



# Employee Engagement Survey

Intergovernmental Affairs

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 Intergovernmental Affairs (IGA) results for the participating permanent<sup>2</sup>, contract and term employees. The Department response rate was 75%.

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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:

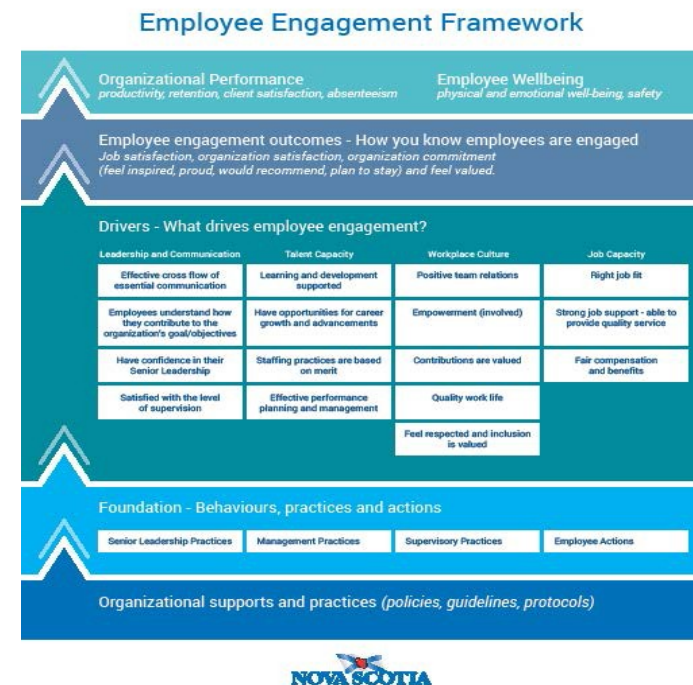
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

# 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).

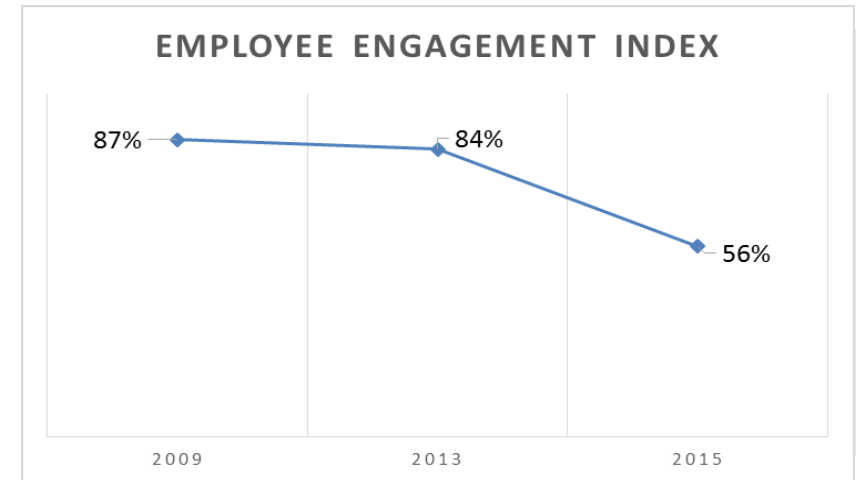
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



## 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 56.



*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	40%
Satisfied with my department	53%
Satisfied with work as Government of Nova Scotia employee	47%
Proud to tell people they work for the Government of Nova Scotia	53%
Inspired to give their best	67%
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	60%
Overall, feel valued as a Government of Nova Scotia employee	53%

# ***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	70%
Pillar 2- Talent Index	58%
Pillar 3- Workplace Culture Index	56%
Pillar 4- Job capacity Index	70%

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

- Clear direction and expectations
- Senior leadership and communication
- Direct supervisory and management
- Learning and development
- Staffing and performance planning
- Quality work life
- Job Fit (Work)
- Job supports

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

- Team
- Empowerment
- Recognition
- Diverse, inclusive and respectful environment
- Compensation and benefits

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

- Career growth and advancement
- Orientation

# Summary

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## Strengths maintained or have grown

- none

## Strengths (declined)

- Clear direction and expectations
- Senior leadership and communication
- Direct supervisory and management
- Learning and development
- Staffing and performance planning
- Quality work life
- Work
- Job supports

## Opportunities & Concerns that have been improving

- None

## Opportunities & Concerns maintained or declined

- Team
- Recognition
- Diverse, inclusive and respectful environment
- Compensation and benefits
- Career growth and advancement
- 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	60%
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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>	11%
<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>	11%
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	56%

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>	25%
<i>Retiring from the work force</i>	50%
<i>Moving for personal reasons</i>	13%
<i>End of term contract or temporary assignment</i>	0%
<i>Returning to school</i>	0%
<i>Prefer not to say or other</i>	12%

## Bullying and harassment

During the past 12 months the percentage of employees who stated they have experienced harassment/bullying behaviour at work	20%
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## Discrimination

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work	6%
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## Appendix A- IGA 2015 Detail Results

	Overall NS Gov	Intergovernmental Affairs
<b>Employee engagement index</b>	60	56
<b>Quality Environment Drivers and Indices:</b>		
Pillar 1- Leadership Index	55	70
Organizational direction and expectations	70	70
Leadership and organizational communication	44	69
Direct supervisor and manager	60	69
Pillar 2- Talent Index	47	58
Learning and development	52	63
Career growth and opportunities	41	40
Staffing and performance planning	40	62
Pillar 3- Workplace Culture Index	61	56
Team	66	56
Empowerment (includes employee involvement and innovation)	56	57
Recognition	41	52
Quality Work Life (includes safe, healthy and mental well-being)	61	67
Diverse, inclusive and respectful environment	65	59
Pillar 4- Job Capacity Index	69	70
Work	70	68
Job Supports	55	68
Orientation	62	25
Compensation and benefits	62	53

## Appendix A- IGA 2015 Detail Results

	Overall NS Gov	Intergovernmental Affairs
<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	78
A14. I have a clear understanding of my department's priorities	63	61
A15. I know how my work contributes to the achievement of my department's goals	68	72
<b>My leadership and organizational communication</b>		
A29. The senior leadership in my department are genuinely interested in my well-being	45	75
A30. The senior leadership in my department sets a good example for employees	46	75
A31. The senior leadership in my department provides clear direction	42	63
A32. The senior leadership in my department makes timely decisions	37	63
A33. Essential information flows effectively from senior leadership to staff	39	69
A34. Essential information flows effectively from staff to senior leadership	41	56
A35. I have confidence in the senior leadership of my department	47	75
A36. I have confidence in my senior leader	52	75
<b>My direct report and manager</b>		
A19. The person I report to considers my work-related ideas	73	71
A20. I receive recognition from the person I report to for a job well done	65	65
A21. The person I report to gives me feedback about my work performance	61	71
A24. The person I report to manages conflict in my work unit	48	81
A25. I am satisfied with the quality of supervision I receive	64	65
A26. Essential information flows effectively from management in my work unit to staff	49	59
A27. I feel trusted by my management	63	71
A28. I have confidence in my management team	55	71

## Appendix A- IGA 2015 Detail Results

	Overall NS Gov	Intergovernmental Affairs
<b>Pillar 2- Talent Index</b>		
<b>Learning and development</b>		
A40. I have access to the right training and development opportunities	52	57
A41. I have adequate opportunities to develop my skills	49	57
A42. My organization supports my work-related learning and development	55	79
A43. Learning and development activities I have completed in the past 2 years have helped to improve my performance	55	62
A44. Learning and development activities I have completed helped me to develop my career	51	58
<b>Staffing and performance planning</b>		
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	39	62
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	62
A22. My most recent performance plan helped me achieve my work goals	42	40
A23. My most recent performance plan is helping me work towards my career goals	37	40
<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	43
A48. I have opportunities for career growth within the Government of Nova Scotia	38	36

## Appendix A- IGA 2015 Detail Results

	Overall NS Gov	Intergovernmental Affairs
<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	56
A17. Members of my team communicate effectively with each other	60	50
A18. I have a positive working relationship with my coworkers	80	61
<b>Empowerment</b>		
A09. Innovation is valued in my work	50	39
A10. I feel free to suggest innovative ideas	62	72
A11. I have the freedom to make decisions to do my job well	57	55
A12. I have the opportunities to provide input into decisions that affect my work	56	61
<b>Recognition</b>		
A37. My department does a good job formally recognizing its employees	35	47
A38. I receive meaningful recognition for work well done	41	53
A39. I feel valued for my contributions at work	47	56
<b>Quality Work Life</b>		
A56. I have support at work to balance my work and personal life	65	60
A57. My flexible work arrangement helps me achieve balance in my work and personal life	68	62
A58. I feel safe working in my job	77	80
A59. My department creates a healthy work environment for its employees	58	67
A60. My department creates a work environment that supports and cares about employees' emotional well-being	49	67
A61. My work-related stress is manageable	58	67
A62. I would describe my workplace as healthy, safe and supportive of my emotional well-being	51	67
<b>Diverse, inclusive and respectful environment</b>		
A63. My Department values diversity	66	53
A64. In my department, policies and practices are fair and equitable	59	60
A65. Employees in my department respect individual differences	67	67
A66. I am treated respectfully at work	73	60
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	53

## Appendix A- IGA 2015 Detail Results

	Overall NS Gov	Intergovernmental Affairs
<b>Pillar 4- Job Capacity Index</b>		
<b>My Work</b>		
A01. My job is a good fit for my skills and interests	82	72
A02. I have a choice in deciding how I do my work	65	78
A03. In my department, I have opportunities to implement ideas to improve my work	62	67
A04. My work gives me a sense of personal accomplishment	70	55
<b>My Job Supports</b>		
A05. I am provided with the communication I need to do my job well	51	55
A06. I am provided with the equipment and resources I need to do my job well	58	78
A07. My workload is manageable	57	72
A08. I have support at work to provide a high level of service	55	67
<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	25
<b>Compensation and benefits</b>		
A50. I am compensated fairly	54	53
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	72	53
A52. I am satisfied with my pension	61	53



## Appendix A- IGA 2015 Detail Results

	Overall NS Gov	Intergovernmental Affairs
<b>Employee engagement</b>		
B01. I am satisfied with my job	66	40
B02. I am satisfied with my department	55	53
B03. Overall, I am satisfied with my work as Government of Nova Scotia employee	66	47
B04. I am proud to tell people I work for the Government of Nova Scotia	59	53
B05. I am inspired to give my best	66	67
B06. I would recommend the Government of Nova Scotia as a great place to work	53	53
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	60
B08. Overall, I feel valued as a Government of Nova Scotia employee	47	53
<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	60
C02. I am confident that managers where I work will take actions to resolve issues in this survey	47	53

## Appendix A- IGA 2015 Detail Results

	Overall NS Gov	Intergovernmental Affairs
<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	11
<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	11
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	44	56
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	25
<i>Retiring from the work force</i>	49	50
<i>Moving for personal reasons</i>	3	13
<i>End of term contract or temporary assignment</i>	3	0
<i>Returning to school</i>	1	0
<i>Prefer not to say</i>	17	12
<b>Bullying and harassment</b>		
D01. During the past 12 months have experienced harassment/bullying behaviour at work.	19	20
<b>Discrimination</b>		
D02. During the past 12 months have experienced discrimination behaviour at work.	6	6

## Appendix B-Intergovernmental Affairs: Trend Results 2009-2015

	2009	2013	2015	09 to '13	13 to '15
<b>Employee Engagement Index</b>	87%	84%	<b>56%</b>	-3%	<b>-28</b>
<b>Quality Work Environment (Driver indices)</b>					
Pillar 1- Leadership Index	86%	86%	<b>70%</b>	-1%	<b>-15</b>
Pillar 2- Talent Index	66%	81%	<b>58%</b>	15%	<b>-23</b>
Pillar 3- Workplace Culture Index	85%	81%	<b>56%</b>	-3%	<b>-26</b>
Pillar 4- Job capacity Index	94%	78%	<b>70%</b>	-16%	<b>-9</b>
<b>Employee Engagement</b>					
B01. I am satisfied with my job	73%	72%	<b>40%</b>	-1%	<b>-32</b>
B02. I am satisfied with my department	87%	82%	<b>53%</b>	-5%	<b>-29</b>
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	93%	94%	<b>47%</b>	1%	<b>-47</b>
B04. I am proud when I tell I work for the Government of Nova Scotia	80%	83%	<b>53%</b>	3%	<b>-30</b>
B05. I am inspired to give my best	87%	89%	<b>67%</b>	2%	<b>-22</b>
B06. I would recommend the Government of Nova Scotia as a great place to work	100%	78%	<b>53%</b>	-22%	<b>-25</b>
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	73%	77%	<b>60%</b>	4%	<b>-17</b>
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	61%	<b>53%</b>	n/a	<b>-8</b>

## Appendix B-Intergovernmental Affairs: Trend Results 2009-2015

	2009	2013	2015	09 to '13	13 to '15
<b>Pillar 1- Leadership Index</b>					
<b>Organizational direction and expectation</b>	86%	86%	70%	-1%	<b>-15</b>
A13. I have a clear understanding of my work and what is expected of me	100%	89%	<b>78%</b>	-11%	<b>-11</b>
A15. I know how my work contributes to the achievement of my department's goals	88%	100%	<b>72%</b>	12%	<b>-28</b>
<b>My leadership and organizational communication</b>					
A29. The senior leadership in my department are genuinely interested in my well-being	94%	88%	<b>75%</b>	-6%	<b>-13</b>
A30. The senior leadership in my department sets a good example for employees	88%	82%	<b>75%</b>	-6%	<b>-7</b>
A31. The senior leadership in my department provides clear direction	88%	77%	<b>63%</b>	-11%	<b>-14</b>
A32. The senior leadership in my department makes timely decisions	94%	77%	<b>63%</b>	-17%	<b>-14</b>
A33. Essential information flows effectively from senior leadership to staff	81%	71%	<b>69%</b>	-10%	<b>-2</b>
A34. Essential information flows effectively from staff to senior leadership	n/a	71%	<b>56%</b>	n/a	<b>-15</b>
A35. I have confidence in the senior leadership of my department	88%	82%	<b>75%</b>	-6%	<b>-7</b>
<b>My direct report and manager</b>					
A19. The person I report to considers my work-related ideas	94%	100%	<b>71%</b>	6%	<b>-29</b>
A20. I receive recognition from the person I report to for a job well done	69%	89%	<b>65%</b>	20%	<b>-24</b>
A21. The person I report to gives me feedback about my work performance	75%	89%	<b>71%</b>	14%	<b>-18</b>
A24. The person I report to manages conflict in my work unit	81%	81%	<b>81%</b>	0%	<b>0</b>
A25. I am satisfied with the quality of supervision I receive	88%	89%	<b>65%</b>	1%	<b>-24</b>
A26. Essential information flows effectively from management in my work unit to staff	n/a	77%	<b>59%</b>	n/a	<b>-18</b>

## Appendix B-Intergovernmental Affairs: Trend Results 2009-2015

	2009	2013	2015	09 to '13	13 to '15
<b>Pillar 2- Talent Index</b>	66%	81%	58%	15%	<b>-23</b>
<b>Learning, development and opportunities</b>					
A40. I have access to the right training opportunities	94%	89%	<b>57%</b>	-5%	<b>-32</b>
A41. I have adequate opportunities to develop my skills	n/a	72%	<b>57%</b>	n/a	<b>-15</b>
A42. My organization supports my work-related learning and development	88%	89%	<b>79%</b>	1%	<b>-10</b>
<b>Staffing and performance planning</b>					
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	n/a	77%	<b>62%</b>	n/a	<b>-15</b>
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	75%	78%	<b>62%</b>	3%	<b>-16</b>
A22. My most recent performance plan helped me achieve my work goals	n/a	83%	<b>40%</b>	n/a	<b>-43</b>
A23. My most recent performance plan is helping me work towards my career goals	n/a	83%	<b>40%</b>	n/a	<b>-43</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	50%	<b>43%</b>	n/a	<b>-7</b>
A48. I have opportunities for career growth within the Government of Nova Scotia	44%	72%	<b>36%</b>	28%	<b>-36</b>

## Appendix B-Intergovernmental Affairs: Trend Results 2009-2015

	2009	2013	2015	09 to '13	13 to '15
<b>Pillar 3- Workplace Culture Index*</b>	85%	81%	56%	-3%	<b>-26</b>
<b>My team</b>					
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	81%	67%	<b>56%</b>	-14%	<b>-11</b>
A18. I have a positive working relationship with my coworkers	88%	100%	<b>61%</b>	12%	<b>-39</b>
<b>Empowerment</b>					
A09. Innovation is valued in my work	88%	61%	<b>39%</b>	-27%	<b>-22</b>
A10. I feel free to suggest innovative ideas	94%	72%	<b>72%</b>	-22%	<b>0</b>
A11. I have the freedom to make decisions to do my job well	n/a	61%	<b>55%</b>	n/a	<b>-6</b>
A12. I have the opportunities to provide input into decisions that affect my work	94%	72%	<b>61%</b>	-22%	<b>-11</b>
<b>Recognition</b>					
A37. My department does a good job formally recognizing its employees	n/a	72%	<b>47%</b>	n/a	<b>-25</b>
A38. I receive meaningful recognition for work well done	81%	83%	<b>53%</b>	2%	<b>-30</b>
A39. I feel valued for my contributions at work	94%	78%	<b>56%</b>	-16%	<b>-22</b>
<b>Quality Work Life</b>					
A56. I have support at work to balance my work and personal life	75%	89%	<b>60%</b>	14%	<b>-29</b>
A58. I feel safe working in my job	94%	94%	<b>80%</b>	0%	<b>-14</b>
A59. My department creates a healthy work environment for its employees	100%	89%	<b>67%</b>	-11%	<b>-22</b>
A61. My work-related stress is manageable	81%	56%	<b>67%</b>	-25%	<b>+11</b>
<b>Diverse, inclusive and respectful environment</b>					
A63. My Department values diversity	88%	77%	<b>53%</b>	-11%	<b>-24</b>
A65. Employees in my department respect individual differences	81%	78%	<b>67%</b>	-3%	<b>-11</b>
A66. I am treated respectfully at work	81%	83%	<b>60%</b>	2%	<b>-23</b>

## Appendix B-Intergovernmental Affairs: Trend Results 2009-2015

	2009	2013	2015	09 to '13	13 to '15
<b>Pillar 4- Job Capacity Index</b>	94%	78%	70%	-16%	<b>-9</b>
<b>My Job</b>					
A01. My job is a good fit for my skills and interests	88%	78%	<b>72%</b>	-10%	<b>-6</b>
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	89%	<b>67%</b>	n/a	<b>-22</b>
<b>My Job Supports</b>					
A05. I am provided with the communication I need to do my job well	100%	67%	<b>55%</b>	-33%	<b>-12</b>
A06. I am provided with the equipment and resources I need to do my job well	94%	94%	<b>78%</b>	0%	<b>-16</b>
A07. My workload is manageable	69%	78%	<b>72%</b>	9%	<b>-6</b>
A08. I have support at work to provide a high level of service	100%	78%	<b>67%</b>	-22%	<b>-11</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	28%	<b>25%</b>	n/a	<b>-3</b>
<b>Compensation and benefits</b>					
A50. I am compensated fairly	50%	78%	<b>53%</b>	28%	<b>-25</b>
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	78%	<b>53%</b>	n/a	<b>-25</b>
A52. I am satisfied with my pension	n/a	83%	<b>53%</b>	n/a	<b>-30</b>

## Appendix B-Intergovernmental Affairs: Trend Results 2009-2015

	2009	2013	2015	09 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	75%	61%	60%	-14%	-1
<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>	6%	0%	11%	-6%	+11
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	19%	30%	22%	11%	-8
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	38%	30%	11%	-8%	-19
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	38%	40%	56%	2%	+16
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	22%	25%	n/a	+3
<i>Retiring from the work force</i>	6%	33%	50%	27%	+17
<i>Moving for personal reasons</i>	n/a	0%	13%	n/a	+13
<i>End of term contract or temporary assignment</i>	n/a	0%	0%	n/a	0
<i>Returning to school</i>	n/a	11%	0%	n/a	-11
<i>Prefer not to say or other</i>	n/a	11%	12%	n/a	+1
<b>Bullying and harassment</b>					
D01. During the past 12 months have experienced harassment/bullying behaviour at work	31%	19%	20%	-12%	+1
<b>Discrimination</b>					
D02. During the past 12 months have experienced discrimination behaviour at work	13%	6%	6%	-7%	0