



Employee Engagement Survey

Fisheries and Aquaculture

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 Fisheries and Aquaculture results for the participating permanent², contract and term employees. The Department response rate was 69%.

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:

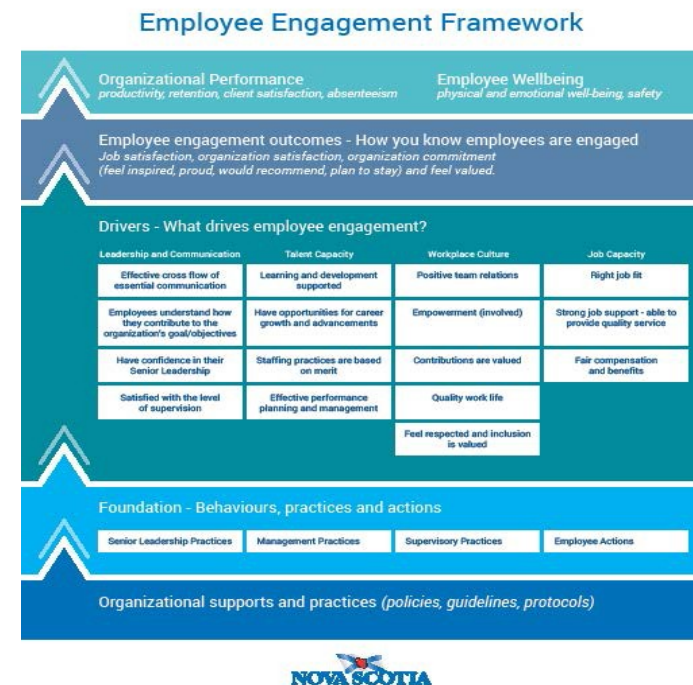
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

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).

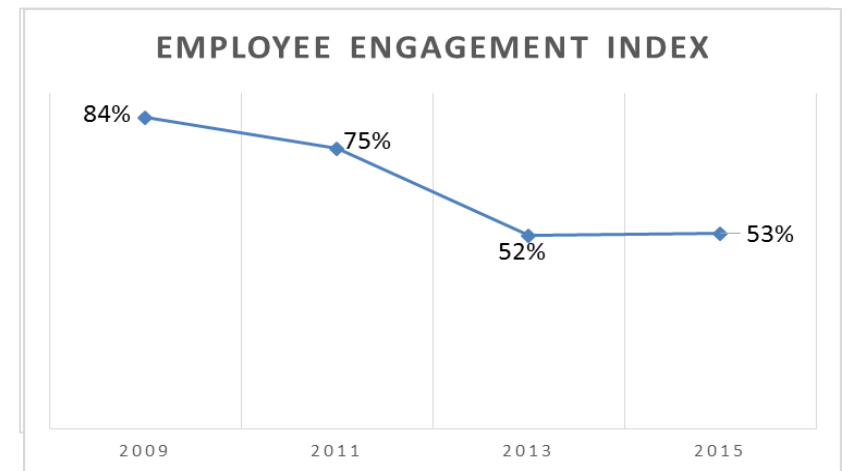
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



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 53.



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	50%
Satisfied with my department	38%
Satisfied with work as Government of Nova Scotia employee	53%
Proud to tell people they work for the Government of Nova Scotia	58%
Inspired to give their best	58%
Would recommend the Government of Nova Scotia as a great place to work	53%
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	55%
Overall, feel valued as a Government of Nova Scotia employee	45%

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	46%
Pillar 2- Talent Index	46%
Pillar 3- Workplace Culture Index	52%
Pillar 4- Job capacity Index	63%

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

- Job Fit (Work)
- Compensation and benefits
- Orientation

Opportunities to Build (51-60% agreement)

- Quality work life
- Diverse, inclusive and respectful environment

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

- Clear direction and expectations
- Senior leadership and communication
- Direct supervisory and management
- Learning and Development
- Career growth and advancement
- Staffing and performance management
- Team
- Empowerment
- Recognition
- Job Supports

Summary

Strengths maintained or have grown

- Job Fit
- Fairness of compensation
- Satisfaction with benefits
- Satisfaction with pension
- Orientation

Strengths (declined)

- None

Opportunities & Concerns that have been improving

- Diverse, inclusive and respectful environment.
- Confidence in senior leadership
- Career growth and advancement

Opportunities & Concerns maintained or declined

- Learning and Development
- Quality work life
- Clear direction and expectations
- Communication
- Direct supervisory and management
- Staffing and performance planning
- Team
- Empowerment
- Recognition
- Job supports

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	45%
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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>	17%
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	10%
<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>	49%

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>	30%
<i>Retiring from the work force</i>	41%
<i>Moving for personal reasons</i>	0%
<i>End of term contract or temporary assignment</i>	0%
<i>Returning to school</i>	0%
<i>Prefer not to say or other</i>	29%

















Bullying and harassment

During the past 12 months the percentage of employees who stated they have experienced harassment/bullying behaviour at work	40%
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Discrimination

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work	9%
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Appendix A- Fisheries and Aquaculture 2015 detail results

	Gov Overall	Department Overall
Employee engagement index	60	53
Quality Environment Drivers and Indices:		
Pillar 1- Leadership Index	55	 46
Organizational direction and expectations	70	 42
Leadership and organizational communication	44	 44
Direct supervisor and manager	60	 49
Pillar 2- Talent Index	47	 46
Learning and development	52	 50
Career growth and opportunities	41	 37
Staffing and performance planning	40	 40
Pillar 3- Workplace Culture Index	61	52
Team (co-worker relationship)	66	 47
Empowerment (includes employee involvement and innovation)	56	 48
Recognition	41	 29
Quality Work Life (includes safe, healthy and mental well-being)	61	54
Diverse, inclusive and respectful environment	65	55
Pillar 4- Job Capacity Index	69	 63
Work	70	 68
Job Supports	55	 40
Orientation	62	 64
Compensation and benefits	62	 69










Fisheries and Aquaculture 2015 results

	Gov Overall	Department Overall
Employee engagement index	60	53
Employee engagement		
Employees are satisfied with my job	66	 50
Employees are satisfied with their department	55	 38
Overall, employees are satisfied with their work as Government of Nova Scotia employee	66	53
Proud to tell people they work for the Government of Nova Scotia	59	58
Inspired to give their best	66	58
Would recommend the Government of Nova Scotia as a great place to work	53	53
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	55
Overall, feel valued as a Government of Nova Scotia employee	47	 45

















Fisheries and Aquaculture 2015 results

	Gov Overall	Department Overall
Pillar 1- Leadership Index	55	 46
Organizational direction and expectation		
Employees have a clear understanding of work and what is expected of them	79	 48
Employees have a clear understanding of their department's priorities	63	 34
Employees know how their work contributes to the achievement of their department's goals	68	 43
Leadership and organizational communication		
The department senior leadership are genuinely interested in their well-being	45	 44
The department senior leadership sets a good example for employees	46	51
The department senior leadership provides clear direction	42	 35
The department senior leadership makes timely decisions	37	 40
Essential information flows effectively from senior leadership to staff	39	 28
Essential information flows effectively from staff to senior leadership	41	 46
Have confidence in the department senior leadership	47	57
Have confidence in their senior leader	52	54
Direct supervisor and manager		
The person they report to considers their work-related ideas	73	59
Employees receive recognition from the person they report to for a job well done	65	 64
The person they report to gives employees feedback about their work performance	61	 48
The person they report to manages conflict in their work unit	48	 42
Employees satisfied with the quality of supervision they receive	64	55
Essential information flows effectively from management in their work unit to staff	49	 27
Employees feel trusted by their management	63	51
Employees have confidence in their management team	55	 42

Fisheries and Aquaculture 2015 results

	Gov Overall	Department Overall
Pillar 2- Talent Index	47	 46
Learning and development		
Employees have access to the right training and development opportunities	52	58
Employees have adequate opportunities to develop their skills	49	 47
Organization supports employees work-related learning and development	55	56
Learning and development activities completed in the past 2 years have helped to improve their performance	55	54
Learning and development activities completed helped them to develop their career	51	 36
Staffing and performance planning		
In their department, hiring, promotion and other staffing processes are free from favouritism	39	 41
In their department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	 38
Most recent performance plan helped employees achieve their work goals	42	 32
Most recent performance plan is helping employees work towards their career goals	37	 28
Career growth and opportunities		
Employees are satisfied with the way their career growth and advancement is progressing with the Government of Nova Scotia.	44	 38
Employee have opportunities for career growth within the Government of Nova Scotia	38	 36



Fisheries and Aquaculture 2015 results

	Gov Overall	Department Overall
Pillar 3- Workplace Culture Index	61	52
Team		
A healthy atmosphere (e.g. trust, mutual respect) exists in their work unit	59	 32
Members of their team communicate effectively with each other	60	 46
Employees have a positive working relationship with their coworkers	80	 64
Empowerment		
Innovation is valued in their work	50	 39
Employees feel free to suggest innovative ideas	62	52
Employees have the freedom to make decisions to do their job well	57	 50
Employees have the opportunities to provide input into decisions that affect their work	56	52
Recognition		
Department does a good job formally recognizing its employees	35	 15
Employees receive meaningful recognition for work well done	41	 33
Employees feel valued for their contributions at work	47	 38
Quality Work Life		
Employees have support at work to balance my work and personal life	65	56
If applicable, employees flexible work arrangement helps me achieve balance in my work and personal life	68	 67
Employees feel safe working in their job	77	 62
Department creates a healthy work environment for its employees	58	55
Department creates a work environment that supports and cares about employees' emotional well-being	49	 45
Employees work-related stress is manageable	58	 48
Employees would describe my workplace as healthy, safe and supportive of employees' emotional well-being	51	 45
Diverse, inclusive and respectful environment		
Department values diversity	66	 50
In department, policies and practices are fair and equitable	59	58
Employees in department respect individual differences	67	53
Employees feel they are treated respectfully at work	73	 68
In department, the opinions and perspective of people from diverse backgrounds are considered in the enhancement of employees' work tasks and practices	60	 46

Fisheries and Aquaculture 2015 results

	Gov Overall	Department Overall
Pillar 4- Job Capacity Index	69	✓ 63
Work		
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	59
In department, I have opportunities to implement ideas to improve their work	62	52
Employees work gives them a sense of personal accomplishment	70	✓ 71
Job Supports		
Employees are provided with the communication they need to do their job well	51	✗ 32
Employees are provided with the equipment and resources they need to do their job well	58	✗ 43
Employees' workload is manageable	57	✗ 50
Employees' have support at work to provide a high level of service	55	✗ 36
Orientation		
If I have been employed less than 2 years or started a new job in the last 2 years, received an orientation	62	✓ 64
Compensation and benefits		
Employees feel they are compensated fairly	54	57
Employees are satisfied with their benefits (e.g. health, dental, LTD)	72	✓ 78
Employees are satisfied with their pension	61	✓ 73

Fisheries and Aquaculture 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	 45
Confident that managers where they work will take actions to resolve issues in this survey	47	 43
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	17
<i>Intend to stay with the Government of Nova Scotia for 3-5 years</i>	20	10
<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	49
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	30
<i>Retiring from the work force</i>	49	41
<i>Moving for personal reasons</i>	3	0
<i>End of term contract or temporary assignment</i>	3	0
<i>Returning to school</i>	1	0
<i>Other</i>	17	29
Bullying and harassment		
During the past 12 months have experienced harassment/bullying behaviour at work.	19	40
Discrimination		
During the past 12 months have experienced discrimination behaviour at work.	6	9

Appendix B-Department of Fisheries and Aquaculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Employee Engagement Index	84%	75%	52%	53%	-8%	-24%	+1
Quality Work Environment (Driver indices)							
Pillar 1- Leadership Index	67%	60%	51%	46%	-7%	-10%	-5
Pillar 2- Talent Index	73%	50%	53%	46%	-23%	3%	-7
Pillar 3- Workplace Culture Index	81%	72%	58%	52%	-10%	-14%	-6
Pillar 4- Job capacity Index	81%	71%	63%	63%	-10%	-8%	0
Employee Engagement							
B01. I am satisfied with my job	97%	79%	55%	50%	-18%	-24%	-5
B02. I am satisfied with my department	86%	71%	32%	38%	-15%	-39%	+6
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	92%	82%	63%	53%	-10%	-19%	-10
B04. I am proud when I tell I work for the Government of Nova Scotia	86%	71%	55%	58%	-15%	-16%	+3
B05. I am inspired to give my best	83%	75%	65%	58%	-8%	-10%	-7
B06. I would recommend the Government of Nova Scotia as a great place to work	83%	79%	50%	53%	-4%	-29%	+3
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	72%	74%	46%	55%	2%	-28%	+9
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	n/a	45%	45%	n/a	n/a	0

Department of Fisheries and Aquaculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Pillar 1- Leadership Index							
Organizational direction and expectation	67%	60%	51%	46%	-7%	-10%	-5
A13. I have a clear understanding of my work and what is expected of me	92%	86%	55%	48%	-6%	-31%	-7
A15. I know how my work contributes to the achievement of my department's goals	78%	79%	71%	43%	1%	-8%	-28
My leadership and organizational communication							
A29. The senior leadership in my department are genuinely interested in my well-being	64%	57%	45%	44%	-7%	-12%	-1
A30. The senior leadership in my department sets a good example for employees	72%	59%	41%	51%	-13%	-18%	+10
A31. The senior leadership in my department provides clear direction	53%	48%	29%	35%	-5%	-19%	+6
A32. The senior leadership in my department makes timely decisions	61%	50%	35%	40%	-11%	-15%	+5
A33. Essential information flows effectively from senior leadership to staff	44%	38%	32%	28%	-6%	-6%	-4
A34. Essential information flows effectively from staff to senior leadership	n/a	66%	46%	46%	n/a	-20%	0
A35. I have confidence in the senior leadership of my department	72%	52%	38%	57%	-20%	-14%	+19
My direct report and manager							
A19. The person I report to considers my work-related ideas	81%	79%	61%	59%	-2%	-18%	-2
A20. I receive recognition from the person I report to for a job well done	76%	53%	55%	64%	-23%	2%	+9
A21. The person I report to gives me feedback about my work performance	72%	59%	60%	48%	-13%	1%	-12
A22. My most recent performance plan helped me achieve my work goals	n/a	n/a	53%	32%	n/a	n/a	-21
A23. My most recent performance plan is helping me work towards my career goals	n/a	n/a	53%	28%	n/a	n/a	-25
A24. The person I report to manages conflict in my work unit	69%	57%	49%	42%	-12%	-8%	-7
A25. I am satisfied with the quality of supervision I receive	75%	72%	62%	55%	-3%	-10%	-7
A26. Essential information flows effectively from management in my work unit to staff	n/a	n/a	45%	27%	n/a	n/a	-18

Department of Fisheries and Aquaculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Pillar 2- Talent Index	73%	50%	53%	46%	-23%	3%	-7
Learning and development							
A40. I have access to the right training opportunities	87%	77%	68%	58%	-10%	-9%	-10
A41. I have adequate opportunities to develop my skills	n/a	n/a	45%	47%	n/a	n/a	+2
A42. My organization supports my work-related learning and development	78%	62%	73%	56%	-16%	11%	-17
Staffing							
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	n/a	31%	36%	41%	n/a	5%	+5
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	72%	45%	47%	38%	-27%	2%	-9
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	34%	34%	38%	n/a	0%	+4
A48. I have opportunities for career growth within the Government of Nova Scotia	68%	38%	32%	36%	-30%	-6%	+4

Department of Fisheries and Aquaculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Pillar 3- Workplace Culture Index	81%	72%	58%	52%	-10%	-14%	-6
My team							
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	78%	67%	40%	32%	-11%	-27%	-8
A18. I have a positive working relationship with my coworkers	90%	85%	79%	64%	-5%	-6%	-15
Empowerment							
A09. Innovation is valued in my work	76%	70%	47%	39%	-6%	-23%	-8
A10. I feel free to suggest innovative ideas	78%	65%	55%	52%	-13%	-10%	-3
A11. I have the freedom to make decisions to do my job well	n/a	n/a	60%	50%	n/a	n/a	-10
A12. I have the opportunities to provide input into decisions that affect my work	76%	62%	53%	52%	-14%	-9%	-1
Recognition							
A37. My department does a good job formally recognizing its employees	n/a	n/a	27%	15%	n/a	n/a	-12
A38. I receive meaningful recognition for work well done	68%	50%	42%	33%	-18%	-8%	-9
A39. I feel valued for my contributions at work	73%	59%	41%	38%	-14%	-18%	-3
Quality Work Life							
A56. I have support at work to balance my work and personal life	89%	85%	62%	56%	-4%	-23%	-6
A58. I feel safe working in my job	95%	85%	81%	62%	-10%	-4%	-19
A59. My department creates a healthy work environment for its employees	87%	76%	50%	55%	-11%	-26%	+5
A61. My work-related stress is manageable	84%	82%	47%	48%	-2%	-35%	+1
Diverse, inclusive and respectful environment							
A63. My Department values diversity	67%	68%	49%	50%	1%	-19%	+1
A65. Employees in my department respect individual differences	69%	70%	55%	53%	1%	-15%	-2
A66. I am treated respectfully at work	89%	79%	66%	68%	-10%	-13%	+2

Department of Fisheries and Aquaculture: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Pillar 4- Job Capacity Index	81%	71%	63%	63%	-10%	-8%	0
My Job							
A01. My job is a good fit for my skills and interests	89%	77%	82%	89%	-12%	5%	+7
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	n/a	53%	52%	n/a	n/a	-1
My Job Supports							
A05. I am provided with the communication I need to do my job well	68%	57%	40%	32%	-11%	-17%	-8
A06. I am provided with the equipment and resources I need to do my job well	70%	69%	59%	43%	-1%	-10%	-16
A07. My workload is manageable	70%	56%	51%	50%	-14%	-5%	-1
A08. I have support at work to provide a high level of service	73%	65%	44%	36%	-8%	-21%	-8
A49. If I have been employed less than 2 years or started a new job in the last 2 years, I received an orientation	n/a	n/a	35%	64%	n/a	n/a	+29
Compensation and benefits							
A50. I am compensated fairly	57%	32%	50%	57%	-25%	18%	+7
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	n/a	70%	78%	n/a	n/a	+8
A52. I am satisfied with my pension	n/a	n/a	54%	73%	n/a	n/a	+19

Department of Fisheries and Aquaculture: Trend Results 2009-2015

	2009	2011	2013	2015	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	67%	52%	40%	45%	-15%	-12%	+5
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>	6%	0%	8%	17%	-6%	8%	+9
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	14%	13%	17%	10%	-1%	4%	-7
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	39%	50%	25%	24%	11%	-25%	-1
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	42%	38%	50%	49%	-4%	12%	-1
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	33%	31%	30%	n/a	-2%	-1
<i>Retiring from the work force</i>	6%	67%	21%	41%	61%	-46%	+20
<i>Moving for personal reasons</i>	n/a	0%	0%	0%	n/a	0%	0
<i>End of term contract or temporary assignment</i>	n/a	0%	1%	0%	n/a	1%	-1
<i>Returning to school</i>	n/a	0%	5%	0%	n/a	5%	-5
<i>Prefer not to say or other</i>	n/a	0%	43%	29%	n/a	43%	-14
Bullying and harassment							
D01. During the past 12 months have experienced harassment/bullying behaviour at work	11%	10%	12%	40%	-1%	2%	+28
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	32%	24%	n/a	n/a	-8
<i>Malicious rumours, gossip or negative innuendo</i>	n/a	n/a	11%	20%	n/a	n/a	+9
<i>Verbal aggression and/or verbal abuse</i>	n/a	n/a	37%	22%	n/a	n/a	-15
<i>Isolation and/or exclusion from work-related activities</i>	n/a	n/a	7%	20%	n/a	n/a	+13
<i>Persistent, unwanted criticism</i>	n/a	n/a	11%	6%	n/a	n/a	-5
<i>Mobbing and/or swarming</i>	n/a	n/a	0%	2%	n/a	n/a	+2
<i>Other</i>	n/a	n/a	4%	2%	n/a	n/a	-2
<i>Prefer not to say</i>	n/a	n/a	0%	4%	n/a	n/a	+4
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	0%	27%	25%	n/a	27%	-2
<i>Person I report to</i>	n/a	0%	16%	22%	n/a	16%	+6
<i>Another manager in your department</i>	n/a	0%	24%	14%	n/a	24%	-10
<i>Someone you manage</i>	n/a	0%	3%	5%	n/a	3%	+2
<i>Someone who works for another part of the department</i>	n/a	0%	14%	3%	n/a	14%	n/a
<i>Someone who works at your workplace who is not a direct employee of the Government of Nova Scotia</i>	n/a	0%	0%	6%	n/a	0%	+6
<i>A client</i>	n/a	0%	3%	8%	n/a	3%	+5
<i>A member of the public</i>	n/a	0%	8%	5%	n/a	8%	-3

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	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Someone else	n/a	0%	5%	3%	n/a	5%	-2
Prefer not to say	n/a	n/a	0%	6%	n/a	n/a	+6

Discrimination

D02. During the past 12 months have experienced discrimination behaviour at work	8%	7%	6%	9%	-1%	-1%	+3
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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%	50%	0%	n/a	50%	-50
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	33%	0%	0%	n/a	-33%	0
Gender identity/Gender expression	n/a	n/a	0%	17%	n/a	n/a	+17
Irrational fear of contracting an illness or disease	n/a	0%	0%	0%	n/a	0%	0
Marital status	n/a	0%	0%	0%	n/a	0%	0
Mental disability	n/a	0%	0%	16%	n/a	0%	+16
Physical disability	n/a	0%	0%	0%	n/a	0%	0
Political belief, affiliation or activity	n/a	0%	0%	17%	n/a	0%	+17
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%	25%	33%	n/a	-8%	+8
Sexual orientation	n/a	33%	0%	0%	n/a	-33%	0
Prefer not to say	n/a	0%	25%	17%	n/a	25%	-8

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	50%	20%	28%	n/a	-30%	+8
The person you report to	n/a	0%	20%	29%	n/a	20%	+9
Another manager in your organization	n/a	50%	40%	29%	n/a	-10%	-11
Someone you manage	n/a	0%	0%	0%	n/a	0%	0
Someone who works for your organization	n/a	0%	0%	0%	n/a	0%	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%	0%	0%	n/a	0%	0
Someone else	n/a	0%	20%	0%	n/a	20%	-20
Prefer not to say	n/a	0%	0%	14%	n/a	0%	+14