



# Employee Engagement Survey

Agriculture 2015 Report



This summary report provides insights on how to improve our employees' workplace which will help cultivate an engaging work environment and culture.

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# Introduction

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To build a strong public service delivering quality service to the public, it is essential to reach out and ask our employees for their input in improving their work environment.

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This is the eighth in a series of government-wide engagement surveys that has been conducted by the Public Service Commission, since 2004. The 2015 "How's Work Going?" Employee Engagement Survey was conducted across government department, agencies and commissions.

The fieldwork for the survey ran from March 4 to April 8th, with approximately 6,800 employees participating in the survey, for an overall response rate of 61%. Across the participating departments the median response rate was 76%. The March timeframe has been consistent for all eight surveys conducted. For more information of the survey methodology please refer to the government-wide report.

This report contains a summary Agriculture results for the participating permanent<sup>2</sup>, contract and term employees. The Department response rate was 69%.

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<sup>2</sup> Includes both fulltime and part-time employees

## How can the results of an employee survey be used?

An employee survey is a communication and management tool. The survey is a way for employees to communicate openly and honestly with government leaders and management. The results provide Government with a picture of where they are now, through their employee's eyes. The results relay employees' opinion on how effective they believe their current work environment is, and what employees feel is important. This can guide an organization's efforts to improve the quality of work life for their employees.

As a management tool, employee surveys are diagnostic tools that can help pinpoint employees concerns, and can draw attention to areas that employees feel are not being adequately addressed. The information helps inform Government of what is working, what needs adjustment and what is just not working. It can inform Government if an issue is Government-wide, or a particular concern for a demographic group (gender, age, department, etc.) Employee surveys may direct an organization to the areas that need further exploration; while employee comments can help highlight the meaning behind their responses.

# Engagement

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The Government of Nova Scotia defines employee engagement as the extent to which individuals feel connected to and involved with their jobs and their organization

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Engagement is about developing a work environment and culture that fosters a productive, satisfied and committed workforce driven to provide service excellence and superior results.

Our research tells us that engaged employees:

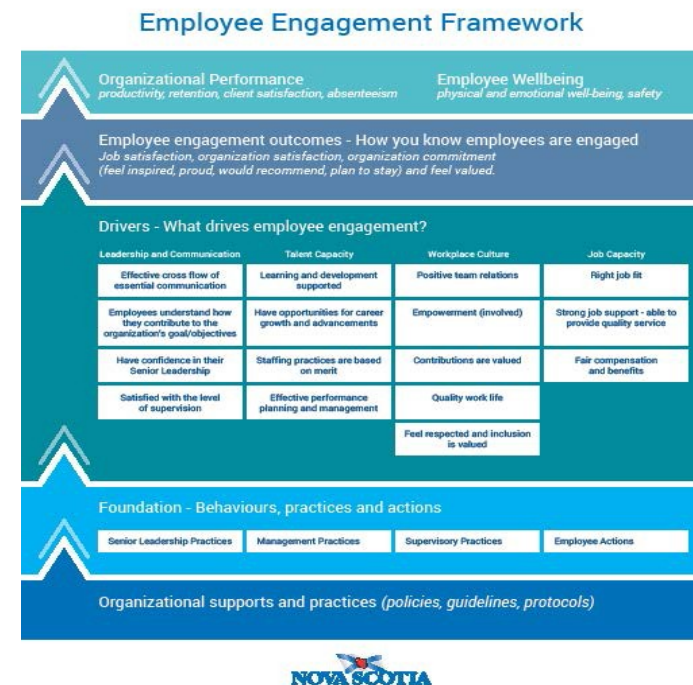
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

# Our Approach to Measuring & Understanding Employee Engagement

Government of Nova Scotia uses an analytical framework to measure and understand the various factors and experiences in an employee's work environment that contributes to building an engaging environment which ultimately affects employees' wellbeing and government's success

Our work and the survey questions are based on a comprehensive analytical framework, the Employee Engagement Model (see Figure 1).

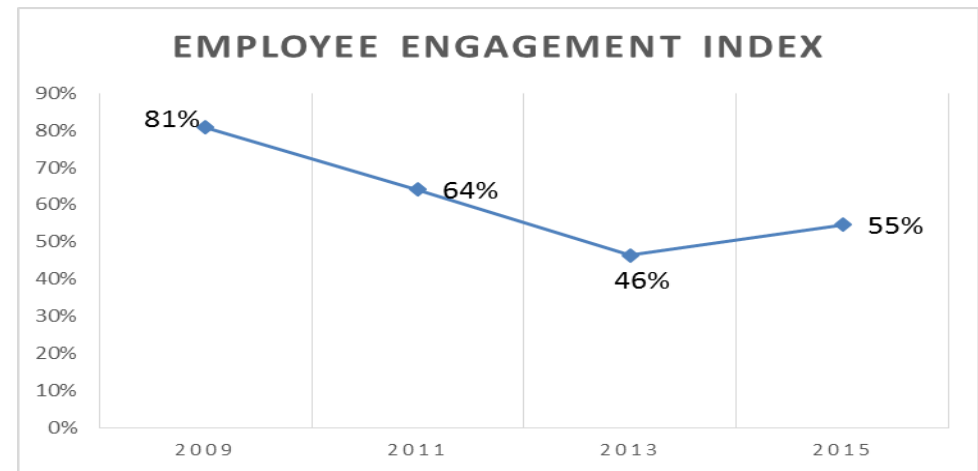
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



# Overall Engagement Levels

Employee engagement is the extent to which individuals feel connected to and involved with their jobs and their organization.

As noted in the Figure below, the current level of employee engagement as measured by the Employee Engagement index is 55.



*The Government-wide employee engagement index is 60.*

The Table 1 below provides the agreement scores for the engagement characteristics.

<b>Employee Engagement</b>	
Satisfied with their job	<b>60%</b>
Satisfied with their department	<b>41%</b>
Overall, they are satisfied with their work as Government of Nova Scotia employee	<b>64%</b>
Proud to tell people they work for the Government of Nova Scotia	<b>59%</b>
Inspired to give their best	<b>59%</b>
Would recommend the Government of Nova Scotia as a great place to work	<b>48%</b>
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	<b>57%</b>
Overall, feel valued as a Government of Nova Scotia employee	<b>40%</b>

# *Engagement Driver and Themes Indices Results*

The driver average provides information on a particular work factor while an index provides more of overall comprehensive view on a wider topic area. The four indices used in the survey match the four pillars in the Corporate Engagement Strategy, 'Pride in the Public Service'. The indices provide measurement framework to track progress of the strategy.



# Report highlights

## The Drivers results

### Quality Work Environment (Driver indices)

Pillar 1- Leadership Index	40%
Pillar 2- Talent Index	41%
Pillar 3- Workplace Culture Index	59%
Pillar 4- Job capacity Index	68%

### Areas of Strength ( $\geq 60\%$ agreement)

- Team
- Diverse , inclusive and respectful environment
- Job Fit (Work)
- Compensation and benefits
- Orientation

### Opportunities to Build (51-60%agreement)

- Clear direction and expectations
- Empowerment
- Quality work life

### Areas of Concern and Focus (< 50%agreement)

- Senior leadership and communication
- Direct supervisory and management
- Learning and development
- Career growth and advancement
- Staffing and performance planning
- Recognition
- Job supports

# Summary

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## **Strengths maintained or have grown**

- Diverse, inclusive and respectful environment
- Work
- Orientation
- Satisfaction with benefits
- Satisfaction with pension

## **Strengths (declined)**

- Team

## **Opportunities & Concerns that have been improving**

- Fairness in compensation
- Empowerment
- Quality work life
- Direct supervisory and management
- Career growth and advancement
- Informal recognition

## **Opportunities & Concerns maintained or declined**

- Clear direction and expectations
- Senior leadership and communication
- Learning and development
- Staffing and performance planning
- Formal recognition
- Job supports

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# *Retention Intentions, Harassment and Discrimination Results*

## **Taking action**

Employee confident that senior leadership will try to resolve issues raised by employees in this 2015 How's Work Going? employee engagement survey	<b>28%</b>
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## **Future intentions**

Employee stated retention intentions

<i>I intend to stay with the Government of Nova Scotia for 2 years or less</i>	<b>12%</b>
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	<b>13%</b>
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	<b>22%</b>
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	<b>53%</b>

For employees planning on leaving the Government of Nova Scotia within the next 5 years, their main reasons were:

<i>Going to a job elsewhere</i>	<b>34%</b>
<i>Retiring from the work force</i>	<b>49%</b>
<i>Moving for personal reasons</i>	<b>3%</b>
<i>End of term contract or temporary assignment</i>	<b>2%</b>
<i>Returning to school</i>	<b>5%</b>
<i>Prefer not to say or other</i>	<b>7%</b>


## **Bullying and harassment**

During the past 12 months the percentage of employees who stated they have experienced harassment/bullying behaviour at work	<b>16%</b>
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## **Discrimination**

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work	<b>3%</b>
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## Appendix A- Agriculture 2015 detail results

	Gov Overall	Department Overall
<b>Employee engagement index</b>	60	55
<b>Quality Environment Drivers and Indices:</b>		
Pillar 1- Leadership Index	55	 40
Organizational direction and expectations	70	52
Leadership and organizational communication	44	 27
Direct supervisor and manager	60	 49
Pillar 2- Talent Index	47	 41
Learning and development	52	 48
Career growth and opportunities	41	 32
Staffing and performance planning	40	 34
Pillar 3- Workplace Culture Index	61	 60
Team (co-worker relationship)	66	 61
Empowerment (includes employee involvement and innovation)	56	54
Recognition	41	 27
Quality Work Life (includes safe, healthy and mental well-being)	61	58
Diverse, inclusive and respectful environment	65	 62
Pillar 4- Job Capacity Index	69	 68
Work	70	 75
Job Supports	55	 48
Orientation	62	 80
Compensation and benefits	62	 71

## Agriculture 2015 results

	Gov Overall	Department Overall
<b>Employee engagement index</b>	60	55
<b>Employee engagement</b>		
Employees are satisfied with my job	66	✓ 60
Employees are satisfied with their department	55	🚩 41
Overall, employees are satisfied with their work as Government of Nova Scotia employee	66	✓ 64
Proud to tell people they work for the Government of Nova Scotia	59	59
Inspired to give their best	66	59
Would recommend the Government of Nova Scotia as a great place to work	53	🚩 48
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	57
Overall, feel valued as a Government of Nova Scotia employee	47	🚩 40

## Agriculture 2015 results

	Gov Overall	Department Overall
<b>Pillar 1- Leadership Index</b>	55	 40
<b>Organizational direction and expectation</b>		
Employees have a clear understanding of work and what is expected of them	79	 67
Employees have a clear understanding of their department's priorities	63	 38
Employees know how their work contributes to the achievement of their department's goals	68	51
<b>Leadership and organizational communication</b>		
The department senior leadership are genuinely interested in their well-being	45	 32
The department senior leadership sets a good example for employees	46	 31
The department senior leadership provides clear direction	42	 19
The department senior leadership makes timely decisions	37	 19
Essential information flows effectively from senior leadership to staff	39	 16
Essential information flows effectively from staff to senior leadership	41	 27
Have confidence in the department senior leadership	47	 33
Have confidence in their senior leader	52	 41
<b>Direct supervisor and manager</b>		
The person they report to considers their work-related ideas	73	 71
Employees receive recognition from the person they report to for a job well done	65	 63
The person they report to gives employees feedback about their work performance	61	53
The person they report to manages conflict in their work unit	48	 26
Employees satisfied with the quality of supervision they receive	64	59
Essential information flows effectively from management in their work unit to staff	49	 31
Employees feel trusted by their management	63	51
Employees have confidence in their management team	55	 40

## Agriculture 2015 results

	Gov Overall	Department Overall
<b>Pillar 2- Talent Index</b>	47	 41
<b>Learning and development</b>		
Employees have access to the right training and development opportunities	52	 45
Employees have adequate opportunities to develop their skills	49	 40
Organization supports employees work-related learning and development	55	53
Learning and development activities completed in the past 2 years have helped to improve their performance	55	57
Learning and development activities completed helped them to develop their career	51	 43
<b>Staffing and performance planning</b>		
In their department, hiring, promotion and other staffing processes are free from favouritism	39	 31
In their department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	 36
Most recent performance plan helped employees achieve their work goals	42	 29
Most recent performance plan is helping employees work towards their career goals	37	 23
<b>Career growth and opportunities</b>		
Employees are satisfied with the way their career growth and advancement is progressing with the Government of Nova Scotia.	44	 35
Employee have opportunities for career growth within the Government of Nova Scotia	38	 29

## Agriculture 2015 results

	Gov Overall	Department Overall
<b>Pillar 3- Workplace Culture Index</b>	61	✓ 60
<b>Team</b>		
A healthy atmosphere (e.g. trust, mutual respect) exists in their work unit	59	56
Members of their team communicate effectively with each other	60	✗ 45
Employees have a positive working relationship with their coworkers	80	✓ 81
<b>Empowerment</b>		
Innovation is valued in their work	50	✗ 46
Employees feel free to suggest innovative ideas	62	57
Employees have the freedom to make decisions to do their job well	57	55
Employees have the opportunities to provide input into decisions that affect their work	56	57
<b>Recognition</b>		
Department does a good job formally recognizing its employees	35	✗ 8
Employees receive meaningful recognition for work well done	41	✗ 32
Employees feel valued for their contributions at work	47	✗ 41
<b>Quality Work Life</b>		
Employees have support at work to balance my work and personal life	65	✓ 66
If applicable, employees flexible work arrangement helps me achieve balance in my work and personal life	68	✓ 61
Employees feel safe working in their job	77	✓ 83
Department creates a healthy work environment for its employees	58	51
Department creates a work environment that supports and cares about employees' emotional well-being	49	✗ 39
Employees work-related stress is manageable	58	58
Employees would describe my workplace as healthy, safe and supportive of employees' emotional well-being	51	✗ 46
<b>Diverse, inclusive and respectful environment</b>		
Department values diversity	66	58
In department, policies and practices are fair and equitable	59	53
Employees in department respect individual differences	67	✓ 72
Employees feel they are treated respectfully at work	73	✓ 75
In department, the opinions and perspective of people from diverse backgrounds are considered in the enhancement of employees' work tasks and practices	60	54



## Agriculture 2015 results

	Gov Overall	Department Overall
<b>Pillar 4- Job Capacity Index</b>	69	✓ 68
<b>Work</b>		
Employees' job is a good fit for their skills and interests	82	✓ 89
Employees have a choice in deciding how they do my work	65	✓ 73
In department, I have opportunities to implement ideas to improve their work	62	✓ 67
Employees work gives them a sense of personal accomplishment	70	✓ 69
<b>Job Supports</b>		
Employees are provided with the communication they need to do their job well	51	✗ 38
Employees are provided with the equipment and resources they need to do their job well	58	57
Employees' workload is manageable	57	51
Employees' have support at work to provide a high level of service	55	✗ 47
<b>Orientation</b>		
If I have been employed less than 2 years or started a new job in the last 2 years, received an orientation	62	✓ 80
<b>Compensation and benefits</b>		
Employees feel they are compensated fairly	54	54
Employees are satisfied with their benefits (e.g. health, dental, LTD)	72	✓ 84
Employees are satisfied with their pension	61	✓ 76

## Agriculture 2015 results

	Gov Overall	Department Overall
<b>Taking action</b>		
Confident that their senior leadership will try to resolve issues raised by employees in this 2015 How's Work Going? employee engagement survey	43	28
Confident that managers where they work will take actions to resolve issues in this survey	47	36
<b>Future intentions</b>		
The following statements reflects employees intention to stay with Government of NS		
<i>Intend to stay with the Government of Nova Scotia for 2 years or less</i>	12	12
<i>Intend to stay with the Government of Nova Scotia for 3-5 years</i>	20	13
<i>Intend to stay with the Government of Nova Scotia for 6-10 years</i>	24	22
<i>Intend to stay with the Government of Nova Scotia for 11 years or more</i>	44	53
If planning on leaving the Government of Nova Scotia within the next 5 years, the main reason:		
<i>Going to a job elsewhere</i>	27	34
<i>Retiring from the work force</i>	49	49
<i>Moving for personal reasons</i>	3	2
<i>End of term contract or temporary assignment</i>	3	3
<i>Returning to school</i>	1	5
<i>Other</i>	17	7
<b>Bullying and harassment</b>		
During the past 12 months have experienced harassment/bullying behaviour at work.	19	16
<b>Discrimination</b>		
During the past 12 months have experienced discrimination behaviour at work.	6	3

## Appendix B- Department of Agriculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	'13 to '15
<b>Employee Engagement Index</b>	81%	64%	46%	<b>55%</b>	-17%	-18%	<b>+8</b>
<b>Quality Work Environment (Driver indices)</b>							
Pillar 1- Leadership Index	66%	55%	41%	<b>40%</b>	-11%	-13%	<b>-1</b>
Pillar 2- Talent Index	62%	58%	47%	<b>41%</b>	-3%	-11%	<b>-6</b>
Pillar 3- Workplace Culture Index	76%	70%	57%	<b>59%</b>	-6%	-13%	<b>+2</b>
Pillar 4- Job capacity Index	84%	80%	65%	<b>68%</b>	-4%	-16%	<b>+3</b>
<b>Employee Engagement</b>							
B01. I am satisfied with my job	81%	66%	56%	<b>60%</b>	-15%	-10%	<b>+4</b>
B02. I am satisfied with my department	75%	61%	32%	<b>41%</b>	-14%	-29%	<b>+9</b>
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	86%	75%	55%	<b>64%</b>	-11%	-20%	<b>+9</b>
B04. I am proud when I tell I work for the Government of Nova Scotia	85%	68%	46%	<b>59%</b>	-17%	-22%	<b>+13</b>
B05. I am inspired to give my best	84%	64%	55%	<b>59%</b>	-20%	-9%	<b>+4</b>
B06. I would recommend the Government of Nova Scotia as a great place to work	82%	58%	39%	<b>48%</b>	-24%	-19%	<b>+9</b>
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	73%	58%	51%	<b>57%</b>	-15%	-7%	<b>+6</b>
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	n/a	33%	<b>40%</b>	n/a	n/a	<b>+7</b>

## Department of Agriculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	'13 to '15
<b>Pillar 1- Leadership Index</b>							
<b>Organizational direction and expectation</b>	66%	55%	41%	40%	-11%	-13%	-1
A13. I have a clear understanding of my work and what is expected of me	90%	78%	72%	<b>67%</b>	-12%	-6%	<b>-5</b>
A15. I know how my work contributes to the achievement of my department's goals	83%	76%	54%	<b>51%</b>	-7%	-22%	<b>-3</b>
<b>My leadership and organizational communication</b>							
A29. The senior leadership in my department are genuinely interested in my well-being	64%	61%	31%	<b>32%</b>	-3%	-30%	<b>+1</b>
A30. The senior leadership in my department sets a good example for employees	61%	48%	31%	<b>31%</b>	-13%	-17%	<b>-0</b>
A31. The senior leadership in my department provides clear direction	56%	45%	19%	<b>19%</b>	-11%	-26%	<b>0</b>
A32. The senior leadership in my department makes timely decisions	47%	37%	25%	<b>19%</b>	-10%	-12%	<b>-6</b>
A33. Essential information flows effectively from senior leadership to staff	48%	27%	20%	<b>16%</b>	-21%	-7%	<b>-4</b>
A34. Essential information flows effectively from staff to senior leadership	n/a	48%	41%	<b>27%</b>	n/a	-7%	<b>-14</b>
A35. I have confidence in the senior leadership of my department	62%	49%	29%	<b>33%</b>	-13%	-20%	<b>+4</b>
<b>My direct report and manager</b>							
A19. The person I report to considers my work-related ideas	83%	73%	64%	<b>71%</b>	-10%	-9%	<b>+6</b>
A20. I receive recognition from the person I report to for a job well done	64%	64%	44%	<b>63%</b>	0%	-20%	<b>+19</b>
A21. The person I report to gives me feedback about my work performance	72%	68%	52%	<b>53%</b>	-4%	-16%	<b>+1</b>
A22. My most recent performance plan helped me achieve my work goals	n/a	n/a	48%	<b>29%</b>	n/a	n/a	<b>-19</b>
A23. My most recent performance plan is helping me work towards my career goals	n/a	n/a	38%	<b>23%</b>	n/a	n/a	<b>-15</b>
A24. The person I report to manages conflict in my work unit	55%	48%	45%	<b>26%</b>	-7%	-3%	<b>-19</b>
A25. I am satisfied with the quality of supervision I receive	70%	66%	62%	<b>59%</b>	-4%	-4%	<b>-3</b>
A26. Essential information flows effectively from management in my work unit to staff	n/a	n/a	34%	<b>31%</b>	n/a	n/a	<b>-3</b>

## Department of Agriculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	'13 to '15
<b>Pillar 2- Talent Index</b>	62%	58%	47%	41%	-3%	-11%	<b>-6</b>
<b>Learning and development</b>							
A40. I have access to the right training opportunities	79%	78%	73%	<b>45%</b>	-1%	-5%	<b>-28</b>
A41. I have adequate opportunities to develop my skills	n/a	n/a	58%	<b>40%</b>	n/a	n/a	<b>-18</b>
A42. My organization supports my work-related learning and development	82%	79%	70%	<b>53%</b>	-3%	-9%	<b>-17</b>
<b>Staffing</b>							
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	n/a	43%	40%	<b>31%</b>	n/a	-3%	<b>-9</b>
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	62%	54%	51%	<b>36%</b>	-8%	-3%	<b>-16</b>
<b>Career growth and opportunities</b>							
A47. I am satisfied with the way my career growth and advancement is progressing with the Government of Nova Scotia.	n/a	41%	30%	<b>35%</b>	n/a	-11%	<b>+5</b>
A48. I have opportunities for career growth within the Government of Nova Scotia	41%	37%	24%	<b>29%</b>	-4%	-13%	<b>+5</b>

## Department of Agriculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	'13 to '15
<b>Pillar 3- Workplace Culture Index*</b>	76%	70%	57%	59%	-6%	-13%	<b>+2</b>
<b>My team</b>							
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	70%	66%	43%	<b>56%</b>	-4%	-23%	<b>+13</b>
A18. I have a positive working relationship with my coworkers	90%	89%	85%	<b>81%</b>	-1%	-4%	<b>-4</b>
<b>Empowerment</b>							
A09. Innovation is valued in my work	74%	56%	45%	<b>46%</b>	-18%	-11%	<b>+1</b>
A10. I feel free to suggest innovative ideas	81%	67%	52%	<b>57%</b>	-14%	-15%	<b>+5</b>
A11. I have the freedom to make decisions to do my job well	n/a	n/a	62%	<b>55%</b>	n/a	n/a	<b>-7</b>
A12. I have the opportunities to provide input into decisions that affect my work	80%	73%	48%	<b>57%</b>	-7%	-25%	<b>+9</b>
<b>Recognition</b>							
A37. My department does a good job formally recognizing its employees	n/a	n/a	17%	<b>8%</b>	n/a	n/a	<b>-9</b>
A38. I receive meaningful recognition for work well done	61%	53%	32%	<b>32%</b>	-8%	-21%	<b>-0</b>
A39. I feel valued for my contributions at work	70%	64%	37%	<b>41%</b>	-6%	-27%	<b>+4</b>
<b>Quality Work Life</b>							
A56. I have support at work to balance my work and personal life	72%	70%	63%	<b>66%</b>	-2%	-7%	<b>+3</b>
A58. I feel safe working in my job	91%	89%	82%	<b>83%</b>	-2%	-7%	<b>+1</b>
A59. My department creates a healthy work environment for its employees	78%	72%	46%	<b>51%</b>	-6%	-26%	<b>+5</b>
A61. My work-related stress is manageable	79%	65%	45%	<b>58%</b>	-14%	-20%	<b>+13</b>
<b>Diverse, inclusive and respectful environment</b>							
A63. My Department values diversity	68%	66%	47%	<b>58%</b>	-2%	-19%	<b>+11</b>
A65. Employees in my department respect individual differences	80%	71%	60%	<b>72%</b>	-9%	-11%	<b>+12</b>
A66. I am treated respectfully at work	79%	77%	66%	<b>75%</b>	-2%	-11%	<b>+9</b>

## Department of Agriculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	'13 to '15
<b>Pillar 4- Job Capacity Index</b>	84%	80%	65%	68%	-4%	-16%	<b>+3</b>
<b>My Job</b>							
A01. My job is a good fit for my skills and interests	93%	85%	76%	<b>89%</b>	-8%	-9%	<b>+13</b>
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	n/a	50%	<b>67%</b>	n/a	n/a	<b>+17</b>
<b>My Job Supports</b>							
A05. I am provided with the communication I need to do my job well	69%	53%	30%	<b>38%</b>	-16%	-23%	<b>+8</b>
A06. I am provided with the equipment and resources I need to do my job well	77%	82%	72%	<b>57%</b>	5%	-10%	<b>-15</b>
A07. My workload is manageable	71%	63%	56%	<b>51%</b>	-8%	-7%	<b>-5</b>
A08. I have support at work to provide a high level of service	75%	75%	53%	<b>47%</b>	0%	-22%	<b>-7</b>
A49. If I have been employed less than 2 years or started a new job in the last 2 years, I received an orientation <sup>5</sup>	n/a	n/a	19%	<b>80%</b>	n/a	n/a	<b>+61</b>
<b>Compensation and benefits</b>							
A50. I am compensated fairly	60%	48%	53%	<b>54%</b>	-12%	5%	<b>+1</b>
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	n/a	60%	<b>84%</b>	n/a	n/a	<b>+24</b>
A52. I am satisfied with my pension	n/a	n/a	59%	<b>76%</b>	n/a	n/a	<b>+17</b>

## Department of Agriculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	'13 to '15
<b>Taking action</b>							
C01. I am confident that my senior leadership will try to resolve issues raised by employees in this 2015 How's Work Going? employee engagement survey	58%	36%	25%	<b>28%</b>	-22%	-11%	<b>+3</b>
<b>Future intentions</b>							
C03. Which of the following statements reflects your intentions to stay with the Government of Nova Scotia							
<i>I intend to stay with the Government of Nova Scotia for 2 years or less</i>	9%	24%	13%	<b>12%</b>	15%	-11%	<b>-1</b>
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	30%	12%	24%	<b>13%</b>	-18%	12%	<b>-11</b>
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	22%	21%	18%	<b>22%</b>	-1%	-3%	<b>+4</b>
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	39%	44%	45%	<b>53%</b>	5%	1%	<b>+8</b>
C04. If you are planning on leaving the Government of Nova Scotia within the next 5 years, please indicate the main reason							
<i>Going to a job elsewhere</i>	n/a	20%	26%	<b>34%</b>	n/a	6%	<b>+8</b>
<i>Retiring from the work force</i>	15%	49%	37%	<b>49%</b>	34%	-12%	<b>+12</b>
<i>Moving for personal reasons</i>	n/a	0%	0%	<b>3%</b>	n/a	0%	<b>+3</b>
<i>End of term contract or temporary assignment</i>	n/a	0%	4%	<b>2%</b>	n/a	4%	<b>-2</b>
<i>Returning to school</i>	n/a	0%	1%	<b>5%</b>	n/a	1%	<b>+4</b>
<i>Other</i>	n/a	28%	33%	<b>7%</b>	n/a	5%	<b>-26</b>
<b>Bullying and harassment</b>							
D01. During the past 12 months have experienced harassment/bullying behaviour at work	25%	18%	22%	<b>16%</b>	-7%	4%	<b>-6</b>
D1a. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (Asked only of those that said "yes" to question D01)							
<i>Insulting or derogatory remarks, gestures or actions</i>	n/a	n/a	31%	<b>18%</b>	n/a	n/a	-13
<i>Malicious rumours, gossip or negative innuendo</i>	n/a	n/a	18%	<b>13%</b>	n/a	n/a	-5
<i>Verbal aggression and/or verbal abuse</i>	n/a	n/a	26%	<b>29%</b>	n/a	n/a	+3
<i>Isolation and/or exclusion from work-related activities</i>	n/a	n/a	15%	<b>21%</b>	n/a	n/a	+6
<i>Persistent, unwanted criticism</i>	n/a	n/a	5%	<b>13%</b>	n/a	n/a	+8
<i>Mobbing and/or swarming</i>	n/a	n/a	0%	<b>0%</b>	n/a	n/a	0
<i>Other</i>	n/a	n/a	5%	<b>5%</b>	n/a	n/a	0
<i>Prefer not to say</i>	n/a	n/a	0%	<b>0%</b>	n/a	n/a	0
D1b. Who were you bullied or harassed by at work in the past 12 months? (Asked only of those that said "yes" to question D01)							
<i>A co-worker/colleague</i>	n/a	26%	33%	<b>27%</b>	n/a	7%	<b>-6</b>
<i>Person I report to</i>	n/a	21%	24%	<b>27%</b>	n/a	3%	<b>+3</b>
<i>Another manager in your department</i>	n/a	26%	14%	<b>20%</b>	n/a	-12%	<b>+6</b>
<i>Someone you manage</i>	n/a	5%	5%	<b>3%</b>	n/a	0%	<b>-2</b>
<i>Someone who works for another part of the organization</i>	n/a	5%	5%	<b>3%</b>	n/a	0%	<b>n/a</b>
<i>Someone who works at your workplace who is not a direct employee of the Government of Nova Scotia</i>	n/a	0%	5%	<b>0%</b>	n/a	5%	<b>-5</b>
<i>A client</i>	n/a	11%	10%	<b>7%</b>	n/a	-1%	<b>-3</b>
<i>A member of the public</i>	n/a	5%	0%	<b>3%</b>	n/a	-5%	<b>+3</b>



## Department of Agriculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	'13 to '15
Someone else	n/a	0%	5%	0%	n/a	5%	-5
Prefer not to say	n/a	n/a	0%	10%	n/a	n/a	+10

### Discrimination

D02. During the past 12 months have experienced discrimination behaviour at work	12%	4%	7%	3%	-8%	3%	-4
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D2a. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (Asked only of those that said "yes" to question D02)

Age	n/a	0%	14%	29%	n/a	14%	+15
Association with protected groups or individuals	n/a	0%	0%	0%	n/a	0%	0
Colour	n/a	0%	0%	0%	n/a	0%	0
Creed	n/a	0%	0%	0%	n/a	0%	0
Ethnic, national or aboriginal origins	n/a	0%	0%	0%	n/a	0%	0
Family status	n/a	0%	29%	14%	n/a	29%	-15
Gender identity/Gender expression	n/a	0%	0%	0%	n/a	0%	-0
Irrational fear of contracting an illness or disease	n/a	0%	14%	0%	n/a	14%	-14
Marital status	n/a	0%	0%	0%	n/a	0%	0
Mental disability	n/a	0%	0%	14%	n/a	0%	+14
Physical disability	n/a	33%	0%	29%	n/a	-33%	+29
Political belief, affiliation or activity	n/a	0%	0%	0%	n/a	0%	0
Race	n/a	0%	0%	0%	n/a	0%	0
Religion	n/a	0%	0%	0%	n/a	0%	0
Sex (including pregnancy and pay equity)	n/a	33%	43%	14%	n/a	10%	-29
Sexual orientation	n/a	0%	0%	0%	n/a	0%	0
Prefer not to say	n/a	33%	0%	0%	n/a	-33%	0

D2b. Who did you experience discrimination from in the past 12 months? (Asked only of those that said "yes" to question D02)

A colleague	n/a	33%	20%	29%	n/a	-13%	+9
The person you report to	n/a	33%	40%	43%	n/a	7%	+3
Another manager in your organization	n/a	0%	20%	14%	n/a	20%	-6
Someone you manage	n/a	0%	0%	0%	n/a	0%	0
Someone who works for your organization	n/a	33%	0%	0%	n/a	-33%	0
Someone who works in government workplace who is not a direct employee of government	n/a	0%	0%	0%	n/a	0%	0
Client	n/a	0%	0%	0%	n/a	0%	0
A member of the public	n/a	0%	20%	0%	n/a	20%	-20
Someone else	n/a	0%	0%	0%	n/a	0%	0
Prefer not to say	n/a	0%	0%	14%	n/a	0%	+14