



Employee Engagement Survey

Energy

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 Energy results for the participating permanent², contract and term employees. The Department response rate was 100%.

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:

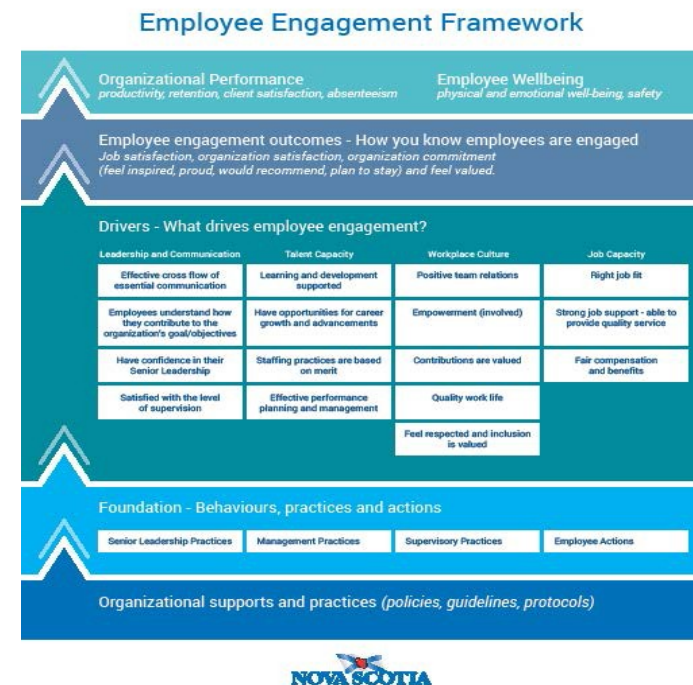
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

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).

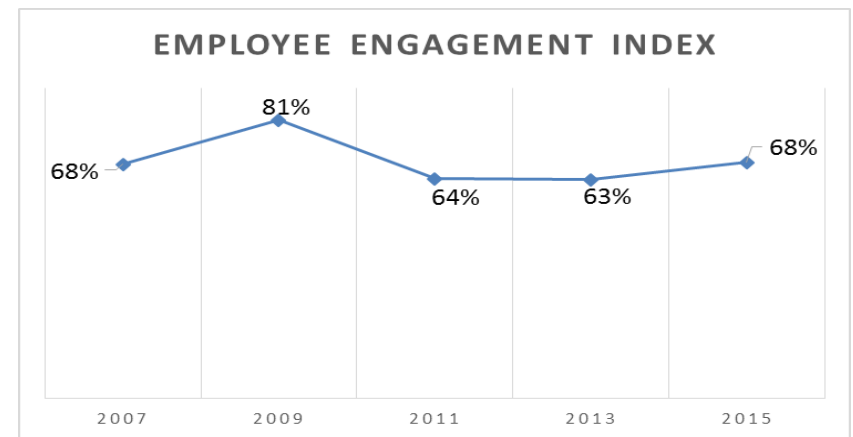
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



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 68.



The Government-wide employee engagement index is 60.

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

Employee Engagement	
Satisfied with my job	72%
Satisfied with my department	74%
Overall, they are satisfied with their work as Government of Nova Scotia employee	78%
Proud when I tell I work for the Government of Nova Scotia	65%
Inspired to give my best	70%
They would recommend the Government of Nova Scotia as a great place to work	65%
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58%
Overall, I feel valued as a Government of Nova Scotia employee	59%

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	64%
Pillar 2- Talent Index	60%
Pillar 3- Workplace Culture Index	67%
Pillar 4- Job capacity Index	66%

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)
- Compensation and benefits
- Orientation

Opportunities to Build (51-60% agreement)

- Senior leadership and communication
- Job supports

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

- Career growth and advancement
- Staffing and performance planning
- Recognition

Summary

Strengths maintained or have grown

- Quality work life
- Diverse, inclusive and respectful environment
- Job fit (work)
- Satisfaction with benefits
- Satisfaction with pension
- Orientation

Strengths (declined)

- Clear direction and expectations
- Direct supervisory and management
- Learning and development
- Team
- Empowerment

Opportunities & Concerns that have been improving

- Career growth and advancement

Opportunities & Concerns maintained or declined

- Senior leadership and communication
- Job supports
- Staffing and performance management
- Recognition
- Fairness of compensation

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	55%
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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>	22%
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	22%
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	28%
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	28%

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>	46%
<i>Retiring from the work force</i>	18%
<i>Moving for personal reasons</i>	4%
<i>End of term contract or temporary assignment</i>	14%
<i>Returning to school</i>	0%
<i>Prefer not to say or other</i>	18%

Bullying and harassment

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

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work	7%
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Appendix A-Energy 2015 Detail Results

	Overall NS Gov	Energy	Depart
Employee engagement index	60	✓ 68	
Quality Environment Drivers and Indices:			
Pillar 1- Leadership Index	55	✓ 64	
Organizational direction and expectations	70	✓ 77	
Leadership and organizational communication	44	58	
Direct supervisor and manager	60	✓ 70	
Pillar 2- Talent Index	47	✓ 60	
Learning and development	52	✓ 64	
Career growth and opportunities	41	✗ 50	
Staffing and performance planning	40	✗ 44	
Pillar 3- Workplace Culture Index	61	✓ 67	
Team	66	✓ 75	
Empowerment (includes employee involvement and innovation)	56	✓ 62	
Recognition	41	✗ 45	
Quality Work Life (includes safe, healthy and mental well-being)	61	✓ 72	
Diverse, inclusive and respectful environment	65	✓ 73	
Pillar 4- Job Capacity Index	69	✓ 66	
Work	70	✓ 76	
Job Supports	55	53	
Orientation	62	✓ 63	
Compensation and benefits	62	✓ 60	

Energy 2015 Detail Results

	Overall NS Gov	Depart Energy
Pillar 1- Leadership Index		
Organizational direction and expectation		
A13. I have a clear understanding of my work and what is expected of me	79	✓ 72
A14. I have a clear understanding of my department's priorities	63	✓ 80
A15. I know how my work contributes to the achievement of my department's goals	68	✓ 80
My leadership and organizational communication		
A29. The senior leadership in my department are genuinely interested in my well-being	45	55
A30. The senior leadership in my department sets a good example for employees	46	✓ 60
A31. The senior leadership in my department provides clear direction	42	55
A32. The senior leadership in my department makes timely decisions	37	59
A33. Essential information flows effectively from senior leadership to staff	39	✗ 43
A34. Essential information flows effectively from staff to senior leadership	41	53
A35. I have confidence in the senior leadership of my department	47	✓ 66
A36. I have confidence in my senior leader	52	✓ 74
My direct report and manager		
A19. The person I report to considers my work-related ideas	73	✓ 87
A20. I receive recognition from the person I report to for a job well done	65	✓ 69
A21. The person I report to gives me feedback about my work performance	61	✓ 62
A24. The person I report to manages conflict in my work unit	48	✓ 62
A25. I am satisfied with the quality of supervision I receive	64	✓ 68
A26. Essential information flows effectively from management in my work unit to staff	49	57
A27. I feel trusted by my management	63	✓ 76
A28. I have confidence in my management team	55	✓ 76

Energy 2015 Detail Results

	Overall NS Gov	Depart Energy
Pillar 2- Talent Index		
Learning and development		
A40. I have access to the right training and development opportunities	52	59
A41. I have adequate opportunities to develop my skills	49	54
A42. My organization supports my work-related learning and development	55	✓ 69
A43. Learning and development activities I have completed in the past 2 years have helped to improve my performance	55	✓ 68
A44. Learning and development activities I have completed helped me to develop my career	51	✓ 69
Staffing and performance planning		
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	39	🚩 36
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	51
A22. My most recent performance plan helped me achieve my work goals	42	🚩 37
A23. My most recent performance plan is helping me work towards my career goals	37	🚩 32
Career growth and opportunities		
A47. I am satisfied with the way my career growth and advancement is progressing with the Government of Nova Scotia.	44	🚩 49
A48. I have opportunities for career growth within the Government of Nova Scotia	38	51

Energy 2015 Detail Results

	Overall NS Gov	Depart Energy
Pillar 3- Workplace Culture Index		
My team		
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	59	✓ 72
A17. Members of my team communicate effectively with each other	60	✓ 69
A18. I have a positive working relationship with my coworkers	80	✓ 83
Empowerment		
A09. Innovation is valued in my work	50	✓ 60
A10. I feel free to suggest innovative ideas	62	✓ 62
A11. I have the freedom to make decisions to do my job well	57	✓ 64
A12. I have the opportunities to provide input into decisions that affect my work	56	✓ 63
Recognition		
A37. My department does a good job formally recognizing its employees	35	✗ 45
A38. I receive meaningful recognition for work well done	41	✗ 40
A39. I feel valued for my contributions at work	47	✗ 49
Quality Work Life		
A56. I have support at work to balance my work and personal life	65	✓ 76
A57. My flexible work arrangement helps me achieve balance in my work and personal life	68	✓ 91
A58. I feel safe working in my job	77	✓ 96
A59. My department creates a healthy work environment for its employees	58	✓ 65
A60. My department creates a work environment that supports and cares about employees' emotional well-being	49	✓ 63
A61. My work-related stress is manageable	58	51
A62. I would describe my workplace as healthy, safe and supportive of my emotional well-being	51	✓ 63
Diverse, inclusive and respectful environment		
A63. My Department values diversity	66	✓ 73
A64. In my department, policies and practices are fair and equitable	59	59
A65. Employees in my department respect individual differences	67	✓ 78
A66. I am treated respectfully at work	73	✓ 80
A67. In my department, the opinions and perspective of people from diverse backgrounds are considered in the enhancement of our work tasks and practices	60	✓ 74

Energy 2015 Detail Results

	Overall NS Gov	Depart	Energy
Pillar 4- Job Capacity Index			
My Work			
A01. My job is a good fit for my skills and interests	82	✓	78
A02. I have a choice in deciding how I do my work	65	✓	82
A03. In my department, I have opportunities to implement ideas to improve my work	62	✓	72
A04. My work gives me a sense of personal accomplishment	70	✓	73
My Job Supports			
A05. I am provided with the communication I need to do my job well	51		53
A06. I am provided with the equipment and resources I need to do my job well	58		58
A07. My workload is manageable	57	✗	46
A08. I have support at work to provide a high level of service	55		53
My Orientation			
A49. If I have been employed less than 2 years or started a new job in the last 2 years, I received an orientation ⁴	62	✓	63
Compensation and benefits			
A50. I am compensated fairly	54	✗	43
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	72	✓	71
A52. I am satisfied with my pension	61	✓	65

Energy 2015 Detail Results

	Overall NS Gov	Depart
		Energy
Employee engagement		
B01. I am satisfied with my job	66	✓ 72
B02. I am satisfied with my department	55	✓ 74
B03. Overall, I am satisfied with my work as Government of Nova Scotia employee	66	✓ 78
B04. I am proud to tell people I work for the Government of Nova Scotia	59	✓ 65
B05. I am inspired to give my best	66	✓ 70
B06. I would recommend the Government of Nova Scotia as a great place to work	53	✓ 65
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	58
B08. Overall, I feel valued as a Government of Nova Scotia employee	47	59
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	43	55
C02. I am confident that managers where I work will take actions to resolve issues in this survey	47	55

Energy 2015 Detail Results

	Overall NS Gov	Depart Energy
Future intentions		
C03. The following statements reflects employees intention to stay with Government of NS		
<i>I intend to stay with the Government of Nova Scotia for 2 years or less</i>	12	22
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	20	22
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	24	28
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	44	28
C4a. If you are planning on leaving the Government of Nova Scotia within the next 5 years, please indicate the main reason. (This question was only asked to those who had selected option 1 and option 2 for question C03)		
<i>Going to a job elsewhere</i>	27	46
<i>Retiring from the work force</i>	49	18
<i>Moving for personal reasons</i>	3	4
<i>End of term contract or temporary assignment</i>	3	14
<i>Returning to school</i>	1	0
<i>Prefer not to say</i>	17	18
C4b. The reason or reasons employees planning to change employer. (This question was only asked to those who had selected going to a job elsewhere in question C4a.)		
<i>Better match between the job and my interests and skills</i>	8	7
<i>Opportunity to provide better service to other</i>	6	2
<i>Better pay and benefits</i>	10	19
<i>Better learning and development opportunities</i>	8	6
<i>Better opportunity for career advancement</i>	12	19
<i>Opportunity for better relations with coworkers</i>	3	2
<i>Opportunity for more input into decisions that affect my work</i>	8	9
<i>Opportunity to be innovative</i>	7	8
<i>Opportunity for more non-monetary recognition of my work</i>	5	4
<i>Better communication</i>	6	6
<i>Opportunity to work in a healthier and more respectful environment</i>	7	0
<i>Clearer direction and work expectations</i>	6	4
<i>Better balance between work and personal life</i>	7	8
<i>Better management or supervision</i>	7	4
<i>Other</i>	2	2

Energy 2015 Detail Results

	Overall NS Gov	Energy
D01. During the past 12 months have experienced harassment/bullying behaviour at work.	19	12
D02. During the past 12 months have experienced discrimination behaviour at work.	6	7

Appendix B- Department of Energy: Trend Results 2007-2015

	2007	2009	2011	2013	2015	07 to '09	09 to '11	11 to '13	13 to '15
Employee Engagement Index	68%	81%	64%	63%	68%	13%	-17%	0%	+5
Quality Work Environment (Driver indices)⁴									
Pillar 1- Leadership Index	69%	79%	59%	75%	64%	10%	-20%	17%	-11
Pillar 2- Talent Index	75%	76%	63%	58%	60%	1%	-13%	-6%	+2
Pillar 3- Workplace Culture Index	n/a	84%	62%	77%	67%	n/a	-22%	15%	-10
Pillar 4- Job capacity Index	72%	88%	64%	71%	66%	16%	-24%	7%	-5
Employee Engagement									
B01. I am satisfied with my job	70%	84%	62%	64%	72%	14%	-22%	2%	+8
B02. I am satisfied with my department	63%	84%	58%	69%	74%	21%	-26%	11%	+5
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	78%	87%	75%	69%	78%	9%	-12%	-6%	+9
B04. I am proud when I tell I work for the Government of Nova Scotia	78%	76%	69%	63%	65%	-2%	-7%	-6%	+2
B05. I am inspired to give my best	70%	84%	72%	74%	70%	14%	-12%	2%	-4
B06. I would recommend the Government of Nova Scotia as a great place to work	74%	82%	58%	56%	65%	8%	-24%	-2%	+9
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	44%	71%	50%	49%	58%	27%	-21%	-1%	+9
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	n/a	n/a	54%	59%	n/a	n/a	n/a	+5

Department of Energy: Trend Results 2007-2015

	2007	2009	2011	2013	2015	07 to '09	09 to '11	11 to '13	13 to '15
Pillar 1- Leadership Index									
Organizational direction and expectation	69%	79%	59%	75%	64%	10%	-20%	17%	-11
A13. I have a clear understanding of my work and what is expected of me	n/a	90%	68%	72%	72%	n/a	-22%	4%	0
A15. I know how my work contributes to the achievement of my department's goals	82%	92%	84%	87%	80%	10%	-8%	3%	-7
My leadership and organizational communication									
A29. The senior leadership in my department are genuinely interested in my well-being	70%	72%	56%	62%	55%	2%	-16%	6%	-7
A30. The senior leadership in my department sets a good example for employees	59%	67%	54%	54%	60%	8%	-13%	0%	+6
A31. The senior leadership in my department provides clear direction	56%	64%	42%	61%	55%	8%	-22%	19%	-6
A32. The senior leadership in my department makes timely decisions	59%	62%	50%	70%	59%	3%	-12%	20%	-11
A33. Essential information flows effectively from senior leadership to staff	59%	64%	41%	60%	43%	5%	-23%	19%	-17
A34. Essential information flows effectively from staff to senior leadership	n/a	n/a	51%	73%	53%	n/a	n/a	22%	-20
A35. I have confidence in the senior leadership of my department	59%	69%	54%	76%	66%	10%	-15%	22%	-10
My direct report and manager									
A19. The person I report to considers my work-related ideas	96%	92%	70%	89%	87%	-4%	-22%	19%	-2
A20. I receive recognition from the person I report to for a job well done	74%	74%	40%	71%	69%	0%	-34%	31%	-2
A21. The person I report to gives me feedback about my work performance	56%	82%	57%	74%	62%	26%	-25%	17%	-12
A24. The person I report to manages conflict in my work unit	63%	71%	42%	64%	62%	8%	-29%	22%	-2
A25. I am satisfied with the quality of supervision I receive	74%	90%	56%	78%	68%	16%	-34%	22%	-10
A26. Essential information flows effectively from management in my work unit to staff	n/a	n/a	n/a	65%	57%	n/a	n/a	n/a	-8
Pillar 2- Talent Index	75%	76%	63%	58%	60%	1%	-13%	-6%	+2

Department of Energy: Trend Results 2007-2015

	2007	2009	2011	2013	2015	07 to '09	09 to '11	11 to '13	13 to '15
Learning and development									
A40. I have access to the right training opportunities	85%	92%	68%	77%	59%	7%	-24%	9%	-18
A41. I have adequate opportunities to develop my skills	n/a	n/a	n/a	64%	54%	n/a	n/a	n/a	-10
A42. My organization supports my work-related learning and development	93%	87%	73%	70%	69%	-6%	-14%	-3%	-1
Staffing and performance planning									
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	n/a	n/a	47%	57%	36%	n/a	n/a	10%	-21
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	48%	64%	58%	72%	51%	16%	-6%	14%	-21
A22. My most recent performance plan helped me achieve my work goals	n/a	n/a	n/a	51%	37%	n/a	n/a	n/a	-14
A23. My most recent performance plan is helping me work towards my career goals	n/a	n/a	n/a	51%	32%	n/a	n/a	n/a	-19
Career growth and opportunities									
A47. I am satisfied with the way my career growth and advancement is progressing with the Government of Nova Scotia.	n/a	n/a	44%	40%	49%	n/a	n/a	-4%	+9
A48. I have opportunities for career growth within the Government of Nova Scotia	56%	64%	53%	45%	51%	8%	-11%	-8%	+6

Department of Energy: Trend Results 2007-2015

	2007	2009	2011	2013	2015	07 to '09	09 to '11	11 to '13	13 to '15
Pillar 3- Workplace Culture Index*	n/a	84%	62%	77%	67%	n/a	-22%	15%	-10
My team									
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	n/a	77%	63%	64%	72%	n/a	-14%	1%	+8
A18. I have a positive working relationship with my coworkers	96%	97%	78%	91%	83%	1%	-19%	13%	-8
Empowerment									
A09. Innovation is valued in my work	78%	87%	55%	70%	60%	9%	-32%	15%	-10
A10. I feel free to suggest innovative ideas	n/a	90%	74%	79%	62%	n/a	-16%	5%	-17
A11. I have the freedom to make decisions to do my job well	n/a	n/a	n/a	70%	64%	n/a	n/a	n/a	-6
A12. I have the opportunities to provide input into decisions that affect my work	93%	92%	55%	82%	63%	-1%	-37%	27%	-19
Recognition									
A37. My department does a good job formally recognizing its employees	n/a	n/a	n/a	67%	45%	n/a	n/a	n/a	-22
A38. I receive meaningful recognition for work well done	59%	62%	35%	63%	40%	3%	-27%	28%	-23
A39. I feel valued for my contributions at work	67%	77%	40%	61%	49%	10%	-37%	21%	-12
Quality Work Life									
A56. I have support at work to balance my work and personal life	70%	85%	70%	80%	76%	15%	-15%	10%	-4
A58. I feel safe working in my job	96%	97%	93%	92%	96%	1%	-4%	-1%	+4
A59. My department creates a healthy work environment for its employees	74%	80%	54%	70%	65%	6%	-26%	16%	-5
A61. My work-related stress is manageable	n/a	80%	68%	51%	51%	n/a	-12%	-17%	0
Diverse, inclusive and respectful environment									
A63. My Department values diversity	74%	77%	83%	69%	73%	3%	6%	-14%	+4
A65. Employees in my department respect individual differences	85%	90%	80%	71%	78%	5%	-10%	-9%	+7
A66. I am treated respectfully at work	n/a	82%	78%	75%	80%	n/a	-4%	-3%	+5

Department of Energy: Trend Results 2007-2015

	2007	2009	2011	2013	2015	07 to '09	09 to '11	11 to '13	13 to '15
Pillar 4- Job Capacity Index	72%	88%	64%	71%	66%	16%	-24%	7%	-5
My Job									
A01. My job is a good fit for my skills and interests	74%	90%	78%	77%	78%	16%	-12%	-1%	+1
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	n/a	n/a	77%	72%	n/a	n/a	n/a	-5
My Job Supports									
A05. I am provided with the communication I need to do my job well	78%	82%	42%	57%	53%	4%	-40%	15%	-4
A06. I am provided with the equipment and resources I need to do my job well	78%	80%	70%	82%	58%	2%	-10%	12%	-24
A07. My workload is manageable	n/a	74%	63%	50%	46%	n/a	-11%	-13%	-4
A08. I have support at work to provide a high level of service	70%	85%	49%	64%	53%	15%	-36%	15%	-11
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	n/a	n/a	40%	63%	n/a	n/a	n/a	+23
Compensation and benefits									
A50. I am compensated fairly	44%	54%	39%	48%	43%	10%	-15%	9%	-5
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	n/a	n/a	60%	71%	n/a	n/a	n/a	+11
A52. I am satisfied with my pension	n/a	n/a	n/a	59%	65%	n/a	n/a	n/a	+6

Department of Energy: Trend Results 2007-2015

	2007	2009	2011	2013	2015	07 to '09	09 to '11	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	56%	59%	62%	64%	55%	3%	3%	2%	-9
Future intentions									
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>	19%	5%	19%	11%	22%	-14%	14%	-8%	+11
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	48%	29%	19%	39%	22%	-19%	-10%	20%	-17
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	7%	29%	37%	14%	28%	22%	8%	-23%	+14
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	26%	37%	26%	36%	28%	11%	-11%	10%	-8
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>	n/a	n/a	29%	32%	46%	n/a	n/a	3%	+14
<i>Retiring from the work force</i>	15%	3%	29%	12%	18%	-12%	26%	-17%	+6
<i>Moving for personal reasons</i>	n/a	n/a	0%	0%	4%	n/a	n/a	0%	+4
<i>End of term contract or temporary assignment</i>	n/a	n/a	12%	9%	14%	n/a	n/a	-3%	+5
<i>Returning to school</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Prefer not to say or other</i>	n/a	n/a	30%	48%	18%	n/a	n/a	18%	-30
Bullying and harassment									
D01. During the past 12 months have experienced harassment/bullying behaviour at work	26%	18%	21%	23%	12%	-8%	3%	2%	-11
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	n/a	32%	22%	n/a	n/a	n/a	-10
<i>Malicious rumours, gossip or negative innuendo</i>	n/a	n/a	n/a	18%	22%	n/a	n/a	n/a	+4
<i>Verbal aggression and/or verbal abuse</i>	n/a	n/a	n/a	18%	34%	n/a	n/a	n/a	+16
<i>Isolation and/or exclusion from work-related activities</i>	n/a	n/a	n/a	18%	11%	n/a	n/a	n/a	-7
<i>Persistent, unwanted criticism</i>	n/a	n/a	n/a	14%	0%	n/a	n/a	n/a	-14
<i>Mobbing and/or swarming</i>	n/a	n/a	n/a	0%	0%	n/a	n/a	n/a	0
<i>Other</i>	n/a	n/a	n/a	0%	11%	n/a	n/a	n/a	+11
<i>Prefer not to say</i>	n/a	n/a	n/a	0%	0%	n/a	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	n/a	29%	38%	43%	n/a	n/a	9%	+5
<i>Person I report to</i>	n/a	n/a	14%	13%	29%	n/a	n/a	-1%	+16
<i>Another manager in your department</i>	n/a	n/a	14%	13%	0%	n/a	n/a	-1%	-13
<i>Someone you manage</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Someone who works for another part of the organization</i>	n/a	n/a	43%	31%	14%	n/a	n/a	-12%	n/a
<i>Someone who works at your workplace who is not a direct employee of the Government of Nova Scotia</i>	n/a	n/a	0%	6%	0%	n/a	n/a	6%	-6
<i>A client</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>A member of the public</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Someone else</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0

Department of Energy: Trend Results 2007-2015

	2007	2009	2011	2013	2015	07 to '09	09 to '11	11 to '13	13 to '15
<i>Prefer not to say</i>	n/a	n/a	n/a	n/a	14%	n/a	n/a	n/a	n/a
Discrimination									
D02. During the past 12 months have experienced discrimination behaviour at work	4%	5%	0%	2%	7%	1%	-5%	2%	+5
D2a. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (<i>Asked only of those that said "yes" to question D02</i>)									
<i>Age</i>	n/a	n/a	0%	0%	40%	n/a	n/a	0%	+40
<i>Association with protected groups or individuals</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Colour</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Creed</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Ethnic, national or aboriginal origins</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Family status</i>	n/a	n/a	0%	33%	0%	n/a	n/a	33%	-33
<i>Gender identity/Gender expression</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Irrational fear of contracting an illness or disease</i>	n/a	n/a	n/a	0%	0%	n/a	n/a	n/a	0
<i>Marital status</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Mental disability</i>	n/a	n/a	0%	33%	0%	n/a	n/a	33%	-33
<i>Physical disability</i>	n/a	n/a	0%	33%	0%	n/a	n/a	33%	-33
<i>Political belief, affiliation or activity</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Race</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Source of income</i>	n/a	n/a	0%	0%	20%	n/a	n/a	0%	+20
<i>Religion</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Sex (including pregnancy and pay equity)</i>	n/a	n/a	0%	0%	20%	n/a	n/a	0%	+20
<i>Sexual orientation</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Prefer not to say</i>	n/a	n/a	0%	0%	20%	n/a	n/a	0%	+20
D2b. Who did you experience discrimination from in the past 12 months? (<i>Asked only of those that said "yes" to question D02</i>)									
<i>A colleague</i>	n/a	n/a	0%	33%	0%	n/a	n/a	33%	-33
<i>The person you report to</i>	n/a	n/a	0%	33%	25%	n/a	n/a	33%	-8
<i>Another manager in your organization</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Someone you manage</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Someone who works for your organization</i>	n/a	n/a	0%	33%	50%	n/a	n/a	33%	+17
<i>Someone who works in government workplace who is not a direct employee of government</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Client</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>A member of the public</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Someone else</i>	n/a	n/a	0%	0%	0%	n/a	n/a	0%	0
<i>Prefer not to say</i>	n/a	n/a	0%	0%	25%	n/a	n/a	0%	+25

