

Employee Engagement Survey

Community, Culture and Heritage

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

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.

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 Community, Culture and Heritage (CCH) results for the participating permanent², contract and term employees. The Department response rate was 87%.

² 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

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

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:

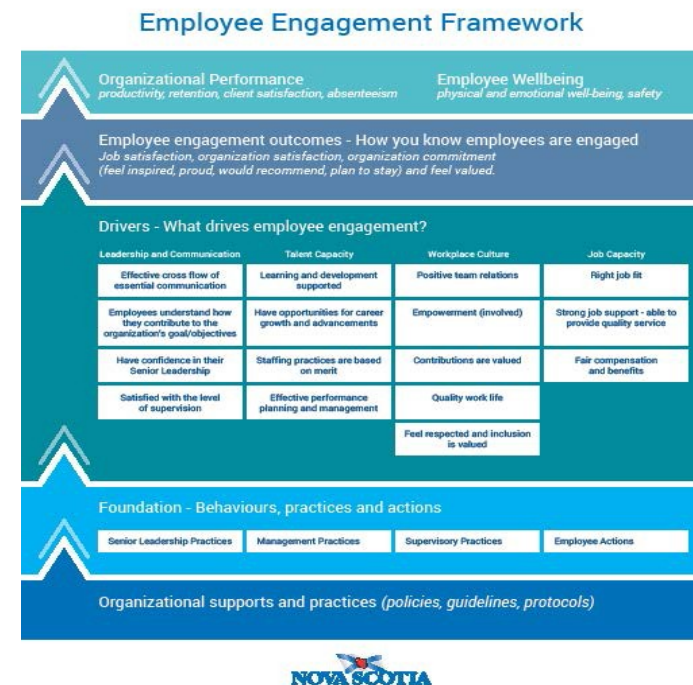
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

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 and government wide report).

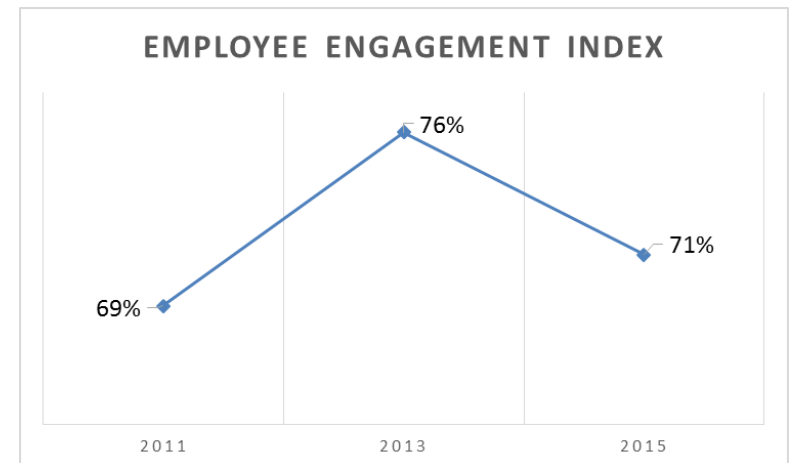
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



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 71.



The Government wide employee engagement index is 60.

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

Employee Engagement

Satisfied with their job	76%
Satisfied with their department	70%
Overall, they are satisfied with their work as Government of Nova Scotia employee	76%
Proud to tell people they work for the Government of Nova Scotia	73%
Inspired to give their best	83%
Would recommend the Government of Nova Scotia as a great place to work	63%
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	62%
Overall, feel valued as a Government of Nova Scotia employee	64%

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	60%
Pillar 2- Talent Index	51%
Pillar 3- Workplace Culture Index	72%
Pillar 4- Job capacity Index	75%

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

- Clear direction and expectation
- Direct supervisory and management
- Learning and development
- Team
- Empowerment
- Quality work life
- Diverse , inclusive and respectful environment
- Job Fit (Work)
- Job supports
- Compensation and benefits
- Orientation

Opportunities to Build (51-60% agreement)

- Senior leadership and communication
- Staffing and performance planning

Areas of Concern and Focus ($< 50\%$ agreement)

- Career growth and advancement
- Recognition

Summary

Strengths maintained or have grown

- Clear direction and expectations
- Quality work life
- Work
- Orientation
- Fairness in compensation
- Satisfaction with benefits
- Satisfaction with pension

Strengths (declined)

- Direct supervisory and management
- Learning and development
- Team
- Empowerment
- Diverse, inclusive and respectful environment
- Job supports

Opportunities & Concerns that have been improving

- none
- none

Opportunities & Concerns maintained or declined

- Senior leadership and communication
- Staffing practices and
- performance planning
Career growth and advancement
- Recognition

Retention Intentions, Harassment and Discrimination Result

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	52%
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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>	12%
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	25%
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	24%
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	39%

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>	20%
<i>Retiring from the work force</i>	47%
<i>Moving for personal reasons</i>	4%
<i>End of term contract or temporary assignment</i>	4%
<i>Returning to school</i>	3%
<i>Prefer not to say or other</i>	22%

Bullying and harassment

During the past 12 months the percentage of employees who stated they have experienced harassment/bullying behaviour at work	11%
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Discrimination

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work	3%
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Appendix A-CCH 2015 detail results

	Gov Overall	Department Overall
Employee engagement index	60	✓ 71
Quality Environment Drivers and Indices:		
Pillar 1- Leadership Index	55	✓ 60
Organizational direction and expectations	70	✓ 74
Leadership and organizational communication	44	51
Direct supervisor and manager	60	✓ 71
Pillar 2- Talent Index	47	51
Learning and development	52	✓ 64
Career growth and opportunities	41	39
Staffing and performance planning	40	53
Pillar 3- Workplace Culture Index	61	✓ 72
Team (co-worker relationship)	66	✓ 73
Empowerment (includes employee involvement and innovation)	56	✓ 71
Recognition	41	46
Quality Work Life (includes safe, healthy and mental well-being)	61	✓ 81
Diverse, inclusive and respectful environment	65	✓ 78
Pillar 4- Job Capacity Index	69	✓ 75
Work	70	✓ 79
Job Supports	55	✓ 65
Orientation	62	✓ 78
Compensation and benefits	62	✓ 66

CCH 2015 results

	Gov Overall	Department Overall
Employee engagement index	60	✓ 71
Employee engagement		
Employees are satisfied with my job	66	✓ 76
Employees are satisfied with their department	55	✓ 70
Overall, employees are satisfied with their work as Government of Nova Scotia employee	66	✓ 76
Proud to tell people they work for the Government of Nova Scotia	59	✓ 73
Inspired to give their best	66	✓ 83
Would recommend the Government of Nova Scotia as a great place to work	53	✓ 63
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	✓ 62
Overall, feel valued as a Government of Nova Scotia employee	47	✓ 64

CCH 2015 results

	Gov Overall	Department Overall
Pillar 1- Leadership Index		
Organizational direction and expectation		
Employees have a clear understanding of work and what is expected of them	79	✓ 87
Employees have a clear understanding of their department's priorities	63	✓ 65
Employees know how their work contributes to the achievement of their department's goals	68	✓ 69
Leadership and organizational communication		
The department senior leadership are genuinely interested in their well-being	45	57
The department senior leadership sets a good example for employees	46	52
The department senior leadership provides clear direction	42	51
The department senior leadership makes timely decisions	37	✗ 40
Essential information flows effectively from senior leadership to staff	39	✗ 46
Essential information flows effectively from staff to senior leadership	41	✗ 46
Have confidence in the department senior leadership	47	55
Have confidence in their senior leader	52	✓ 62
Direct supervisor and manager		
The person they report to considers their work-related ideas	73	✓ 82
Employees receive recognition from the person they report to for a job well done	65	✓ 76
The person they report to gives employees feedback about their work performance	61	✓ 76
The person they report to manages conflict in their work unit	48	✓ 60
Employees satisfied with the quality of supervision they receive	64	✓ 69
Essential information flows effectively from management in their work unit to staff	49	✓ 62
Employees feel trusted by their management	63	✓ 75
Employees have confidence in their management team	55	✓ 69

CCH 2015 results

	Gov Overall	Department Overall
Pillar 2- Talent Index		
Learning and development		
Employees have access to the right training and development opportunities	52	✓ 63
Employees have adequate opportunities to develop their skills	49	✓ 64
Organization supports employees work-related learning and development	55	✓ 72
Learning and development activities completed in the past 2 years have helped to improve their performance	55	✓ 66
Learning and development activities completed helped them to develop their career	51	55
Staffing and performance planning		
In their department, hiring, promotion and other staffing processes are free from favouritism	39	🚩 48
In their department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	57
Most recent performance plan helped employees achieve their work goals	42	51
Most recent performance plan is helping employees work towards their career goals	37	🚩 39
Career growth and opportunities		
Employees are satisfied with the way their career growth and advancement is progressing with the Government of Nova Scotia.	44	🚩 48
Employee have opportunities for career growth within the Government of Nova Scotia	38	🚩 30

CCH 2015 results

Gov Overall

Department
Overall

Pillar 3- Workplace Culture Index

Team

A healthy atmosphere (e.g. trust, mutual respect) exists in their work unit	59	✓ 70
Members of their team communicate effectively with each other	60	✓ 65
Employees have a positive working relationship with their coworkers	80	✓ 83

Empowerment

Innovation is valued in their work	50	✓ 67
Employees feel free to suggest innovative ideas	62	✓ 75
Employees have the freedom to make decisions to do their job well	57	✓ 68
Employees have the opportunities to provide input into decisions that affect their work	56	✓ 72

Recognition

Department does a good job formally recognizing its employees	35	🚩 35
Employees receive meaningful recognition for work well done	41	🚩 45
Employees feel valued for their contributions at work	47	57

Quality Work Life

Employees have support at work to balance my work and personal life	65	✓ 82
If applicable, employees flexible work arrangement helps me achieve balance in my work and personal life	68	✓ 85
Employees feel safe working in their job	77	✓ 90
Department creates a healthy work environment for its employees	58	✓ 79
Department creates a work environment that supports and cares about employees' emotional well-being	49	✓ 75
Employees work-related stress is manageable	58	✓ 79
Employees would describe my workplace as healthy, safe and supportive of employees' emotional well-being	51	✓ 76

Diverse, inclusive and respectful environment

Department values diversity	66	✓ 83
In department, policies and practices are fair and equitable	59	✓ 74
Employees in department respect individual differences	67	✓ 75
Employees feel they are treated respectfully at work	73	✓ 80
In department, the opinions and perspective of people from diverse backgrounds are considered in the enhancement of employees' work tasks and practices	60	✓ 77

CCH 2015 results

	Gov Overall	Department Overall
Pillar 4- Job Capacity Index		
Work		
Employees' job is a good fit for their skills and interests	82	✓ 85
Employees have a choice in deciding how they do my work	65	✓ 80
In department, I have opportunities to implement ideas to improve their work	62	✓ 73
Employees work gives them a sense of personal accomplishment	70	✓ 79
Job Supports		
Employees are provided with the communication they need to do their job well	51	✓ 62
Employees are provided with the equipment and resources they need to do their job well	58	✓ 69
Employees' workload is manageable	57	✓ 65
Employees' have support at work to provide a high level of service	55	✓ 65
Orientation		
If I have been employed less than 2 years or started a new job in the last 2 years, received an orientation	62	✓ 78
Compensation and benefits		
Employees feel they are compensated fairly	54	✓ 60
Employees are satisfied with their benefits (e.g. health, dental, LTD)	72	✓ 77
Employees are satisfied with their pension	61	✓ 62

CCH 2015 results

	Gov Overall	Department Overall
Taking action		
Confident that their senior leadership will try to resolve issues raised by employees in this 2015 How's Work Going? employee engagement survey	43	52
Confident that managers where they work will take actions to resolve issues in this survey	47	63
Future intentions		
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	25
<i>Intend to stay with the Government of Nova Scotia for 6-10 years</i>	24	24
<i>Intend to stay with the Government of Nova Scotia for 11 years or more</i>	44	39
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	20
<i>Retiring from the work force</i>	49	47
<i>Moving for personal reasons</i>	3	4
<i>End of term contract or temporary assignment</i>	3	4
<i>Returning to school</i>	1	3
<i>Other</i>	17	22
Bullying and harassment		
During the past 12 months have experienced harassment/bullying behaviour at work.	19	11
Discrimination		
During the past 12 months have experienced discrimination behaviour at work.	6	3

Trends

Appendix B- CCH: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Employee Engagement Index	69%	76%	71%	7%	-5
Quality Work Environment (Driver indices)					
Pillar 1- Leadership Index	60%	68%	60%	8%	-8
Pillar 2- Talent Index	54%	60%	51%	6%	-9
Pillar 3- Workplace Culture Index	68%	76%	72%	8%	-4
Pillar 4- Job capacity Index	70%	77%	75%	7%	-2
Employee Engagement					
B01. I am satisfied with my job	59%	75%	76%	16%	+1
B02. I am satisfied with my department	70%	75%	70%	5%	-5
B03. Overall, I am satisfied with my work as Government of Nova Scotia employee	74%	82%	76%	8%	-6
B04. I am proud when I tell I work for the Government of Nova Scotia	72%	77%	73%	5%	-4
B05. I am inspired to give my best	68%	81%	83%	13%	+2
B06. I would recommend the Government of Nova Scotia as a great place to work	63%	72%	63%	9%	-9
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	67%	71%	62%	4%	-9
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	69%	64%	n/a	-5

CCH: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Pillar 1- Leadership Index					
Organizational direction and expectation	60%	68%	60%	8%	-8
A13. I have a clear understanding of my work and what is expected of me	76%	80%	87%	4%	+7
A15. I know how my work contributes to the achievement of my department's goals	70%	72%	69%	2%	-3
My leadership and organizational communication					
A29. The senior leadership in my department are genuinely interested in my well-being	61%	75%	57%	14%	-18
A30. The senior leadership in my department sets a good example for employees	55%	66%	52%	11%	-14
A31. The senior leadership in my department provides clear direction	49%	62%	51%	13%	-11
A32. The senior leadership in my department makes timely decisions	43%	53%	40%	10%	-13
A33. Essential information flows effectively from senior leadership to staff	44%	49%	46%	5%	-3
A34. Essential information flows effectively from staff to senior leadership	49%	56%	46%	7%	-10
A35. I have confidence in the senior leadership of my department	56%	67%	55%	11%	-12
My direct report and manager					
A19. The person I report to considers my work-related ideas	74%	84%	82%	10%	-2
A20. I receive recognition from the person I report to for a job well done	66%	71%	76%	5%	+5
A21. The person I report to gives me feedback about my work performance	73%	76%	76%	3%	0
A24. The person I report to manages conflict in my work unit	53%	67%	60%	14%	-7
A25. I am satisfied with the quality of supervision I receive	68%	82%	69%	14%	-13
A26. Essential information flows effectively from management in my work unit to staff	n/a	59%	62%	n/a	+3

CCH: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Pillar 2- Talent Index	54%	60%	51%	6%	-9
Learning and development					
A40. I have access to the right training opportunities	69%	76%	63%	7%	-13
A41. I have adequate opportunities to develop my skills	n/a	65%	64%	n/a	-1
A42. My organization supports my work-related learning and development	65%	74%	72%	9%	-2
Staffing and performance planning					
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	48%	55%	48%	7%	-7
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	58%	67%	57%	9%	-10
A22. My most recent performance plan helped me achieve my work goals	n/a	66%	51%	n/a	-15
A23. My most recent performance plan is helping me work towards my career goals	n/a	55%	39%	n/a	-16
Career growth and opportunities					
A47. I am satisfied with the way my career growth and advancement is progressing with the Government of Nova Scotia.	41%	47%	48%	6%	+1
A48. I have opportunities for career growth within the Government of Nova Scotia	42%	45%	30%	3%	-15

CCH: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Pillar 3- Workplace Culture Index*	68%	76%	72%	8%	-4
My team					
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	62%	73%	70%	11%	-3
A18. I have a positive working relationship with my coworkers	86%	93%	83%	7%	-10
Empowerment					
A09. Innovation is valued in my work	59%	73%	67%	14%	-6
A10. I feel free to suggest innovative ideas	78%	80%	75%	2%	-5
A11. I have the freedom to make decisions to do my job well	n/a	70%	68%	n/a	-2
A12. I have the opportunities to provide input into decisions that affect my work	70%	71%	72%	1%	+1
Recognition					
A37. My department does a good job formally recognizing its employees	n/a	63%	35%	n/a	-28
A38. I receive meaningful recognition for work well done	52%	62%	45%	10%	-17
A39. I feel valued for my contributions at work	62%	68%	57%	6%	-11
Quality Work Life					
A56. I have support at work to balance my work and personal life	66%	78%	82%	12%	+4
A58. I feel safe working in my job	78%	87%	90%	9%	+3
A59. My department creates a healthy work environment for its employees	69%	81%	79%	12%	-2
A61. My work-related stress is manageable	57%	66%	79%	9%	+13
Diverse, inclusive and respectful environment					
A63. My Department values diversity	74%	88%	83%	14%	-5
A65. Employees in my department respect individual differences	65%	84%	75%	19%	-9
A66. I am treated respectfully at work	75%	81%	80%	6%	-1

CCH: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Pillar 4- Job Capacity Index	70%	77%	75%	7%	-2
My Job					
A01. My job is a good fit for my skills and interests	77%	85%	85%	8%	0
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	68%	73%	n/a	+5
My Job Supports					
A05. I am provided with the communication I need to do my job well	57%	58%	62%	1%	+4
A06. I am provided with the equipment and resources I need to do my job well	69%	75%	69%	6%	-6
A07. My workload is manageable	53%	65%	65%	12%	0
A08. I have support at work to provide a high level of service	63%	68%	65%	5%	-3
A49. If I have been employed less than 2 years or started a new job in the last 2 years, I received an orientation ⁵	n/a	22%	78%	n/a	+56
Compensation and benefits					
A50. I am compensated fairly	48%	54%	60%	6%	+6
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	75%	77%	n/a	+2
A52. I am satisfied with my pension	n/a	59%	62%	n/a	+3

CCH: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Taking action					
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	51%	62%	52%	11%	-10
Future intentions					
C03. Which of the following statements reflects your intentions to stay with the Government of Nova Scotia ⁵					
<i>I intend to stay with the Government of Nova Scotia for 2 years or less</i>	24%	12%	12%	-12%	0
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	12%	24%	25%	12%	+1
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	21%	28%	24%	7%	-4
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	44%	37%	39%	-7%	+2
C04. If you are planning on leaving the Government of Nova Scotia within the next 5 years, please indicate the main reason ⁶					
<i>Going to a job elsewhere</i>	20%	23%	20%	3%	-3
<i>Retiring from the work force</i>	49%	40%	47%	-9%	+7
<i>Moving for personal reasons</i>	0%	0%	4%	0%	+4
<i>End of term contract or temporary assignment</i>	0%	4%	4%	4%	0
<i>Returning to school</i>	0%	3%	3%	3%	0
<i>Prefer not to say or other</i>	28%	31%	22%	3%	-9

CCH: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Bullying and harassment					
D01. During the past 12 months have experienced harassment/bullying behaviour at work ⁷	27%	19%	11%	-8%	-8
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)					
Insulting or derogatory remarks, gestures or actions	n/a	29%	22%	n/a	-7
Malicious rumours, gossip or negative innuendo	n/a	17%	19%	n/a	+2
Verbal aggression and/or verbal abuse	n/a	23%	31%	n/a	+8
Isolation and/or exclusion from work-related activities	n/a	9%	19%	n/a	+10
Persistent, unwanted criticism	n/a	15%	3%	n/a	-12
Mobbing and/or swarming	n/a	0%	0%	n/a	0
Other	n/a	8%	3%	n/a	-5
Prefer not to say	n/a	0%	3%	n/a	+3
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)					
A co-worker/colleague	26%	47%	39%	21%	-8
Person I report to	21%	13%	17%	-8%	+4
Another manager in your department	26%	11%	9%	-15%	-2
Someone you manage	5%	5%	0%	0%	-5
Someone who works for another part of the department	5%	7%	4%	2%	n/a
Someone who works at your workplace who is not a direct employee of the Government of Nova Scotia	0%	5%	0%	5%	-5
A client	11%	2%	0%	-9%	-2
A member of the public	5%	11%	9%	6%	-2
Someone else	0%	0%	0%	0%	0
Prefer not to say	n/a	0%	22%	n/a	+22

CCH: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Discrimination					
D02. During the past 12 months have experienced discrimination behaviour at work ⁷	8%	6%	3%	-2%	-3
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	0%	18%	14%	18%	-4
Association with protected groups or individuals	0%	0%	0%	0%	0
Colour	0%	6%	14%	6%	+8
Creed	0%	0%	0%	0%	0
Ethnic, national or aboriginal origins	0%	0%	0%	0%	0
Family status	0%	12%	0%	12%	-12
Gender identity/Gender expression	0%	0%	0%	0%	-0
Irrational fear of contracting an illness or disease	0%	0%	0%	0%	0
Marital status	0%	6%	0%	6%	-6
Mental disability	0%	6%	14%	6%	+8
Physical disability	33%	12%	14%	-21%	+2
Political belief, affiliation or activity	0%	0%	0%	0%	0
Race	0%	6%	14%	6%	+8
Religion	0%	12%	0%	12%	-12
Sex (including pregnancy and pay equity)	33%	12%	0%	-21%	-12
Sexual orientation	0%	0%	0%	0%	0
Language, accent or other	0%	0%	14%	0%	+14
Prefer not to say	33%	12%	14%	-21%	+2
D2b. Who did you experience discrimination from in the past 12 months? (Asked only of those that said "yes" to question D02)					
A colleague	33%	39%	0%	6%	-39
The person you report to	33%	8%	33%	-25%	+25
Another manager in your organization	0%	23%	17%	23%	-6
Someone you manage	0%	0%	0%	0%	0
Someone who works in another part of your department	0%	0%	17%	0%	+17
Someone who works for your organization	33%	15%	17%	-18%	+2
Someone who works in government workplace who is not a direct employee of government	0%	0%	0%	0%	0
Client	0%	0%	0%	0%	0
A member of the public	0%	0%	0%	0%	0
Someone else	0%	15%	0%	15%	-15
Prefer not to say	0%	0%	17%	0%	+17

