreement was the "Compensated fairly for job" agreement score.

## 3.2 Talent Capacity – Your Career

### 3.2.1 Talent Capacity Details

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

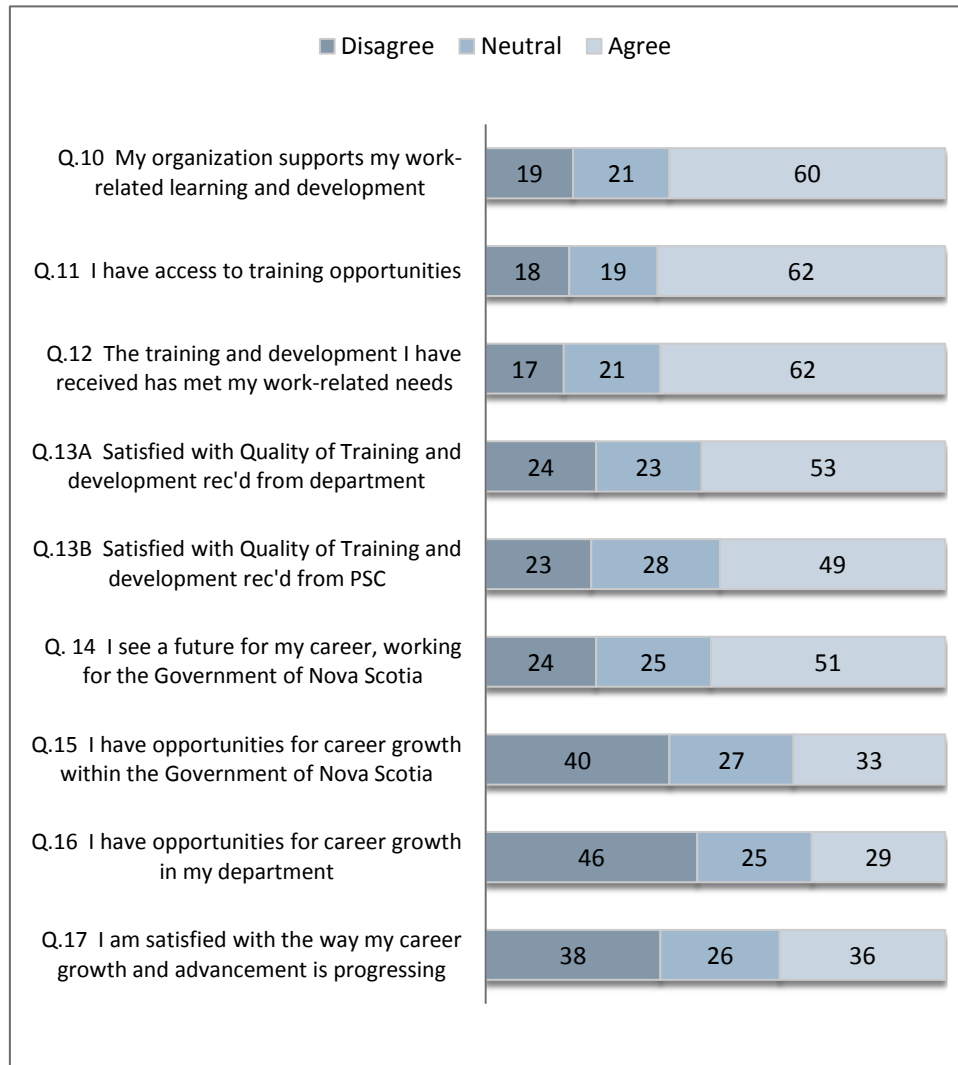


Figure 7 Detail talent capacity results for 2011

### 3.2.2 Talent Capacity Comparison

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

	TIR	Corporate
<b>Learning and Development Opportunities</b>		
<b>Organization supports work-related learning and development</b>	60	62
<b>Have access to training opportunities</b>	62	62
<b>Training and development received met work-related needs</b>	62	62
<b>Satisfied with the quality of training and development received from department</b>	53	54
<b>Satisfied with the quality of training and development received from PSC</b>	49	53
<b>Opportunities for Career Growth and Advancement</b>		
<b>See a future for career working for the Government of Nova Scotia</b>	51	60
<b>Have opportunities for career growth within the Government of Nova Scotia</b>	33	42
<b>Have opportunities for career growth within the department</b>	29	32
<b>Satisfied with the way career growth and advancement is progressing</b>	36	38

Table 7 Talent Capacity Comparison

As noted in the table above, TIR shares similar strengths and areas for improvement with the corporate results. Concern for opportunities for career growth and advancement and satisfaction with career progress are corporate-wide issues.

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

- Satisfaction with the quality of training and development received from PSC
- Employees seeing a future for their career working for the Government of Nova Scotia

### 3.2.3 Talent Capacity Trend

Table 8 shows the Talent Capacity trend analysis for TIR's employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
Organization supports work-related learning and development	60	72	57	52	n/a	n/a
Have access to training opportunities	62	75	76	78	79	67
Training and development received met work-related needs	62	75	n/a	n/a	n/a	n/a
See a future for career working for the Government of Nova Scotia	51	67	58	54	54	48
Have opportunities for career growth within the Government of Nova Scotia	33	42	35	31	n/a	n/a
Have opportunities for career growth within the department	29	38	35	n/a	n/a	n/a
<b>Talent Capacity Index</b>	<b>47</b>	<b>57</b>	<b>46</b>	<b>42</b>	<b>n/a</b>	<b>n/a</b>

Table 8 Talent Capacity Trend

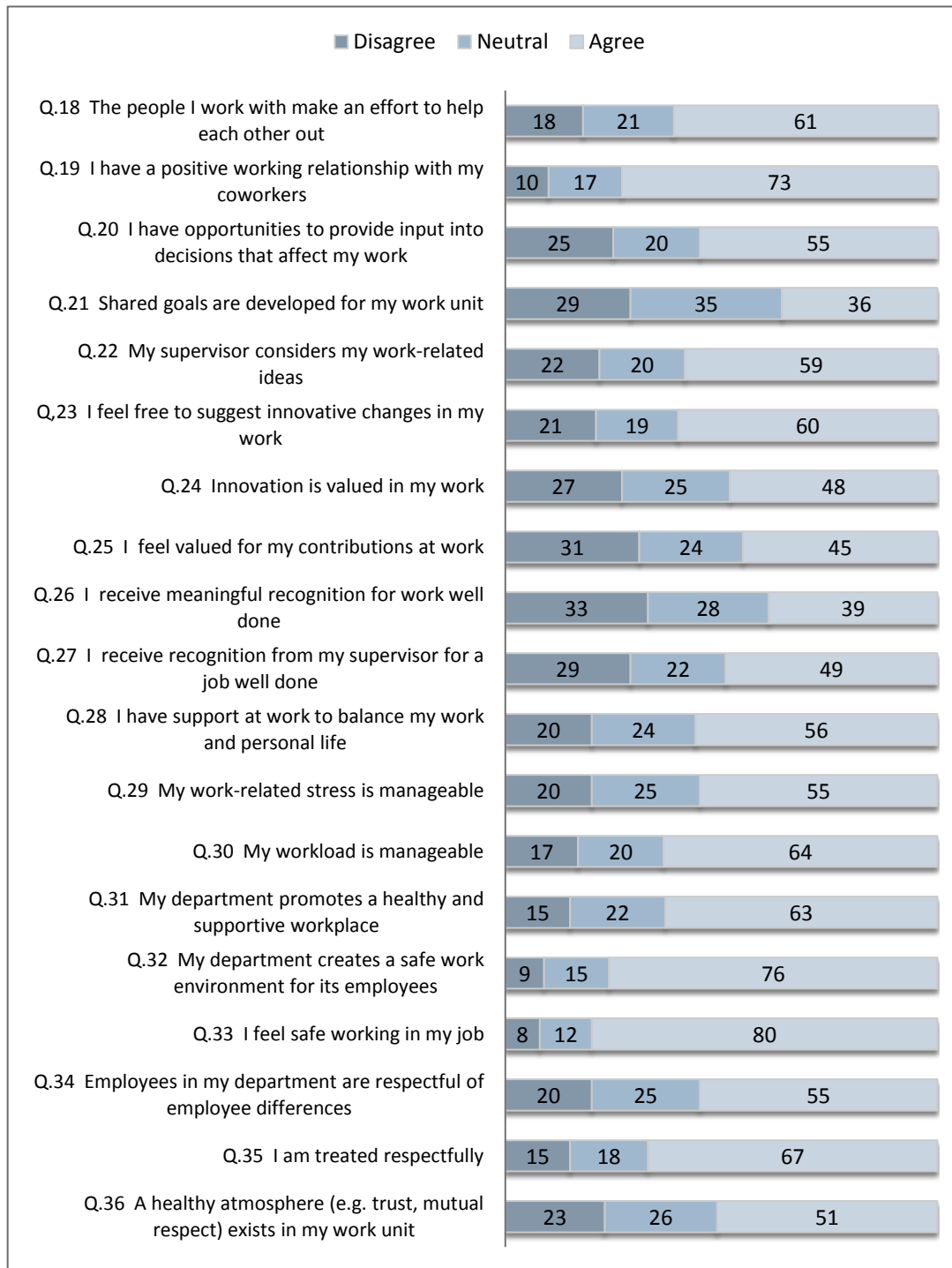
For all six questions, the level of agreement decreased substantially (by 9 to 16 percentage points) since 2009. The question with the largest decrease in agreement was "See a future for career working for the Government of Nova Scotia" agreement score.



### 3.3 Workplace Culture - Your Workplace

#### 3.3.1 Workplace Culture Details

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



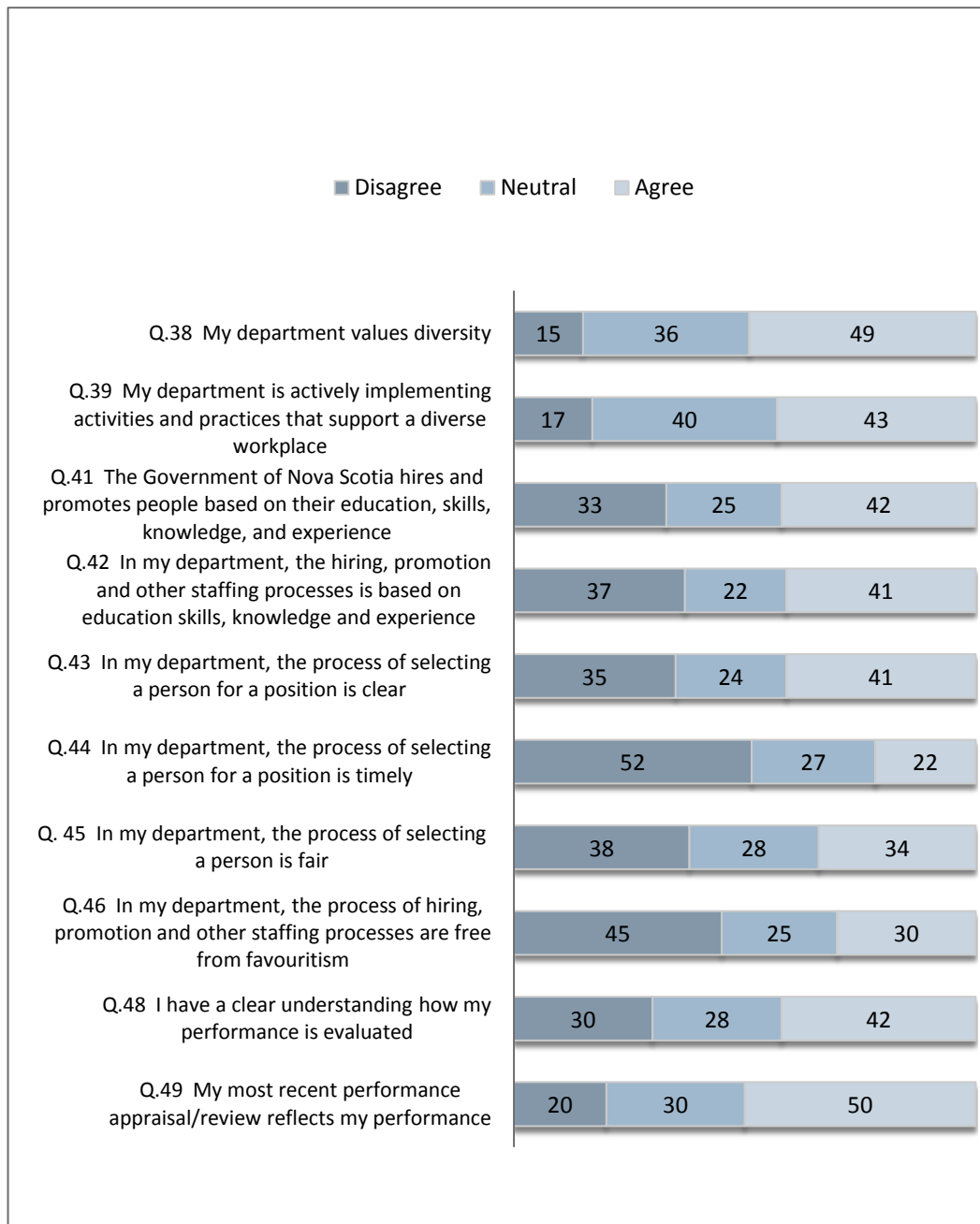


Figure 8 Detail workplace culture results for 2011

### 3.3.2 Workplace Culture Comparison

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

	TIR	Corporate
<b>Coworker Relationship</b>		
The people I work with make an effort to help each other	61	77
Have a positive working relationship with coworkers	73	84
<b>Employee Involvement and Innovation</b>		
Have opportunities to provide input into decisions that affect their work	55	60
Shared goals are developed for work unit	36	51
Supervisor considers their work-related ideas	59	69
Feel free to suggest innovative changes in their work	60	67
Innovation is valued in their work	48	54
<b>Recognition</b>		
Feel valued for contributions at work	45	54
Receive meaningful recognition for work well done	39	47
Receive recognition from supervisor for a job well done	49	58
<b>Quality of Work Life</b>		
Have support at work to balance work and personal life	56	62
Work-related stress is manageable	55	59
Workload is manageable	64	58
<b>Healthy, Supportive and Respectful Environment</b>		
Department promotes a healthy and supportive workplace	63	59
Department creates a safe work environment for its employees	76	73
Employees feel safe working in their job	80	78
Employees in department are respectful of employee differences	55	69
Treated respectfully at work	67	74
A healthy atmosphere (trust, mutual respect) exists in work unit	51	62
<b>Diverse and Inclusive Environment</b>		
Department values diversity	49	67
Department is actively implementing activities and practices that support a diverse workplace	43	54
<b>Staffing Practices</b>		
NS Government hires and promotes people based on their education, skills, knowledge and experience	42	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	41	48

In the department, the process of selecting a person for a position is clear	41	47
In the department, the process of selecting a person for a position is timely	22	21
In the department, the process of selecting a person is fair	34	41
In the department, hiring, promotion and other staffing processes are free from favouritism	30	38
<b>Performance Management Practices</b>		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	38	65
% who didn't participate in a performance appraisal/review who would like to	61	76
Have a clear understanding of how performance is evaluated	42	59
Most recent performance appraisal/review reflects performance	50	67

Table 9 Workplace Culture comparison with corporate results

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

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

- Coworker Relationship category
- Employee Involvement category
- Valuing innovation
- Feeling valued and receiving recognition from supervisor
- Providing support at work to balance work and personal life
- Employees respecting employee differences
- Treating employees respectfully
- Diverse and Inclusive category
- Performance Management Practices category

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

- Manageability of workload
- Department promoting a healthy and supportive workplace
- Creating a safe environment

### 3.3.3 Workplace Culture Trend

Table 10 shows the workplace culture trend analysis for TIR's employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
The people I work with make an effort to help each other	61	81	79	88	82	72
Have a positive working relationship with coworkers	73	87	84	91	n/a	n/a
Have opportunities to provide input into decisions that affect their work	55	73	69	68	64	60
Shared goals are developed for work unit	36	54	45	43	43	47
Supervisor considers their work-related ideas	59	74	71	73	72	64
Feel free to suggest innovative changes in their work	60	76	n/a	n/a	n/a	n/a
Innovation is valued in their work	48	62	60	n/a	n/a	n/a
Feel valued for contributions at work	45	55	53	56	46	49
Receive meaningful recognition for work well done	39	49	47	53	n/a	n/a
Receive recognition from supervisor for a job well done	49	61	57	60	50	54
Have support at work to balance work and personal life	56	64	62	66	49	53
Work-related stress is manageable	55	74	n/a	n/a	n/a	n/a
Workload is manageable	64	75	n/a	n/a	n/a	n/a
Department promotes a healthy and supportive workplace	63	80	61	n/a	n/a	n/a
Department creates a safe work environment for its employees	76	84	88	92	83	76
Employees feel safe working in their job	80	87	86	86	87	76
Employees in department are respectful of employee differences	55	60	60	68	53	52
Treated respectfully at work	67	73	n/a	n/a	n/a	n/a
A healthy atmosphere (trust, mutual respect) exists in work unit	51	59	n/a	n/a	n/a	n/a
Department values diversity	49	60	50	48	36	42
Department is actively implementing activities and practices that support a diverse workplace	43	48	39	n/a	n/a	n/a
NS Government hires and promotes people based on their education, skills, knowledge and experience	42	50	36	40	32	35
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	41	47	n/a	n/a	n/a	n/a
In the department, the process of selecting a person for a position is clear	41	46	n/a	n/a	n/a	n/a
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	38	36	32	35	39	37
Have a clear understanding of how performance is evaluated	42	42	n/a	n/a	n/a	n/a
Most recent performance appraisal/review reflects performance	50	40	n/a	n/a	n/a	n/a
	<b>54</b>	<b>67</b>	<b>64</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

Table 10 Workplace Culture Trend

For 24 out of the 27 questions, the level of agreement decreased substantially (by 5 to 20 percentage points) since 200. The question with the largest decrease in agreement was “The people I work with make an effort to help each other” agreement score.

For the following questions the favourable scores have increased in comparison to 2009 (by 2 to 10 percentage points):

- Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)
- Most recent performance appraisal/review reflects performance

For the question, “Have a clear understanding of how performance is evaluated” there was no change in favourable score in comparison to 2009.

### 3.4 Leadership - Your Leader

#### 3.4.1 Leadership Details

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

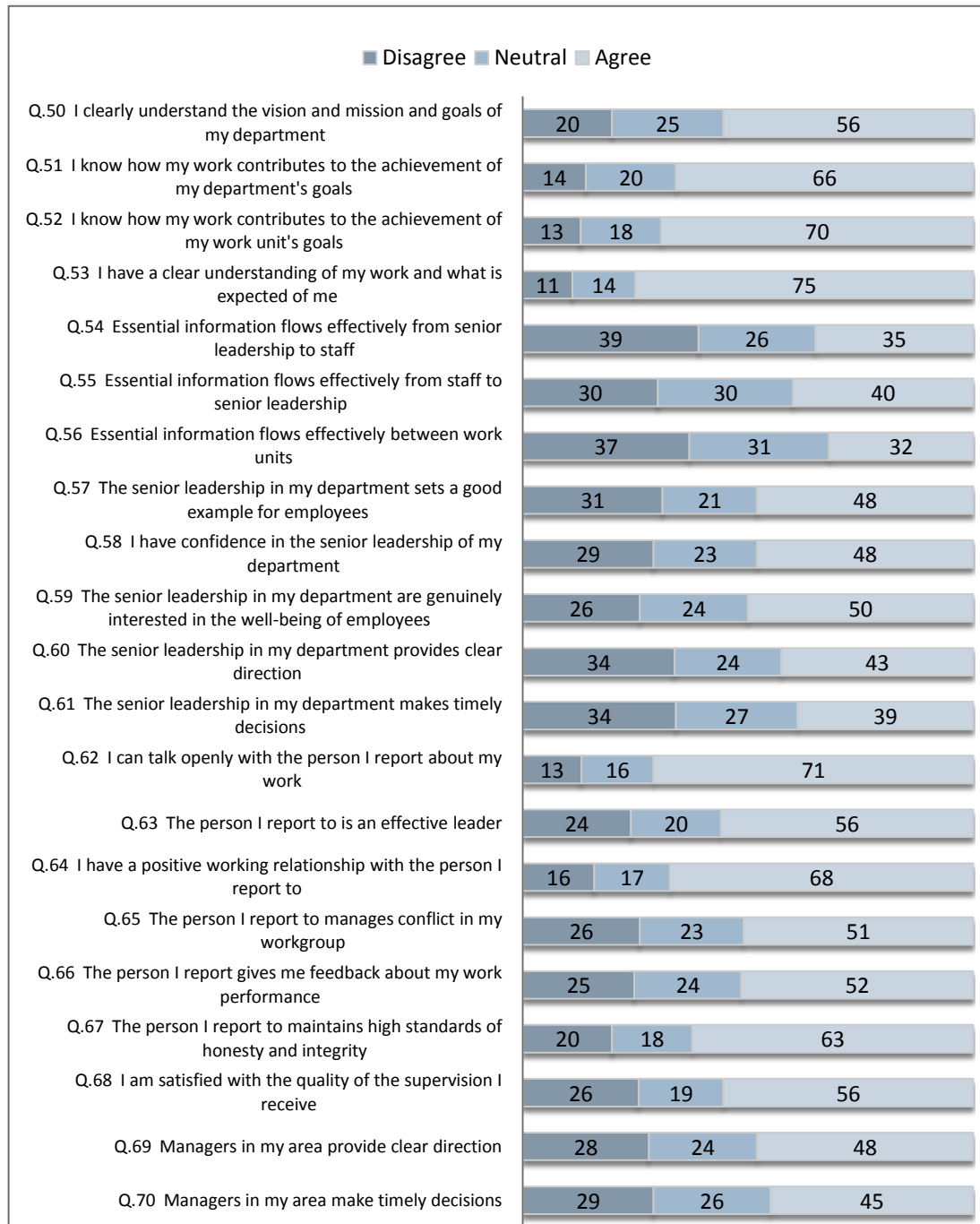


Figure 9 Leadership Capacity details

### 3.4.2 Leadership Comparison

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

	TIR	Corporate
<b>Clear Direction and Expectations</b>		
Clearly understood the vision, mission and goals of the department	56	68
Know how work contributes to the achievement of department goals	66	73
Know how work contributes to the achievement of work unit goals	70	79
Have a clear understanding of their work and what is expected of them	75	79
<b>Organizational Communication</b>		
Essential information flows effectively from senior leadership to staff	35	37
Essential information flows effectively from staff to senior leadership	40	43
Essential information flows effectively between work units	32	33
<b>Senior Leadership Practices</b>		
Department senior leadership sets a good example	48	48
Have confidence in the department senior leadership	48	48
Department senior leadership are genuinely interested in the well being of employees	50	49
Department senior leadership provides clear direction	43	42
Department senior leadership makes timely decisions	39	36
<b>Direct Supervisory Practices</b>		
Employees can talk openly with the person they report to about work	71	76
Person report to is an effective leader	56	63
Employees have a positive working relationship with the person they report to	68	77
Person they report to manages conflict in the workgroup	51	54
Person they report to gives employees feedback on their work performance	52	63
Person they report to maintains high standards of honesty and integrity	63	72
Satisfied with the quality of supervision received	56	65
Managers provide clear direction	48	56
Managers make timely decisions	45	51

Table 11 Leadership Comparisons



As noted in the table on the previous page, TIR shares similar strengths and areas for improvement with the corporate results. Concern for the organizational communication and senior leadership practices are corporate-wide issues.

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

- Employee understanding of the department's vision, mission and goals
- Employees knowing how their work contributed to the achievement of the work unit goals
- Employees feeling they can talk openly with the person they report to
- Employees believing the person they report to is an effective leader
- Receiving feedback about their work performance
- Employees satisfaction with the quality of supervision
- Managers clarity on direction and timeliness of their decisions

Using the strength-improvement category guide, in comparison to the corporate results TIR is stronger in the following area:

- Senior leadership genuinely interested in employees

### 3.4.2 Leadership Trend

Table 12 shows the Leadership trend analysis for TIR's employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
Clearly understood the vision, mission and goals of the department	56	44	n/a	n/a	n/a	n/a
Know how work contributes to the achievement of department goals	66	73	65	65	68	65
Know how work contributes to the achievement of work unit goals	70	76	n/a	n/a	n/a	n/a
Have a clear understanding of their work and what is expected of them	75	87	n/a	n/a	n/a	n/a
Essential information flows effectively from senior leadership to staff	35	41	37	n/a	n/a	n/a
Department senior leadership sets a good example	48	53	39	38	28	42
Have confidence in the department senior leadership	48	56	43	45	34	44
Department senior leadership are genuinely interested in the well being of employees	50	54	46	n/a	n/a	n/a
Department senior leadership provides clear direction	43	47	39	n/a	n/a	n/a
Department senior leadership makes timely decisions	39	39	36	n/a	n/a	n/a
Employees can talk openly with the person they report to about work	71	83	79	82	76	70
Person report to is an effective leader	56	65	62	62	n/a	n/a
Employees have a positive working relationship with the person they report to	68	79	73	82	n/a	n/a
Person they report to manages conflict in the workgroup	51	51	49	51	45	49
Person they report to gives employees feedback on their work performance	52	56	53	55	55	54
Person they report to maintains high standards of honesty and integrity	63	68	n/a	n/a	n/a	n/a
Satisfied with the quality of supervision received	56	67	59	n/a	n/a	n/a
Managers provide clear direction	48	54	n/a	n/a	n/a	n/a
Managers make timely decisions	45	50	45	n/a	n/a	n/a
Leadership Index	51	59	51	n/a	n/a	n/a

Table 12 Leadership Trend

For 16 out of the 19 questions, the level of agreement decreased (by 4 to 12 percentage points) since 2009. The questions with the largest decrease in agreement were:

- Have a clear understanding of their work and what is expected of them
- Employees can talk openly with the person they report to about work

For the following questions there was no change in favourable score in comparison to 2009:

- Department senior leadership makes timely decisions
- Person they report to manages conflict in the workgroup

For the question, “Clearly understood the vision, mission and goals of the department” favourable score had increased in comparison to 2009 (by 12 percentage points).

## Chapter 4 - Other Work Environment Questions

### 4.1 Respectful Environment

As shown in the survey results, 26% of TIR employees have experienced bullying behavior in the last 12 months. And 50% who experienced bullying behavior reported the behavior.

Corporately 25% of employees experienced bullying, with 45% stating they reported the behavior.

The majority of the behaviour was experienced from a coworker or a manager. The table below outlines the percentage.

Experienced the bullying behavior from:	
Coworker or colleague	40%
The person they report to	21%
Another manager in the org	11%
A member of the public	10%
Someone who works for another part of the organization	7%
Someone you manage	6%
Someone who works at a government workplace who is not a direct employee of government	3%
A client	2%

Table 13 Where bullying behaviour came from

## 4.2 Inclusive Environment

As shown in the survey results, 10% of TIR employees have experienced racism and/or discrimination in the last 12 months. Only 46% of employees who experienced racism and/or discrimination reported the behavior.

Corporately 7% of employees experienced racism and/or discrimination, with 30% stating they reported the behavior.

The majority of the behaviour was experienced from a coworker or a manager. The table below outlines the percentage.

Experienced the racism and/or discrimination from:	
Coworker or colleague	44%
The person they report to	24%
Another manager in the organization	17%
A member of the public	6%
Someone who works at a government workplace who is not a direct government employee	6%
Someone who works for another part of the organization	2%
Someone else	2%

Table 14 Where racism/discrimination came from

The table below outlines the type of racism and/or discrimination experienced.

Racism and/or discrimination experienced:	
Race	16%
Colour	11%
National or Aboriginal origin	10%
Physical disability	9%
Age	7%
Sexual orientation	7%
Ethnic	7%
Political belief, affiliation, or activity	7%
Sex (Gender)	6%
Source of income	4%
Religion	3%
Creed	3%
Mental disability	3%
Family status	3%
Marital status	2%

Table 15 Type of racism/discrimination experienced

#### 4.3 Employees' Retention Intentions

As shown in the tables below, 36% of TIR employees are planning on leaving within the next 5 years. The main reason for leaving is management and due to retirement.

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

Employees intend to stay	
2 years or less	14%
Between 3-5 years	22%
Between 6-10 years	23%
11 years or more	42%

Table 16 Employees retention intentions for 2011

The table below outlines the reasons an employees is planning on leaving the organization within the next 5 years.

Reason for Leaving:	
Retirement	63%
Management (lack of support or recognition)	13%
Pursuing other employment opportunities	12%
Job itself (not interesting work or lack of challenge)	6%
End of contract or term	2%
Other	2%
Pursuing other educational training	2%
Family obligations	1%

Table 17 Reason employees are planning to leave the department

## 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	3.82
Provided with the communication needed to do job well	3.62
Physical work environment allows employees to fully contribute to job	3.83
<b><u>Job Fit</u></b>	
Job is a good fit with skills and interests	4.06
Job provides right level of challenge	3.73
<b><u>Quality of Service</u></b>	
Have support at work to provide high level of service	3.52
Work unit is making an effort to improve service quality	3.53
Work unit measures and monitors to make sure they are meeting their service quality	3.25
<b><u>Compensation</u></b>	
Compensated fairly for job	2.81
<b>Talent Capacity</b>	
<b><u>Learning and Development</u></b>	
Organization supports work-related learning and development	3.56
Have access to training opportunities	3.63
Training and development received met work-related needs	3.63
Satisfied with the quality of training and development received from department	3.39
Satisfied with the quality of training and development received from PSC	3.33
<b><u>Opportunities for Career Growth and Advancement</u></b>	
See a future for career working for the Government of Nova Scotia	3.43
Have opportunities for career growth within the Government of Nova Scotia	2.84
Have opportunities for career growth within the department	2.65
Satisfied with the way career growth and advancement is progressing	2.87
<b>Workplace Culture</b>	
<b><u>Coworker Relationship</u></b>	
The people I work with make an effort to help each other	3.61
Have a positive working relationship with coworkers	3.96



	Mean Score
<b><u>Employee Involvement and Innovation</u></b>	
Have opportunities to provide input into decisions that affect their work	3.40
Shared goals are developed for work unit	3.07
Supervisor considers their work-related ideas	3.50
Feel free to suggest innovative changes in their work	3.55
Innovation is valued in their work	3.25
<b><u>Recognition</u></b>	
Feel valued for contributions at work	3.14
Receive meaningful recognition for work well done	3.03
Receive recognition from supervisor for a job well done	3.25
<b><u>Quality of Work Life</u></b>	
Have support at work to balance work and personal life	3.51
Work-related stress is manageable	3.47
Workload is manageable	3.61
<b><u>Healthy, Supportive and Respectful Environment</u></b>	
Department promotes a healthy and supportive workplace	3.69
Department creates a safe work environment for its employees	3.99
Employees feel safe working in their job	4.11
Employees in department are respectful of employee differences	3.45
Treated respectfully at work	3.75
A healthy atmosphere (trust, mutual respect) exists in work unit	3.37
<b><u>Diverse and Inclusive Environment</u></b>	
Department values diversity	3.44
Department is actively implementing activities and practices that support a diverse workplace	3.31
<b><u>Staffing Practices</u></b>	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.06
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	2.94
In the department, the process of selecting a person for a position is clear	3.02
In the department, the process of selecting a person for a position is timely	2.49
In the department, the process of selecting a person is fair	2.83

	Mean Score
In the department, hiring, promotion and other staffing processes are free from favouritism	2.68
<b><u>Performance Management Practices</u></b>	
Have a clear understanding of how performance is evaluated	3.10
Most recent performance appraisal/review reflects performance	3.37
<b><u>Leadership</u></b>	
<b><u>Clear Direction and Expectations</u></b>	
Clearly understood the vision, mission and goals of the department	3.48
Know how work contributes to the achievement of department goals	3.73
Know how work contributes to the achievement of work unit goals	3.81
Have a clear understanding of their work and what is expected of them	3.95
<b><u>Organizational Communication</u></b>	
Essential information flows effectively from senior leadership to staff	2.85
Essential information flows effectively from staff to senior leadership	3.07
Essential information flows effectively between work units	2.87
<b><u>Senior Leadership Practices</u></b>	
Department senior leadership sets a good example	3.19
Have confidence in the department senior leadership	3.22
Department senior leadership are genuinely interested in the well-being of employees	3.30
Department senior leadership provides clear direction	3.09
Department senior leadership makes timely decisions	3.01
<b><u>Direct Supervisory Practices</u></b>	
Employees can talk openly with the person they report to about work	3.94
Person report to is an effective leader	3.47
Employees have a positive working relationship with the person they report to	3.84
Person they report to manages conflict in the workgroup	3.29
Person they report to gives employees feedback on their work performance	3.34
Person they report to maintains high standards of honesty and integrity	3.64
Satisfied with the quality of supervision received	3.45
Managers provide clear direction	3.23
Managers make timely decisions	3.17

	Mean Score
<b><u>Overall</u></b>	
Work for an effective organization	3.34
Satisfied with my job	3.52
Satisfied with my department	3.37
Overall satisfied with work as a Government of Nova Scotia employee	3.69
Proud to tell people work as a Government of Nova Scotia employee	3.50
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.69
Inspired to give my very best	3.69
Would recommend the Government of Nova Scotia as a great place to work	3.40