



# Employee Engagement Survey

Human Rights Commission

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 Human Rights Commission results for the participating permanent<sup>2</sup>, contract and term employees. The Department response rate was 100%.

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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:

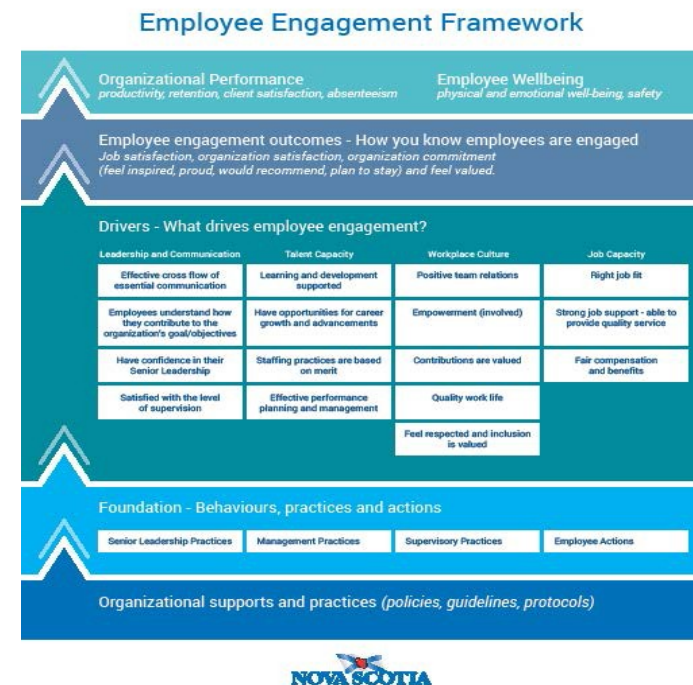
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

# 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).

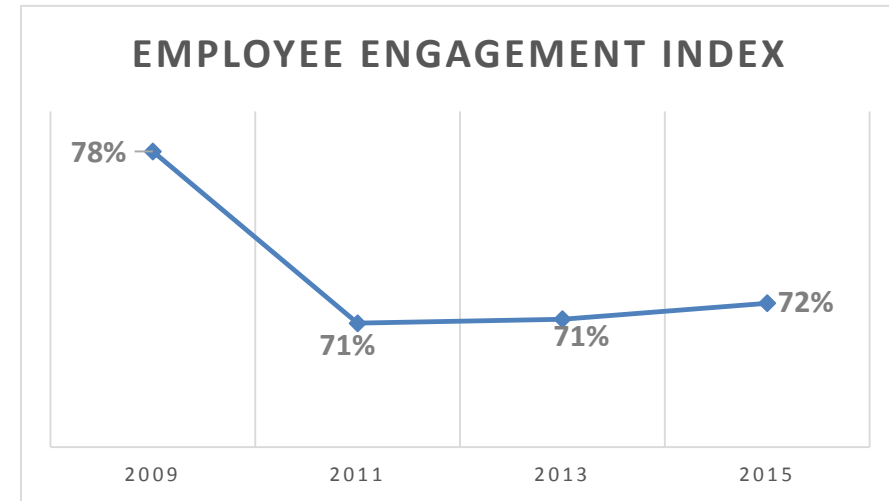
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



## 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 72



*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 my job	74%
Satisfied with my department	63%
Overall, they are satisfied with their work as Government of Nova Scotia employee	79%
Proud when I tell I work for the Government of Nova Scotia	74%
Inspired to give my best	79%
They would recommend the Government of Nova Scotia as a great place to work	69%
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	68%
Overall, I feel valued as a Government of Nova Scotia employee	68%

## *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	76%
Pillar 2- Talent Index	67%
Pillar 3- Workplace Culture Index	78%
Pillar 4- Job capacity Index	82%

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

- Clear direction and expectation
- Senior leadership and communication
- Direct supervisory and management
- Learning and development
- Career growth and advancement
- Staffing and performance planning
- Team
- Empowerment
- Quality work life
- Recognition
- Diverse , inclusive and respectful environment
- Job Fit (Work)
- Job supports
- Compensation and benefits

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

- None

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

- Orientation

# Summary

## Strengths maintained or have grown

- Senior leadership and communication
- Learning and development
- Career growth and advancement
- Recognition
- Diverse, inclusive and respectful environment
- Jot fit (work)
- Compensation and benefits

## Strengths (declined)

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

## Opportunities & Concerns that have been improving

- None

## Opportunities & Concerns maintained or declined

- Orientation

# 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	78%
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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>	13%
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	40%
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	7%
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	40%

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>	15%
<i>Retiring from the work force</i>	46%
<i>Moving for personal reasons</i>	8%
<i>End of term contract or temporary assignment</i>	8%
<i>Returning to school</i>	0%
<i>Prefer not to say or other</i>	23%

## 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	9%
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## Appendix A- Human Rights Commission 2015 Detail Results

	Overall NS Gov	Offices HRC
<b>Employee engagement index</b>	60	72
<b>Quality Environment Drivers and Indices:</b>		
Pillar 1- Leadership Index	55	76
Organizational direction and expectations	70	82
Leadership and organizational communication	44	75
Direct supervisor and manager	60	85
Pillar 2- Talent Index	47	67
Learning and development	52	78
Career growth and opportunities	41	62
Staffing and performance planning	40	69
Pillar 3- Workplace Culture Index	61	78
Team	66	74
Empowerment (includes employee involvement and innovation)	56	78
Recognition	41	71
Quality Work Life (includes safe, healthy and mental well-being)	61	72
Diverse, inclusive and respectful environment	65	85
Pillar 4- Job Capacity Index	69	82
Work	70	88
Job Supports	55	69
Orientation	62	37
Compensation and benefits	62	69

## Appendix A- Human Rights Commission 2015 Detail Results

	Overall NS Gov	Offices HRC
<b>Pillar 1- Leadership Index</b>		
<b>Organizational direction and expectation</b>		
A13. I have a clear understanding of my work and what is expected of me	79	86
A14. I have a clear understanding of my department's priorities	63	77
A15. I know how my work contributes to the achievement of my department's goals	68	82
<b>My leadership and organizational communication</b>		
A29. The senior leadership in my department are genuinely interested in my well-being	45	79
A30. The senior leadership in my department sets a good example for employees	46	74
A31. The senior leadership in my department provides clear direction	42	74
A32. The senior leadership in my department makes timely decisions	37	74
A33. Essential information flows effectively from senior leadership to staff	39	74
A34. Essential information flows effectively from staff to senior leadership	41	74
A35. I have confidence in the senior leadership of my department	47	68
A36. I have confidence in my senior leader	52	79
<b>My direct report and manager</b>		
A19. The person I report to considers my work-related ideas	73	86
A20. I receive recognition from the person I report to for a job well done	65	91
A21. The person I report to gives me feedback about my work performance	61	91
A24. The person I report to manages conflict in my work unit	48	75
A25. I am satisfied with the quality of supervision I receive	64	81
A26. Essential information flows effectively from management in my work unit to staff	49	85
A27. I feel trusted by my management	63	90
A28. I have confidence in my management team	55	81

## Appendix A- Human Rights Commission 2015 Detail Results

	Overall NS Gov	Offices HRC
<b>Pillar 2- Talent Index</b>		
<b>Learning and development</b>		
A40. I have access to the right training and development opportunities	52	68
A41. I have adequate opportunities to develop my skills	49	75
A42. My organization supports my work-related learning and development	55	80
A43. Learning and development activities I have completed in the past 2 years have helped to improve my performance	55	87
A44. Learning and development activities I have completed helped me to develop my career	51	78
<b>Staffing and performance planning</b>		
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	39	65
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	72
A22. My most recent performance plan helped me achieve my work goals	42	76
A23. My most recent performance plan is helping me work towards my career goals	37	69
<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.	44	70
A48. I have opportunities for career growth within the Government of Nova Scotia	38	53

## Appendix A- Human Rights Commission 2015 Detail Results

	Overall NS Gov	Offices HRC
<b>Pillar 3- Workplace Culture Index</b>		
<b>My team</b>		
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	59	73
A17. Members of my team communicate effectively with each other	60	73
A18. I have a positive working relationship with my coworkers	80	77
<b>Empowerment</b>		
A09. Innovation is valued in my work	50	81
A10. I feel free to suggest innovative ideas	62	82
A11. I have the freedom to make decisions to do my job well	57	68
A12. I have the opportunities to provide input into decisions that affect my work	56	82
<b>Recognition</b>		
A37. My department does a good job formally recognizing its employees	35	74
A38. I receive meaningful recognition for work well done	41	70
A39. I feel valued for my contributions at work	47	70
<b>Quality Work Life</b>		
A56. I have support at work to balance my work and personal life	65	75
A57. My flexible work arrangement helps me achieve balance in my work and personal life	68	79
A58. I feel safe working in my job	77	80
A59. My department creates a healthy work environment for its employees	58	70
A60. My department creates a work environment that supports and cares about employees' emotional well-being	49	75
A61. My work-related stress is manageable	58	60
A62. I would describe my workplace as healthy, safe and supportive of my emotional well-being	51	65
<b>Diverse, inclusive and respectful environment</b>		
A63. My Department values diversity	66	90
A64. In my department, policies and practices are fair and equitable	59	89
A65. Employees in my department respect individual differences	67	84
A66. I am treated respectfully at work	73	84
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	79

## Appendix A- Human Rights Commission 2015 Detail Results

	Overall NS Gov	Offices HRC
<b>Pillar 4- Job Capacity Index</b>		
<b>My Work</b>		
A01. My job is a good fit for my skills and interests	82	100
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	82
A04. My work gives me a sense of personal accomplishment	70	86
<b>My Job Supports</b>		
A05. I am provided with the communication I need to do my job well	51	59
A06. I am provided with the equipment and resources I need to do my job well	58	86
A07. My workload is manageable	57	68
A08. I have support at work to provide a high level of service	55	64
<b>My Orientation</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>4</sup>	62	37
<b>Compensation and benefits</b>		
A50. I am compensated fairly	54	55
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	72	84
A52. I am satisfied with my pension	61	69



## Appendix A- Human Rights Commission 2015 Detail Results

	Overall NS Gov	Offices HRC
<b>Employee engagement</b>		
B01. I am satisfied with my job	66	74
B02. I am satisfied with my department	55	63
B03. Overall, I am satisfied with my work as Government of Nova Scotia employee	66	79
B04. I am proud to tell people I work for the Government of Nova Scotia	59	74
B05. I am inspired to give my best	66	79
B06. I would recommend the Government of Nova Scotia as a great place to work	53	69
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	68
B08. Overall, I feel valued as a Government of Nova Scotia employee	47	68
<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	43	78
C02. I am confident that managers where I work will take actions to resolve issues in this survey	47	79

## Appendix A- Human Rights Commission 2015 Detail Results

	Overall NS Gov	Offices HRC
<b>Future intentions</b>		
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	13
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	20	40
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	24	7
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	44	40
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	15
<i>Retiring from the work force</i>	49	46
<i>Moving for personal reasons</i>	3	8
<i>End of term contract or temporary assignment</i>	3	8
<i>Returning to school</i>	1	0
<i>Prefer not to say</i>	17	23
<b>Bullying and harassment</b>		
D01. During the past 12 months have experienced harassment/bullying behaviour at work.	19	11
<b>Discrimination</b>		
D02. During the past 12 months have experienced discrimination behaviour at work.	6	9

## Appendix B- Human Rights Commission: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
<b>Employee Engagement Index</b>	78%	71%	71%	<b>72%</b>	-7%	0%	<b>+1</b>
<b>Quality Work Environment (Driver indices)</b>							
Pillar 1- Leadership Index	78%	82%	58%	<b>76%</b>	3%	-24%	<b>+18</b>
Pillar 2- Talent Index	74%	47%	60%	<b>67%</b>	-27%	13%	<b>+6</b>
Pillar 3- Workplace Culture Index	84%	76%	77%	<b>78%</b>	-8%	1%	<b>+1</b>
Pillar 4- Job capacity Index	77%	72%	80%	<b>82%</b>	-5%	8%	<b>+2</b>
<b>Employee Engagement</b>							
B01. I am satisfied with my job	71%	60%	70%	<b>74%</b>	-11%	10%	<b>+4</b>
B02. I am satisfied with my department	71%	67%	50%	<b>63%</b>	-4%	-17%	<b>+13</b>
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	88%	73%	80%	<b>79%</b>	-15%	7%	<b>-1</b>
B04. I am proud when I tell I work for the Government of Nova Scotia	88%	67%	70%	<b>74%</b>	-21%	3%	<b>+4</b>
B05. I am inspired to give my best	88%	80%	90%	<b>79%</b>	-8%	10%	<b>-11</b>
B06. I would recommend the Government of Nova Scotia as a great place to work	82%	73%	60%	<b>69%</b>	-9%	-13%	<b>+9</b>
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	53%	67%	78%	<b>68%</b>	14%	11%	<b>-10</b>
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	n/a	50%	<b>68%</b>	n/a	n/a	<b>+18</b>

## Appendix B- Human Rights Commission: 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>	78%	82%	58%	76%	3%	-24%	<b>+18</b>
A13. I have a clear understanding of my work and what is expected of me	88%	93%	90%	<b>86%</b>	5%	-3%	<b>-4</b>
A15. I know how my work contributes to the achievement of my department's goals	82%	93%	90%	<b>82%</b>	11%	-3%	<b>-8</b>
<b>My leadership and organizational communication</b>							
A29. The senior leadership in my department are genuinely interested in my well-being	82%	73%	78%	<b>79%</b>	-9%	5%	<b>+1</b>
A30. The senior leadership in my department sets a good example for employees	71%	80%	33%	<b>74%</b>	9%	-47%	<b>+41</b>
A31. The senior leadership in my department provides clear direction	77%	73%	22%	<b>74%</b>	-4%	-51%	<b>+52</b>
A32. The senior leadership in my department makes timely decisions	82%	73%	38%	<b>74%</b>	-9%	-35%	<b>+36</b>
A33. Essential information flows effectively from senior leadership to staff	77%	80%	20%	<b>74%</b>	3%	-60%	<b>+54</b>
A34. Essential information flows effectively from staff to senior leadership	n/a	87%	60%	<b>74%</b>	n/a	-27%	<b>+14</b>
A35. I have confidence in the senior leadership of my department	77%	73%	22%	<b>68%</b>	-4%	-51%	<b>+46</b>
<b>My direct report and manager</b>							
A19. The person I report to considers my work-related ideas	94%	69%	100%	<b>86%</b>	-25%	31%	<b>-14</b>
A20. I receive recognition from the person I report to for a job well done	82%	81%	90%	<b>91%</b>	-1%	9%	<b>+1</b>
A21. The person I report to gives me feedback about my work performance	82%	80%	90%	<b>91%</b>	-2%	10%	<b>+1</b>
A24. The person I report to manages conflict in my work unit	65%	77%	90%	<b>75%</b>	12%	13%	<b>-15</b>
A25. I am satisfied with the quality of supervision I receive	77%	80%	100%	<b>81%</b>	3%	20%	<b>-19</b>
A26. Essential information flows effectively from management in my work unit to staff	n/a	n/a	80%	<b>85%</b>	n/a	n/a	<b>+5</b>

## Appendix B- Human Rights Commission: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
<b>Pillar 2- Talent Index</b>	74%	47%	60%	67%	-27%	13%	<b>+6</b>
<b>Learning and development</b>							
A40. I have access to the right training opportunities	82%	31%	60%	<b>68%</b>	-51%	29%	<b>+8</b>
A41. I have adequate opportunities to develop my skills	n/a	n/a	60%	<b>75%</b>	n/a	n/a	<b>+15</b>
A42. My organization supports my work-related learning and development	88%	44%	80%	<b>80%</b>	-44%	36%	<b>0</b>
<b>Staffing and performance planning</b>							
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	n/a	71%	67%	<b>65%</b>	n/a	-4%	<b>-2</b>
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	71%	79%	86%	<b>72%</b>	8%	7%	<b>-14</b>
A22. My most recent performance plan helped me achieve my work goals	n/a	n/a	75%	<b>76%</b>	n/a	n/a	<b>+1</b>
A23. My most recent performance plan is helping me work towards my career goals	n/a	n/a	50%	<b>69%</b>	n/a	n/a	<b>+19</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	31%	44%	<b>70%</b>	n/a	13%	<b>+26</b>
A48. I have opportunities for career growth within the Government of Nova Scotia	59%	50%	40%	<b>53%</b>	-9%	-10%	<b>+13</b>

## Appendix B- Human Rights Commission: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
<b>Pillar 3- Workplace Culture Index*</b>	84%	76%	77%	78%	-8%	1%	<b>+1</b>
<b>My team</b>							
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	88%	69%	70%	<b>73%</b>	-19%	1%	<b>+3</b>
A18. I have a positive working relationship with my coworkers	94%	80%	90%	<b>77%</b>	-14%	10%	<b>-13</b>
<b>Empowerment</b>							
A09. Innovation is valued in my work	82%	75%	70%	<b>81%</b>	-7%	-5%	<b>+11</b>
A10. I feel free to suggest innovative ideas	94%	81%	80%	<b>82%</b>	-13%	-1%	<b>+2</b>
A11. I have the freedom to make decisions to do my job well	n/a	n/a	70%	<b>68%</b>	n/a	n/a	<b>-2</b>
A12. I have the opportunities to provide input into decisions that affect my work	94%	75%	100%	<b>82%</b>	-19%	25%	<b>-18</b>
<b>Recognition</b>							
A37. My department does a good job formally recognizing its employees	n/a	n/a	40%	<b>74%</b>	n/a	n/a	<b>+34</b>
A38. I receive meaningful recognition for work well done	71%	69%	60%	<b>70%</b>	-2%	-9%	<b>+10</b>
A39. I feel valued for my contributions at work	82%	69%	60%	<b>70%</b>	-13%	-9%	<b>+10</b>
<b>Quality Work Life</b>							
A56. I have support at work to balance my work and personal life	77%	69%	70%	<b>75%</b>	-8%	1%	<b>+5</b>
A58. I feel safe working in my job	94%	81%	100%	<b>80%</b>	-13%	19%	<b>-20</b>
A59. My department creates a healthy work environment for its employees	94%	75%	60%	<b>70%</b>	-19%	-15%	<b>+10</b>
A61. My work-related stress is manageable	77%	56%	80%	<b>60%</b>	-21%	24%	<b>-20</b>
<b>Diverse, inclusive and respectful environment</b>							
A63. My Department values diversity	100%	93%	100%	<b>90%</b>	-7%	7%	<b>-10</b>
A65. Employees in my department respect individual differences	100%	94%	80%	<b>84%</b>	-6%	-14%	<b>+4</b>
A66. I am treated respectfully at work	83%	88%	70%	<b>84%</b>	5%	-18%	<b>+14</b>

## Appendix B- Human Rights Commission: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
<b>Pillar 4- Job Capacity Index</b>	77%	72%	80%	82%	-5%	8%	<b>+2</b>
<b>My Job</b>							
A01. My job is a good fit for my skills and interests	88%	69%	90%	<b>100%</b>	-19%	21%	<b>+10</b>
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	n/a	70%	<b>82%</b>	n/a	n/a	<b>+12</b>
<b>My Job Supports</b>							
A05. I am provided with the communication I need to do my job well	77%	69%	50%	<b>59%</b>	-8%	-19%	<b>+9</b>
A06. I am provided with the equipment and resources I need to do my job well	82%	69%	70%	<b>86%</b>	-13%	1%	<b>+16</b>
A07. My workload is manageable	53%	56%	80%	<b>68%</b>	3%	24%	<b>-12</b>
A08. I have support at work to provide a high level of service	65%	75%	70%	<b>64%</b>	10%	-5%	<b>-6</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	40%	<b>37%</b>	n/a	n/a	<b>-3</b>
<b>Compensation and benefits</b>							
A50. I am compensated fairly	59%	63%	60%	<b>55%</b>	4%	-3%	<b>-5</b>
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	n/a	50%	<b>84%</b>	n/a	n/a	<b>+34</b>
A52. I am satisfied with my pension	n/a	n/a	38%	<b>69%</b>	n/a	n/a	<b>+31</b>

## Appendix B- Human Rights Commission: 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	77%	87%	0%	<b>78%</b>	10%	-87%	<b>+78</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>	12%	0%	25%	<b>13%</b>	-12%	25%	<b>-12</b>
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	29%	20%	25%	<b>40%</b>	-9%	5%	<b>+15</b>
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	29%	40%	0%	<b>7%</b>	11%	-40%	<b>+7</b>
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	29%	40%	50%	<b>40%</b>	11%	10%	<b>-10</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	0%	31%	<b>15%</b>	n/a	31%	<b>-16</b>
<i>Retiring from the work force</i>	0%	20%	23%	<b>46%</b>	20%	3%	<b>+23</b>
<i>Moving for personal reasons</i>	n/a	0%	0%	<b>8%</b>	n/a	0%	<b>+8</b>
<i>End of term contract or temporary assignment</i>	n/a	0%	8%	<b>8%</b>	n/a	8%	<b>0</b>
<i>Returning to school</i>	n/a	0%	8%	<b>0%</b>	n/a	8%	<b>-8</b>
<i>Prefer not to say or other</i>	n/a	0%	31%	<b>23%</b>	n/a	31%	<b>-8</b>
<b>Bullying and harassment</b>							
D01. During the past 12 months have experienced harassment/bullying behaviour at work	6%	31%	88%	<b>11%</b>	25%	57%	<b>-77</b>
<b>Discrimination</b>							
D02. During the past 12 months have experienced discrimination behaviour at work	6%	15%	0%	<b>9%</b>	9%	-15%	<b>+9</b>