



# Employee Engagement Survey

Justice

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 Justice results for the participating permanent<sup>2</sup>, contract and term employees. The Department response rate was 41%.

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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:

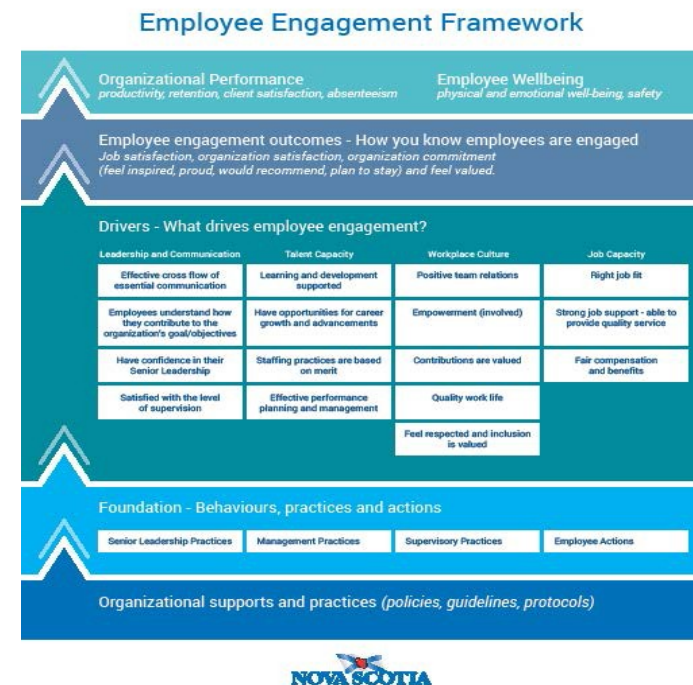
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

# 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).

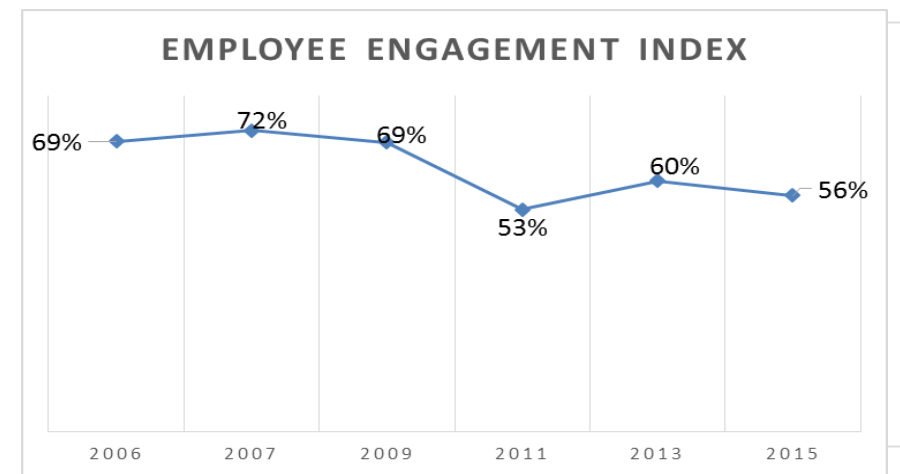
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



## 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	62%
Satisfied with my department	49%
Satisfied with work as Government of Nova Scotia employee	62%
Proud to tell people they work for the Government of Nova Scotia	59%
Inspired to give their best	62%
Would recommend the Government of Nova Scotia as a great place to work	52%
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	54%
Overall, feel valued as a Government of Nova Scotia employee	41%

## *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	50%
Pillar 2- Talent Index	38%
Pillar 3- Workplace Culture Index	51%
Pillar 4- Job capacity Index	63%

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

- Clear direction and expectations
- Job Fit (Work)
- Orientation

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

- Direct supervisory and management
- Team
- Diverse, inclusive and respectful environment
- Compensation and benefits

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

- Senior leadership and communication
- Learning and development
- Career growth and advancement
- Staffing and performance management
- Empowerment
- Recognition
- Quality work life
- Job supports

# Summary

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## **Strengths maintained or have grown**

- Work
- Orientation
- Satisfaction with benefits

## **Strengths (declined)**

- Clear expectations and direction

## **Opportunities & Concerns that have been improving**

- Satisfaction with pension
- Fairness in compensation
- Career growth and advancement

## **Opportunities & Concerns maintained or declined**

- Direct supervisory and management
- Team
- Diverse, inclusive and respectful environment
- Senior leadership and communication
- Learning and development
- Staffing and performance planning
- Empowerment
- Recognition
- Quality work life
- 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	<b>35%</b>
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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>	<b>11%</b>
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	<b>18%</b>
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	<b>25%</b>
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	<b>46%</b>

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>	<b>20%</b>
<i>Retiring from the work force</i>	<b>54%</b>
<i>Moving for personal reasons</i>	<b>3%</b>
<i>End of term contract or temporary assignment</i>	<b>3%</b>
<i>Returning to school</i>	<b>2%</b>
<i>Prefer not to say or other</i>	<b>18%</b>















## **Bullying and harassment**

During the past 12 months the percentage of employees who stated they have experienced harassment/bullying behaviour at work	<b>26%</b>
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## **Discrimination**

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work	<b>10%</b>
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## Appendix A-Justice 2015 detail results

	Gov Overall	Department Overall
<b>Employee engagement index</b>	60	56
<b>Quality Environment Drivers and Indices:</b>		
Pillar 1- Leadership Index	55	 50
Organizational direction and expectations	70	 71
Leadership and organizational communication	44	 39
Direct supervisor and manager	60	51
Pillar 2- Talent Index	47	 38
Learning and development	52	 40
Career growth and opportunities	41	 39
Staffing and performance planning	40	 31
Pillar 3- Workplace Culture Index	61	51
Team (co-worker relationship)	66	56
Empowerment (includes employee involvement and innovation)	56	 47
Recognition	41	 34
Quality Work Life (includes safe, healthy and mental well-being)	61	 48
Diverse, inclusive and respectful environment	65	54
Pillar 4- Job Capacity Index	69	 63
Work	70	 65
Job Supports	55	 48
Orientation	62	 63
Compensation and benefits	62	58












## Justice 2015 results

	Gov Overall	Department Overall
<b>Employee engagement index</b>	60	56
<b>Employee engagement</b>		
Employees are satisfied with my job	66	✓ 62
Employees are satisfied with their department	55	✗ 49
Overall, employees are satisfied with their work as Government of Nova Scotia employee	66	✓ 62
Proud to tell people they work for the Government of Nova Scotia	59	59
Inspired to give their best	66	✓ 62
Would recommend the Government of Nova Scotia as a great place to work	53	52
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	54
Overall, feel valued as a Government of Nova Scotia employee	47	✗ 41



















## Justice 2015 results

	Gov Overall	Department Overall
<b>Pillar 1- Leadership Index</b>		
<b>Organizational direction and expectation</b>		
Employees have a clear understanding of work and what is expected of them	79	✓ 83
Employees have a clear understanding of their department's priorities	63	✓ 63
Employees know how their work contributes to the achievement of their department's goals	68	✓ 66
<b>Leadership and organizational communication</b>		
The department senior leadership are genuinely interested in their well-being	45	✗ 41
The department senior leadership sets a good example for employees	46	✗ 40
The department senior leadership provides clear direction	42	✗ 40
The department senior leadership makes timely decisions	37	✗ 33
Essential information flows effectively from senior leadership to staff	39	✗ 37
Essential information flows effectively from staff to senior leadership	41	✗ 39
Have confidence in the department senior leadership	47	✗ 40
Have confidence in their senior leader	52	✗ 43
<b>Direct supervisor and manager</b>		
The person they report to considers their work-related ideas	73	✓ 63
Employees receive recognition from the person they report to for a job well done	65	56
The person they report to gives employees feedback about their work performance	61	54
The person they report to manages conflict in their work unit	48	✗ 41
Employees satisfied with the quality of supervision they receive	64	55
Essential information flows effectively from management in their work unit to staff	49	✗ 40
Employees feel trusted by their management	63	53
Employees have confidence in their management team	55	✗ 43

## Justice 2015 results

	Gov Overall	Department Overall
<b>Pillar 2- Talent Index</b>		
<b>Learning and development</b>		
Employees have access to the right training and development opportunities	52	 38
Employees have adequate opportunities to develop their skills	49	 34
Organization supports employees work-related learning and development	55	 40
Learning and development activities completed in the past 2 years have helped to improve their performance	55	 43
Learning and development activities completed helped them to develop their career	51	 43
<b>Staffing and performance planning</b>		
In their department, hiring, promotion and other staffing processes are free from favouritism	39	 29
In their department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	 33
Most recent performance plan helped employees achieve their work goals	42	 34
Most recent performance plan is helping employees work towards their career goals	37	 29
<b>Career growth and opportunities</b>		
Employees are satisfied with the way their career growth and advancement is progressing with the Government of Nova Scotia.	44	 42
Employee have opportunities for career growth within the Government of Nova Scotia	38	 35

## Justice 2015 results

	Gov Overall	Department Overall
<b>Pillar 3- Workplace Culture Index</b>		
<b>Team</b>		
A healthy atmosphere (e.g. trust, mutual respect) exists in their work unit	59	 46
Members of their team communicate effectively with each other	60	52
Employees have a positive working relationship with their coworkers	80	 71
<b>Empowerment</b>		
Innovation is valued in their work	50	 40
Employees feel free to suggest innovative ideas	62	 50
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	 47
<b>Recognition</b>		
Department does a good job formally recognizing its employees	35	 31
Employees receive meaningful recognition for work well done	41	 33
Employees feel valued for their contributions at work	47	 38
<b>Quality Work Life</b>		
Employees have support at work to balance my work and personal life	65	54
If applicable, employees flexible work arrangement helps me achieve balance in my work and personal life	68	 60
Employees feel safe working in their job	77	 62
Department creates a healthy work environment for its employees	58	 41
Department creates a work environment that supports and cares about employees' emotional well-being	49	 36
Employees work-related stress is manageable	58	 46
Employees would describe my workplace as healthy, safe and supportive of employees' emotional well-being	51	 36
<b>Diverse, inclusive and respectful environment</b>		
Department values diversity	66	58
In department, policies and practices are fair and equitable	59	 47
Employees in department respect individual differences	67	55
Employees feel they are treated respectfully at work	73	 61
In department, the opinions and perspective of people from diverse backgrounds are considered in the enhancement of employees' work tasks and practices	60	 50



## Justice 2015 results

	Gov Overall	Department Overall
<b>Pillar 4- Job Capacity Index</b>		
<b>Work</b>		
Employees' job is a good fit for their skills and interests	82	✓ 82
Employees have a choice in deciding how they do my work	65	56
In department, I have opportunities to implement ideas to improve their work	62	55
Employees work gives them a sense of personal accomplishment	70	✓ 67
<b>Job Supports</b>		
Employees are provided with the communication they need to do their job well	51	🚩 47
Employees are provided with the equipment and resources they need to do their job well	58	🚩 45
Employees' workload is manageable	57	54
Employees' have support at work to provide a high level of service	55	🚩 44
<b>Orientation</b>		
If I have been employed less than 2 years or started a new job in the last 2 years, received an orientation	62	✓ 63
<b>Compensation and benefits</b>		
Employees feel they are compensated fairly	54	51
Employees are satisfied with their benefits (e.g. health, dental, LTD)	72	✓ 67
Employees are satisfied with their pension	61	55

## Justice 2015 results

	Gov Overall	Department Overall
<b>Taking action</b>		
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	37
<b>Future intentions</b>		
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	11
<i>Intend to stay with the Government of Nova Scotia for 3-5 years</i>	20	18
<i>Intend to stay with the Government of Nova Scotia for 6-10 years</i>	24	25
<i>Intend to stay with the Government of Nova Scotia for 11 years or more</i>	44	46
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	20
<i>Retiring from the work force</i>	49	54
<i>Moving for personal reasons</i>	3	3
<i>End of term contract or temporary assignment</i>	3	3
<i>Returning to school</i>	1	2
<i>Other</i>	17	18
<b>Bullying and harassment</b>		
During the past 12 months have experienced harassment/bullying behaviour at work.	19	26
<b>Discrimination</b>		
During the past 12 months have experienced discrimination behaviour at work.	6	10

## Appendix B-Department of Justice: Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
<b>Employee Engagement Index</b>	69%	72%	69%	53%	60%	<b>56%</b>	3%	-3%	-16%	7%	<b>-4</b>
<b>Quality Work Environment (Driver indices)</b>											
Pillar 1- Leadership Index	n/a	58%	59%	46%	55%	<b>50%</b>	n/a	0%	-12%	9%	<b>-5</b>
Pillar 2- Talent Index	49%	49%	60%	41%	42%	<b>38%</b>	1%	11%	-19%	1%	<b>-4</b>
Pillar 3- Workplace Culture Index	n/a	n/a	69%	52%	56%	<b>51%</b>	n/a	n/a	-17%	4%	<b>-5</b>
Pillar 4- Job capacity Index	75%	75%	78%	64%	71%	<b>63%</b>	1%	3%	-15%	8%	<b>-8</b>
<b>Employee Engagement</b>											
B01. I am satisfied with my job	68%	69%	78%	51%	68%	<b>62%</b>	1%	9%	-27%	17%	<b>-6</b>
B02. I am satisfied with my department	65%	65%	59%	39%	49%	<b>49%</b>	0%	-6%	-20%	10%	<b>0</b>
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	78%	76%	80%	58%	65%	<b>62%</b>	-2%	4%	-22%	7%	<b>-3</b>
B04. I am proud when I tell I work for the Government of Nova Scotia	66%	73%	72%	57%	61%	<b>59%</b>	7%	-1%	-15%	4%	<b>-2</b>
B05. I am inspired to give my best	79%	76%	76%	59%	67%	<b>62%</b>	-3%	0%	-17%	8%	<b>-5</b>
B06. I would recommend the Government of Nova Scotia as a great place to work	69%	71%	65%	49%	55%	<b>52%</b>	2%	-6%	-16%	6%	<b>-3</b>
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58%	70%	62%	56%	62%	<b>54%</b>	12%	-8%	-6%	6%	<b>-8</b>
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	n/a	n/a	n/a	43%	<b>41%</b>	n/a	n/a	n/a	n/a	<b>-2</b>

## Department of Justice: Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
<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	n/a	n/a	89%	78%	83%	<b>83%</b>	n/a	n/a	-11%	5%	<b>0</b>
A15. I know how my work contributes to the achievement of my department's goals	79%	72%	76%	64%	68%	<b>66%</b>	-7%	4%	-12%	4%	<b>-2</b>
<b>My leadership and organizational communication</b>											
A29. The senior leadership in my department are genuinely interested in my well-being	n/a	51%	46%	35%	47%	<b>41%</b>	n/a	-5%	-11%	12%	<b>-6</b>
A30. The senior leadership in my department sets a good example for employees	54%	50%	47%	35%	46%	<b>40%</b>	-4%	-3%	-12%	11%	<b>-6</b>
A31. The senior leadership in my department provides clear direction	n/a	50%	47%	33%	45%	<b>40%</b>	n/a	-3%	-14%	12%	<b>-5</b>
A32. The senior leadership in my department makes timely decisions	n/a	38%	37%	27%	41%	<b>33%</b>	n/a	-1%	-10%	14%	<b>-8</b>
A33. Essential information flows effectively from senior leadership to staff	n/a	47%	45%	30%	44%	<b>37%</b>	n/a	-2%	-15%	14%	<b>-7</b>
A34. Essential information flows effectively from staff to senior leadership	n/a	n/a	n/a	37%	46%	<b>39%</b>	n/a	n/a	n/a	9%	<b>-7</b>
A35. I have confidence in the senior leadership of my department	54%	53%	48%	35%	47%	<b>40%</b>	-1%	-5%	-13%	12%	<b>-7</b>
<b>My direct report and manager</b>											
A19. The person I report to considers my work-related ideas	57%	73%	75%	55%	65%	<b>63%</b>	16%	2%	-20%	10%	<b>-2</b>
A20. I receive recognition from the person I report to for a job well done	68%	57%	64%	46%	51%	<b>56%</b>	-11%	7%	-18%	5%	<b>+5</b>
A21. The person I report to gives me feedback about my work performance	71%	63%	69%	53%	60%	<b>54%</b>	-8%	6%	-16%	7%	<b>-6</b>
A24. The person I report to manages conflict in my work unit	56%	46%	51%	45%	51%	<b>41%</b>	-10%	5%	-6%	6%	<b>-10</b>
A25. I am satisfied with the quality of supervision I receive	n/a	61%	65%	56%	60%	<b>55%</b>	n/a	4%	-9%	4%	<b>-5</b>
A26. Essential information flows effectively from management in my work unit to staff	n/a	n/a	n/a	n/a	50%	<b>40%</b>	n/a	n/a	n/a	n/a	<b>-10</b>

## Department of Justice: Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
<b>Pillar 2- Talent Index</b>	49%	49%	60%	41%	42%	38%	1%	11%	-19%	1%	-4
<b>Learning and development</b>											
A40. I have to access the right training opportunities	78%	76%	71%	50%	51%	38%	-2%	-5%	-21%	1%	-13
A41. I have adequate opportunities to develop my skills	n/a	n/a	n/a	n/a	42%	34%	n/a	n/a	n/a	n/a	-8
A42. My organization supports my work-related learning and development	52%	54%	68%	46%	52%	40%	2%	14%	-22%	6%	-12
<b>Staffing and performance planning</b>											
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	n/a	n/a	n/a	22%	34%	29%	n/a	n/a	n/a	12%	-5
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	35%	39%	49%	35%	45%	33%	4%	10%	-14%	10%	-12
A22. My most recent performance plan helped me achieve my work goals	n/a	n/a	n/a	n/a	56%	34%	n/a	n/a	n/a	n/a	-22
A23. My most recent performance plan is helping me work towards my career goals	n/a	n/a	n/a	n/a	51%	29%	n/a	n/a	n/a	n/a	-22
<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	n/a	n/a	32%	34%	42%	n/a	n/a	n/a	2%	+8
A48. I have opportunities for career growth within the Government of Nova Scotia	45%	44%	52%	36%	31%	35%	-1%	8%	-16%	-5%	+4

## Department of Justice: Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
<b>Pillar 3- Workplace Culture Index*</b>			69%	52%	56%	51%	n/a	n/a	-17%	4%	<b>-5</b>
<b>My team</b>											
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	n/a	n/a	57%	48%	48%	<b>46%</b>	n/a	n/a	-9%	0%	<b>-2</b>
A18. I have a positive working relationship with my coworkers	87%	85%	91%	77%	81%	<b>71%</b>	-2%	6%	-14%	4%	<b>-10</b>
<b>Empowerment</b>											
A09. Innovation is valued in my work	n/a	59%	59%	39%	45%	<b>40%</b>	n/a	0%	-20%	6%	<b>-5</b>
A10. I feel free to suggest innovative ideas	n/a	n/a	73%	54%	55%	<b>50%</b>	n/a	n/a	-19%	1%	<b>-5</b>
A11. I have the freedom to make decisions to do my job well	n/a	n/a	n/a	n/a	55%	<b>50%</b>	n/a	n/a	n/a	n/a	<b>-5</b>
A12. I have the opportunities to provide input into decisions that affect my work	69%	68%	69%	46%	49%	<b>47%</b>	-1%	1%	-23%	3%	<b>-2</b>
<b>Recognition</b>											
A37. My department does a good job formally recognizing its employees	n/a	n/a	n/a	n/a	30%	<b>31%</b>	n/a	n/a	n/a	n/a	<b>+1</b>
A38. I receive meaningful recognition for work well done	57%	48%	52%	36%	39%	<b>33%</b>	-9%	4%	-16%	3%	<b>-6</b>
A39. I feel valued for my contributions at work	59%	56%	60%	43%	44%	<b>38%</b>	-3%	4%	-17%	1%	<b>-6</b>
<b>Quality Work Life</b>											
A56. I have support at work to balance my work and personal life	62%	63%	65%	50%	54%	<b>54%</b>	1%	2%	-15%	4%	<b>0</b>
A58. I feel safe working in my job	77%	76%	74%	57%	71%	<b>62%</b>	-1%	-2%	-17%	14%	<b>-9</b>
A59. My department creates a healthy work environment for its employees	n/a	67%	63%	40%	45%	<b>41%</b>	n/a	-4%	-23%	5%	<b>-4</b>
A61. My work-related stress is manageable	n/a	n/a	72%	47%	56%	<b>46%</b>	n/a	n/a	-25%	9%	<b>-10</b>
<b>Diverse, inclusive and respectful environment</b>											
A63. My Department values diversity	65%	64%	67%	51%	61%	<b>58%</b>	-1%	3%	-16%	10%	<b>-3</b>
A65. Employees in my department respect individual differences	70%	72%	64%	54%	54%	<b>55%</b>	2%	-8%	-10%	0%	<b>+1</b>
A66. I am treated respectfully at work	n/a	n/a	77%	63%	66%	<b>61%</b>	n/a	n/a	-14%	3%	<b>-5</b>

## Department of Justice: Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
<b>Pillar 4- Job Capacity Index</b>	75%	75%	78%	64%	71%	63%	1%	3%	-15%	8%	-8
<b>My Job</b>											
A01. My job is a good fit for my skills and interests	77%	80%	88%	79%	84%	82%	3%	8%	-9%	5%	-2
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	n/a	n/a	n/a	51%	55%	n/a	n/a	n/a	n/a	+4
<b>My Job Supports</b>											
A05. I am provided with the communication I need to do my job well	76%	67%	68%	50%	53%	47%	-9%	1%	-18%	3%	-6
A06. I am provided with the equipment and resources I need to do my job well	75%	71%	68%	59%	65%	45%	-4%	-3%	-9%	6%	-20
A07. My workload is manageable	n/a	n/a	69%	50%	60%	54%	n/a	n/a	-19%	10%	-6
A08. I have support at work to provide a high level of service	72%	70%	68%	48%	58%	44%	-2%	-2%	-20%	10%	-14
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	n/a	n/a	18%	0%	n/a	n/a	n/a	n/a	-18
<b>Compensation and benefits</b>											
A50. I am compensated fairly	46%	50%	57%	41%	48%	51%	4%	7%	-16%	7%	+3
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	n/a	n/a	n/a	61%	67%	n/a	n/a	n/a	n/a	+6
A52. I am satisfied with my pension	n/a	n/a	n/a	n/a	51%	55%	n/a	n/a	n/a	n/a	+4

## Department of Justice: Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	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	42%	39%	39%	23%	46%	<b>35%</b>	-3%	0%	-16%	23%	<b>-11</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>	3%	0%	6%	12%	10%	<b>11%</b>	-3%	6%	6%	-2%	<b>+1</b>
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	32%	52%	25%	19%	21%	<b>18%</b>	20%	-27%	-6%	2%	<b>-3</b>
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	34%	17%	24%	32%	24%	<b>25%</b>	-17%	7%	8%	-8%	<b>+1</b>
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	34%	31%	45%	37%	46%	<b>46%</b>	-3%	14%	-8%	9%	<b>0</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	n/a	n/a	12%	22%	<b>20%</b>	n/a	n/a	n/a	10%	<b>-2</b>
<i>Retiring from the work force</i>	16%	44%	13%	61%	40%	<b>54%</b>	28%	-31%	48%	-21%	<b>+14</b>
<i>Moving for personal reasons</i>	n/a	n/a	n/a	0%	0%	<b>3%</b>	n/a	n/a	n/a	0%	<b>+3</b>
<i>End of term contract or temporary assignment</i>	n/a	n/a	n/a	1%	3%	<b>3%</b>	n/a	n/a	n/a	2%	<b>0</b>
<i>Returning to school</i>	n/a	n/a	n/a	0%	3%	<b>2%</b>	n/a	n/a	n/a	3%	<b>-1</b>
<i>Other</i>	n/a	n/a	n/a	26%	33%	<b>18%</b>	n/a	n/a	n/a	7%	<b>-15</b>
<b>Bullying and harassment</b>											
D01. During the past 12 months have experienced harassment/bullying behaviour at work	31%	30%	35%	36%	32%	<b>26%</b>	-1%	5%	1%	-4%	<b>-6</b>
D1a. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (Asked only of those that said "yes" to question D01)											
<i>Insulting or derogatory remarks, gestures or actions</i>	n/a	n/a	n/a	n/a	27%	<b>24%</b>	n/a	n/a	n/a	n/a	-3
<i>Malicious rumours, gossip or negative innuendo</i>	n/a	n/a	n/a	n/a	18%	<b>18%</b>	n/a	n/a	n/a	n/a	0
<i>Verbal aggression and/or verbal abuse</i>	n/a	n/a	n/a	n/a	23%	<b>22%</b>	n/a	n/a	n/a	n/a	-1
<i>Isolation and/or exclusion from work-related activities</i>	n/a	n/a	n/a	n/a	11%	<b>14%</b>	n/a	n/a	n/a	n/a	+3
<i>Persistent, unwanted criticism</i>	n/a	n/a	n/a	n/a	14%	<b>13%</b>	n/a	n/a	n/a	n/a	-1
<i>Mobbing and/or swarming</i>	n/a	n/a	n/a	n/a	1%	<b>1%</b>	n/a	n/a	n/a	n/a	0
<i>Other</i>	n/a	n/a	n/a	n/a	5%	<b>4%</b>	n/a	n/a	n/a	n/a	-1
<i>Prefer not to say</i>	n/a	n/a	n/a	n/a	0%	<b>4%</b>	n/a	n/a	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	n/a	n/a	33%	39%	<b>34%</b>	n/a	n/a	n/a	6%	<b>-5</b>
<i>Person I report to</i>	n/a	n/a	n/a	24%	21%	<b>19%</b>	n/a	n/a	n/a	-3%	<b>-2</b>
<i>Another manager in your department</i>	n/a	n/a	n/a	20%	17%	<b>15%</b>	n/a	n/a	n/a	-3%	<b>-2</b>
<i>Someone you manage</i>	n/a	n/a	n/a	4%	4%	<b>6%</b>	n/a	n/a	n/a	0%	<b>+2</b>
<i>Someone who works for another part of the department</i>	n/a	n/a	n/a	3%	4%	<b>6%</b>	n/a	n/a	n/a	1%	<b>n/a</b>
<i>Someone who works for another part of the government</i>	n/a	n/a	n/a	0%	0%	<b>2%</b>	n/a	n/a	n/a	0%	<b>n/a</b>
<i>Someone who works at your workplace who is not a direct employee of the Government of Nova Scotia</i>	n/a	n/a	n/a	3%	0%	<b>1%</b>	n/a	n/a	n/a	-3%	<b>+1</b>
<i>A client</i>	n/a	n/a	n/a	9%	8%	<b>6%</b>	n/a	n/a	n/a	-1%	<b>-2</b>



## Department of Justice: Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
<i>A member of the public</i>	n/a	n/a	n/a	5%	5%	4%	n/a	n/a	n/a	0%	-1
<i>Someone else</i>	n/a	n/a	n/a	3%	3%	1%	n/a	n/a	n/a	0%	-2
<i>Prefer not to say</i>	n/a	n/a	n/a	n/a	0%	6%	n/a	n/a	n/a	n/a	+6

### Discrimination

D02. During the past 12 months have experienced discrimination behaviour at work	16%	17%	20%	13%	10%	10%	1%	3%	-7%	-3%	0
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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)

<i>Age</i>	n/a	n/a	n/a	9%	14%	8%	n/a	n/a	n/a	5%	-6
<i>Association with protected groups or individuals</i>	n/a	n/a	n/a	0%	1%	5%	n/a	n/a	n/a	1%	+4
<i>Colour</i>	n/a	n/a	n/a	8%	5%	7%	n/a	n/a	n/a	-3%	+2
<i>Creed</i>	n/a	n/a	n/a	0%	1%	0%	n/a	n/a	n/a	1%	-1
<i>Ethnic, national or aboriginal origins</i>	n/a	n/a	n/a	7%	4%	5%	n/a	n/a	n/a	-3%	+1
<i>Family status</i>	n/a	n/a	n/a	5%	5%	3%	n/a	n/a	n/a	0%	-2
<i>Gender identity/Gender expression</i>	n/a	n/a	n/a	n/a	0%	4%	n/a	n/a	n/a	n/a	+4
<i>Irrational fear of contracting an illness or disease</i>	n/a	n/a	n/a	0%	0%	1%	n/a	n/a	n/a	0%	+1
<i>Marital status</i>	n/a	n/a	n/a	4%	4%	2%	n/a	n/a	n/a	0%	-2
<i>Mental disability</i>	n/a	n/a	n/a	5%	5%	10%	n/a	n/a	n/a	0%	+5
<i>Physical disability</i>	n/a	n/a	n/a	12%	9%	7%	n/a	n/a	n/a	-3%	-2
<i>Political belief, affiliation or activity</i>	n/a	n/a	n/a	4%	2%	3%	n/a	n/a	n/a	-2%	+1
<i>Race</i>	n/a	n/a	n/a	14%	14%	6%	n/a	n/a	n/a	0%	-8
<i>Religion</i>	n/a	n/a	n/a	5%	1%	3%	n/a	n/a	n/a	-4%	+2
<i>Sex (including pregnancy and pay equity)</i>	n/a	n/a	n/a	17%	21%	15%	n/a	n/a	n/a	4%	-6
<i>Sexual orientation</i>	n/a	n/a	n/a	8%	6%	4%	n/a	n/a	n/a	-2%	-2
<i>Language, accent or other</i>	n/a	n/a	n/a	0%	0%	4%	n/a	n/a	n/a	0%	+4
<i>Prefer not to say</i>	n/a	n/a	n/a	1%	6%	13%	n/a	n/a	n/a	5%	+7

D2b. Who did you experience discrimination from in the past 12 months? (Asked only of those that said "yes" to question D02)

<i>A colleague</i>	n/a	n/a	n/a	37%	38%	26%	n/a	n/a	n/a	1%	-12
<i>The person you report to</i>	n/a	n/a	n/a	25%	24%	23%	n/a	n/a	n/a	-1%	-1
<i>Another manager in your organization</i>	n/a	n/a	n/a	24%	24%	20%	n/a	n/a	n/a	0%	-4
<i>Someone you manage</i>	n/a	n/a	n/a	0%	1%	2%	n/a	n/a	n/a	1%	+1
<i>Someone who works in another part of your department</i>	n/a	n/a	n/a	0%	0%	5%	n/a	n/a	n/a	0%	+5
<i>Someone who works for your organization</i>	n/a	n/a	n/a	4%	4%	4%	n/a	n/a	n/a	0%	0
<i>Someone who works in government workplace who is not a direct employee of government</i>	n/a	n/a	n/a	1%	1%	3%	n/a	n/a	n/a	0%	+2
<i>Client</i>	n/a	n/a	n/a	3%	4%	6%	n/a	n/a	n/a	1%	+2
<i>A member of the public</i>	n/a	n/a	n/a	4%	2%	2%	n/a	n/a	n/a	-2%	0
<i>Someone else</i>	n/a	n/a	n/a	3%	2%	1%	n/a	n/a	n/a	-1%	-1
<i>Prefer not to say</i>	n/a	n/a	n/a	0%	0%	8%	n/a	n/a	n/a	0%	+8

