



Employee Engagement Survey

Internal Services

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 Internal Services 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:

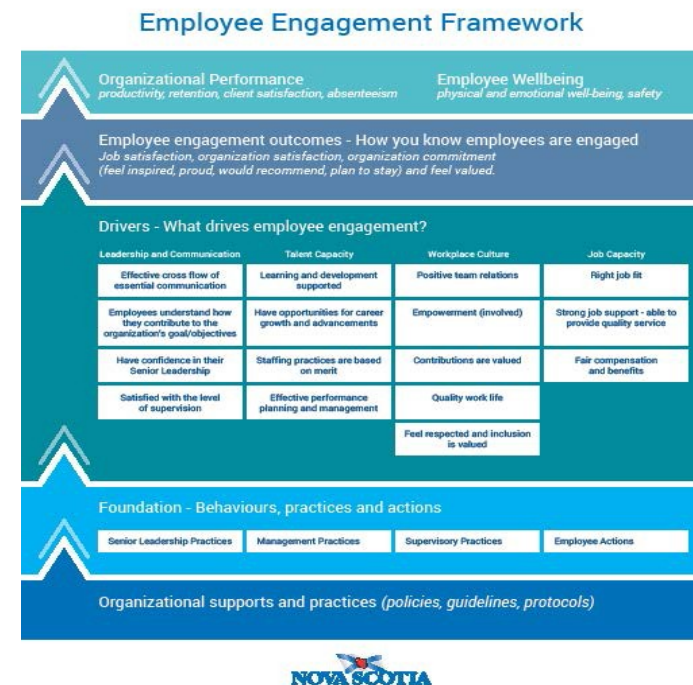
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

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 **55**.
There are no comparison as this department was created after the 2013 survey.

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 | 56% |
| Satisfied with my department | 43% |
| Satisfied with work as Government of Nova Scotia employee | 58% |
| Proud to tell people they work for the Government of Nova Scotia | 56% |
| Inspired to give their best | 63% |
| Would recommend the Government of Nova Scotia as a great place to work | 49% |
| 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 | 44% |

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 | 48% |
| Pillar 2- Talent Index | 41% |
| Pillar 3- Workplace Culture Index | 56% |
| Pillar 4- Job capacity Index | 64% |

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

- Team
- Diverse, inclusive and respectful environment
- Job Fit (Work)
- Compensation and benefits

Opportunities to Build (51-60% agreement)

- Clear direction and expectations
- Direct supervisory and management
- Empowerment
- Quality work life
- Job supports

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

- Senior leadership and communication
- Learning and development
- Career growth and advancement
- Staffing and performance management
- Recognition
- 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 | 35% |
|--|-----|

Future intentions

Employee stated retention intentions

| | |
|---|------------|
| <i>I intend to stay with the Government of Nova Scotia for 2 years or less</i> | 12% |
| <i>I intend to stay with the Government of Nova Scotia for 3-5 years</i> | 23% |
| <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> | 41% |

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> | 31% |
| <i>Retiring from the work force</i> | 44% |
| <i>Moving for personal reasons</i> | 3% |
| <i>End of term contract or temporary assignment</i> | 4% |
| <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 | 21% |
|--|-----|

Discrimination

| | |
|--|----|
| During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work | 7% |
|--|----|

Appendix A-Internal Services 2015 detail results

| | Gov Overall | Department Overall |
|--|-------------|--|
| Employee engagement index | 60 | 55 |
| Quality Environment Drivers and Indices: | | |
| Pillar 1- Leadership Index | 55 |  48 |
| Organizational direction and expectations | 70 | 59 |
| Leadership and organizational communication | 44 |  35 |
| Direct supervisor and manager | 60 | 57 |
| Pillar 2- Talent Index | 47 |  41 |
| Learning and development | 52 |  44 |
| Career growth and opportunities | 41 |  35 |
| Staffing and performance planning | 40 |  36 |
| Pillar 3- Workplace Culture Index | 61 | 56 |
| Team (co-worker relationship) | 66 |  62 |
| Empowerment (includes employee involvement and innovation) | 56 | 52 |
| Recognition | 41 |  33 |
| Quality Work Life (includes safe, healthy and mental well-being) | 61 | 59 |
| Diverse, inclusive and respectful environment | 65 |  61 |
| Pillar 4- Job Capacity Index | 69 |  64 |
| Work | 70 |  63 |
| Job Supports | 55 | 55 |
| Orientation | 62 |  49 |
| Compensation and benefits | 62 |  64 |

Internal Services 2015 results

| | Gov Overall | Department Overall |
|--|-------------|--|
| Employee engagement index | 60 | 55 |
| Employee engagement | | |
| Employees are satisfied with my job | 66 | 56 |
| Employees are satisfied with their department | 55 |  43 |
| Overall, employees are satisfied with their work as Government of Nova Scotia employee | 66 | 58 |
| Proud to tell people they work for the Government of Nova Scotia | 59 | 56 |
| Inspired to give their best | 66 |  63 |
| Would recommend the Government of Nova Scotia as a great place to work | 53 |  49 |
| Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere | 58 |  60 |
| Overall, feel valued as a Government of Nova Scotia employee | 47 |  44 |

Internal Services 2015 results

Gov Overall

Department
Overall

Pillar 1- Leadership Index

Organizational direction and expectation

| | | |
|--|----|------|
| Employees have a clear understanding of work and what is expected of them | 79 | ✓ 73 |
| Employees have a clear understanding of their department's priorities | 63 | ✗ 49 |
| Employees know how their work contributes to the achievement of their department's goals | 68 | 56 |

Leadership and organizational communication

| | | |
|---|----|------|
| The department senior leadership are genuinely interested in their well-being | 45 | ✗ 36 |
| The department senior leadership sets a good example for employees | 46 | ✗ 39 |
| The department senior leadership provides clear direction | 42 | ✗ 33 |
| The department senior leadership makes timely decisions | 37 | ✗ 27 |
| Essential information flows effectively from senior leadership to staff | 39 | ✗ 33 |
| Essential information flows effectively from staff to senior leadership | 41 | ✗ 28 |
| Have confidence in the department senior leadership | 47 | ✗ 39 |
| Have confidence in their senior leader | 52 | ✗ 43 |

Direct supervisor and manager

| | | |
|---|----|------|
| The person they report to considers their work-related ideas | 73 | ✓ 74 |
| 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 | 59 |
| The person they report to manages conflict in their work unit | 48 | ✗ 44 |
| Employees satisfied with the quality of supervision they receive | 64 | ✓ 64 |
| Essential information flows effectively from management in their work unit to staff | 49 | ✗ 42 |
| Employees feel trusted by their management | 63 | ✓ 60 |
| Employees have confidence in their management team | 55 | ✗ 47 |






Internal Services 2015 results

Gov Overall





Department
Overall

Pillar 2- Talent Index



Learning and development

| | | |
|--|----|--|
| Employees have access to the right training and development opportunities | 52 |  43 |
| Employees have adequate opportunities to develop their skills | 49 |  42 |
| Organization supports employees work-related learning and development | 55 |  48 |
| Learning and development activities completed in the past 2 years have helped to improve their performance | 55 |  47 |
| Learning and development activities completed helped them to develop their career | 51 |  42 |

Staffing and performance planning

| | | |
|--|----|--|
| In their department, hiring, promotion and other staffing processes are free from favouritism | 39 |  35 |
| In their department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience | 42 |  36 |
| Most recent performance plan helped employees achieve their work goals | 42 |  31 |
| Most recent performance plan is helping employees work towards their career goals | 37 |  27 |

Career growth and opportunities

| | | |
|---|----|---|
| Employees are satisfied with the way their career growth and advancement is progressing with the Government of Nova Scotia. | 44 |  36 |
| Employee have opportunities for career growth within the Government of Nova Scotia | 38 |  33 |

Internal Services 2015 results

| | Gov Overall | Department Overall |
|---|-------------|--------------------|
| Pillar 3- Workplace Culture Index | | |
| Team | | |
| A healthy atmosphere (e.g. trust, mutual respect) exists in their work unit | 59 | 56 |
| Members of their team communicate effectively with each other | 60 | 55 |
| Employees have a positive working relationship with their coworkers | 80 | ✓ 76 |
| Empowerment | | |
| Innovation is valued in their work | 50 | 🚩 46 |
| Employees feel free to suggest innovative ideas | 62 | 58 |
| Employees have the freedom to make decisions to do their job well | 57 | 54 |
| Employees have the opportunities to provide input into decisions that affect their work | 56 | 🚩 50 |
| Recognition | | |
| Department does a good job formally recognizing its employees | 35 | 🚩 26 |
| Employees receive meaningful recognition for work well done | 41 | 🚩 33 |
| Employees feel valued for their contributions at work | 47 | 🚩 40 |
| Quality Work Life | | |
| Employees have support at work to balance my work and personal life | 65 | ✓ 63 |
| If applicable, employees flexible work arrangement helps me achieve balance in my work and personal life | 68 | ✓ 68 |
| Employees feel safe working in their job | 77 | ✓ 83 |
| 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 | 🚩 43 |
| Employees work-related stress is manageable | 58 | 57 |
| Employees would describe my workplace as healthy, safe and supportive of employees' emotional well-being | 51 | 🚩 47 |
| Diverse, inclusive and respectful environment | | |
| Department values diversity | 66 | ✓ 61 |
| In department, policies and practices are fair and equitable | 59 | 57 |
| Employees in department respect individual differences | 67 | ✓ 66 |
| Employees feel they are treated respectfully at work | 73 | ✓ 70 |
| In department, the opinions and perspective of people from diverse backgrounds are considered in the enhancement of employees' work tasks and practices | 60 | 53 |

Internal Services 2015 results

Gov Overall
Department
Overall

Pillar 4- Job Capacity Index

Work

| | | |
|--|----|------|
| Employees' job is a good fit for their skills and interests | 82 | ✓ 73 |
| Employees have a choice in deciding how they do my work | 65 | ✓ 62 |
| In department, I have opportunities to implement ideas to improve their work | 62 | 55 |
| Employees work gives them a sense of personal accomplishment | 70 | ✓ 63 |

Job Supports

| | | |
|--|----|------|
| Employees are provided with the communication they need to do their job well | 51 | 🚩 46 |
| Employees are provided with the equipment and resources they need to do their job well | 58 | 55 |
| Employees' workload is manageable | 57 | ✓ 62 |
| Employees' have support at work to provide a high level of service | 55 | 55 |

Orientation

| | | |
|---|----|------|
| If I have been employed less than 2 years or started a new job in the last 2 years, received an orientation | 62 | 🚩 49 |
|---|----|------|

Compensation and benefits

| | | |
|--|----|------|
| Employees feel they are compensated fairly | 54 | 54 |
| Employees are satisfied with their benefits (e.g. health, dental, LTD) | 72 | ✓ 74 |
| Employees are satisfied with their pension | 61 | ✓ 65 |

Internal Services 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 | 35 |
| Confident that managers where they work will take actions to resolve issues in this survey | 47 | 48 |
| Future intentions | | |
| The following statements reflects employees intention to stay with Government of NS | | |
| <i>Intend to stay with the Government of Nova Scotia for 2 years or less</i> | 12 | 12 |
| <i>Intend to stay with the Government of Nova Scotia for 3-5 years</i> | 20 | 23 |
| <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 | 41 |
| 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 | 31 |
| <i>Retiring from the work force</i> | 49 | 44 |
| <i>Moving for personal reasons</i> | 3 | 3 |
| <i>End of term contract or temporary assignment</i> | 3 | 4 |
| <i>Returning to school</i> | 1 | 0 |
| <i>Other</i> | 17 | 18 |
| Bullying and harassment | | |
| During the past 12 months have experienced harassment/bullying behaviour at work. | 19 | 21 |
| Discrimination | | |
| During the past 12 months have experienced discrimination behaviour at work. | 6 | 7 |