



Employee Engagement Survey

Labour and Advanced Education

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 Labour and Advanced Education (LAE) results for the participating permanent², contract and term employees. The Department response rate was 79%.

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:

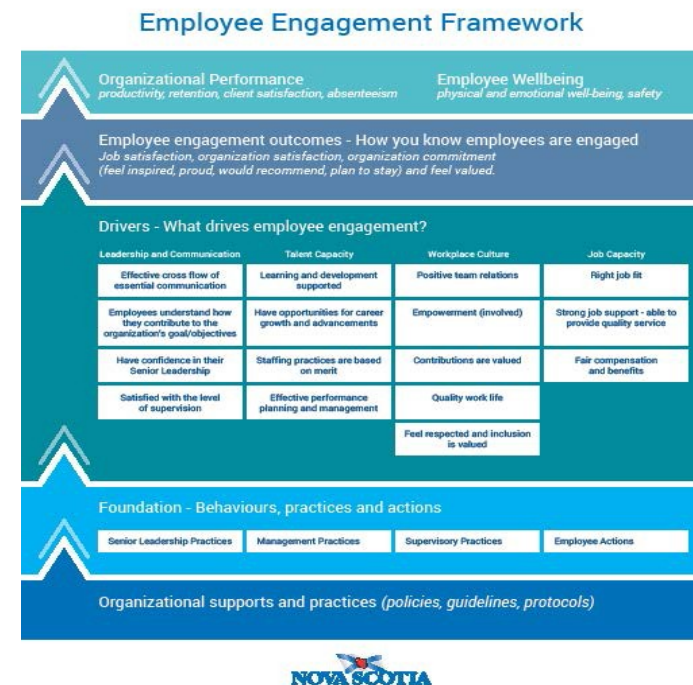
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

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).

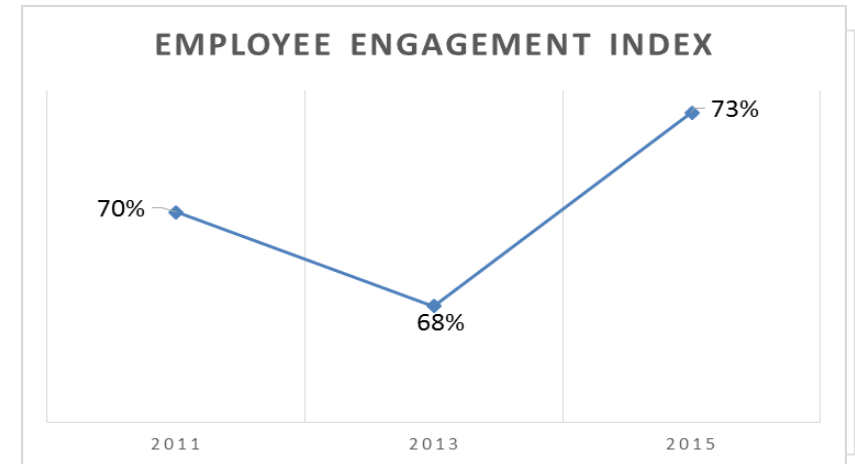
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



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 73.



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	75%
Satisfied with my department	74%
Satisfied with work as Government of Nova Scotia employee	80%
Proud to tell people they work for the Government of Nova Scotia	74%
Inspired to give their best	76%
Would recommend the Government of Nova Scotia as a great place to work	67%
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	69%
Overall, feel valued as a Government of Nova Scotia employee	60%

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	64%
Pillar 2- Talent Index	57%
Pillar 3- Workplace Culture Index	71%
Pillar 4- Job capacity Index	74%

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

- Clear direction and expectations
- Direct supervisory and management
- Learning and development
- Team
- Empowerment
- Quality work life
- Diverse, inclusive and respectful environment
- Job Fit (Work)
- Job supports
- Compensation and benefits
- Orientation

Opportunities to Build (51-60% agreement)

- Senior leadership and communication
- Recognition

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

- Career growth and advancement
- Staffing and performance management

Summary

Strengths maintained or have grown

- Clear direction and expectations
- Direct supervisory and management
- Team
- Empowerment
- Quality work life
- Diverse, inclusive and respectful environment
- Work
- Job supports
- Compensation and benefits

Strengths (declined)

- Learning and development

Opportunities & Concerns that have been improving

- Recognition
- Career growth and advancement
- Staffing and performance planning

Opportunities & Concerns maintained or declined

- Senior leadership and communication

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	52%
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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>	6%
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	19%
<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>	51%

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>	26%
<i>Retiring from the work force</i>	50%
<i>Moving for personal reasons</i>	6%
<i>End of term contract or temporary assignment</i>	1%
<i>Returning to school</i>	0%
<i>Prefer not to say or other</i>	17%

Bullying and harassment

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

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work	4%
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Appendix A- LAE 2015 detail results

	Gov Overall	Department Overall
Employee engagement index	60	73
Quality Environment Drivers and Indices:		
Pillar 1- Leadership Index	55	64
Organizational direction and expectations	70	78
Leadership and organizational communication	44	53
Direct supervisor and manager	60	69
Pillar 2- Talent Index	47	57
Learning and development	52	61
Career growth and opportunities	41	49
Staffing and performance planning	40	49
Pillar 3- Workplace Culture Index	61	71
Team (co-worker relationship)	66	73
Empowerment (includes employee involvement and innovation)	56	67
Recognition	41	53
Quality Work Life (includes safe, healthy and mental well-being)	61	73
Diverse, inclusive and respectful environment	65	77
Pillar 4- Job Capacity Index	69	74
Work	70	77
Job Supports	55	66
Orientation	62	67
Compensation and benefits	62	68

Appendix A- LAE 2015 detail results

	Gov Overall	Department Overall
Employee engagement index	60	73
Employee engagement		
Employees are satisfied with my job	66	75
Employees are satisfied with their department	55	74
Overall, employees are satisfied with their work as Government of Nova Scotia employee	66	80
Proud to tell people they work for the Government of Nova Scotia	59	74
Inspired to give their best	66	76
Would recommend the Government of Nova Scotia as a great place to work	53	67
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	69
Overall, feel valued as a Government of Nova Scotia employee	47	60

Appendix A- LAE 2015 detail 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	83
Employees have a clear understanding of their department's priorities	63	73
Employees know how their work contributes to the achievement of their department's goals	68	77
Leadership and organizational communication		
The department senior leadership are genuinely interested in their well-being	45	52
The department senior leadership sets a good example for employees	46	56
The department senior leadership provides clear direction	42	52
The department senior leadership makes timely decisions	37	46
Essential information flows effectively from senior leadership to staff	39	47
Essential information flows effectively from staff to senior leadership	41	51
Have confidence in the department senior leadership	47	59
Have confidence in their senior leader	52	60
Direct supervisor and manager		
The person they report to considers their work-related ideas	73	82
Employees receive recognition from the person they report to for a job well done	65	72
The person they report to gives employees feedback about their work performance	61	70
The person they report to manages conflict in their work unit	48	55
Employees satisfied with the quality of supervision they receive	64	73
Essential information flows effectively from management in their work unit to staff	49	57
Employees feel trusted by their management	63	75
Employees have confidence in their management team	55	67

Appendix A- LAE 2015 detail results

	Gov Overall	Department Overall
Pillar 2- Talent Index		
Learning and development		
Employees have access to the right training and development opportunities	52	62
Employees have adequate opportunities to develop their skills	49	58
Organization supports employees work-related learning and development	55	68
Learning and development activities completed in the past 2 years have helped to improve their performance	55	62
Learning and development activities completed helped them to develop their career	51	54
Staffing and performance planning		
In their department, hiring, promotion and other staffing processes are free from favouritism	39	47
In their department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	50
Most recent performance plan helped employees achieve their work goals	42	50
Most recent performance plan is helping employees work towards their career goals	37	43
Career growth and opportunities		
Employees are satisfied with the way their career growth and advancement is progressing with the Government of Nova Scotia.	44	53
Employee have opportunities for career growth within the Government of Nova Scotia	38	45

Appendix A- LAE 2015 detail 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	66
Members of their team communicate effectively with each other	60	64
Employees have a positive working relationship with their coworkers	80	88
Empowerment		
Innovation is valued in their work	50	60
Employees feel free to suggest innovative ideas	62	73
Employees have the freedom to make decisions to do their job well	57	68
Employees have the opportunities to provide input into decisions that affect their work	56	68
Recognition		
Department does a good job formally recognizing its employees	35	51
Employees receive meaningful recognition for work well done	41	51
Employees feel valued for their contributions at work	47	58
Quality Work Life		
Employees have support at work to balance my work and personal life	65	75
If applicable, employees flexible work arrangement helps me achieve balance in my work and personal life	68	76
Employees feel safe working in their job	77	87
Department creates a healthy work environment for its employees	58	74
Department creates a work environment that supports and cares about employees' emotional well-being	49	66
Employees work-related stress is manageable	58	68
Employees would describe my workplace as healthy, safe and supportive of employees' emotional well-being	51	67
Diverse, inclusive and respectful environment		
Department values diversity	66	81
In department, policies and practices are fair and equitable	59	72
Employees in department respect individual differences	67	79
Employees feel they are treated respectfully at work	73	81
In department, the opinions and perspective of people from diverse backgrounds are considered in the enhancement of employees' work tasks and practices	60	71

Appendix A- LAE 2015 detail results

	Gov Overall	Department Overall
Pillar 4- Job Capacity Index		
Work		
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	74
In department, I have opportunities to implement ideas to improve their work	62	73
Employees work gives them a sense of personal accomplishment	70	78
Job Supports		
Employees are provided with the communication they need to do their job well	51	60
Employees are provided with the equipment and resources they need to do their job well	58	71
Employees' workload is manageable	57	65
Employees' have support at work to provide a high level of service	55	66
Orientation		
If I have been employed less than 2 years or started a new job in the last 2 years, received an orientation	62	67
Compensation and benefits		
Employees feel they are compensated fairly	54	61
Employees are satisfied with their benefits (e.g. health, dental, LTD)	72	77
Employees are satisfied with their pension	61	65

Appendix A- LAE 2015 detail 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	52
Confident that managers where they work will take actions to resolve issues in this survey	47	59
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	6
<i>Intend to stay with the Government of Nova Scotia for 3-5 years</i>	20	19
<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	51
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	26
<i>Retiring from the work force</i>	49	50
<i>Moving for personal reasons</i>	3	6
<i>End of term contract or temporary assignment</i>	3	1
<i>Returning to school</i>	1	0
<i>Other</i>	17	17
Bullying and harassment		
During the past 12 months have experienced harassment/bullying behaviour at work.	19	12
Discrimination		
During the past 12 months have experienced discrimination behaviour at work.	6	4

Appendix B-Department of Labour and Advanced Education: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Employee Engagement Index	70%	68%	73%	-3%	+6
Quality Work Environment (Driver indices)					
Pillar 1- Leadership Index	68%	64%	64%	-4%	-0
Pillar 2- Talent Index	56%	51%	57%	-6%	+6
Pillar 3- Workplace Culture Index	72%	69%	71%	-3%	+2
Pillar 4- Job capacity Index	76%	73%	74%	-3%	+1
Employee Engagement					
B01. I am satisfied with my job	67%	69%	75%	2%	+6
B02. I am satisfied with my department	67%	67%	74%	0%	+7
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	76%	73%	80%	-3%	+7
B04. I am proud when I tell I work for the Government of Nova Scotia	70%	67%	74%	-3%	+7
B05. I am inspired to give my best	77%	69%	76%	-8%	+7
B06. I would recommend the Government of Nova Scotia as a great place to work	66%	65%	67%	-1%	+2
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	66%	64%	69%	-2%	+5
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	55%	60%	n/a	+5

Appendix B-Department of Labour and Advanced Education: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Pillar 1- Leadership Index					
Organizational direction and expectation	68%	64%	64%	-4%	-0
A13. I have a clear understanding of my work and what is expected of me	82%	82%	83%	0%	+1
A15. I know how my work contributes to the achievement of my department's goals	81%	75%	77%	-6%	+2
My leadership and organizational communication					
A29. The senior leadership in my department are genuinely interested in my well-being	63%	66%	52%	3%	-14
A30. The senior leadership in my department sets a good example for employees	69%	64%	56%	-5%	-8
A31. The senior leadership in my department provides clear direction	54%	57%	52%	3%	-5
A32. The senior leadership in my department makes timely decisions	49%	53%	46%	4%	-7
A33. Essential information flows effectively from senior leadership to staff	50%	48%	47%	-2%	-1
A34. Essential information flows effectively from staff to senior leadership	53%	52%	51%	-1%	-1
A35. I have confidence in the senior leadership of my department	68%	64%	59%	-4%	-5
My direct report and manager					
A19. The person I report to considers my work-related ideas	77%	74%	82%	-3%	+8
A20. I receive recognition from the person I report to for a job well done	66%	66%	72%	0%	+6
A21. The person I report to gives me feedback about my work performance	66%	69%	55%	3%	-14
A24. The person I report to manages conflict in my work unit	57%	59%	55%	2%	-4
A25. I am satisfied with the quality of supervision I receive	74%	70%	73%	-4%	+3
A26. Essential information flows effectively from management in my work unit to staff	n/a	61%	57%	n/a	-4

Appendix B-Department of Labour and Advanced Education: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Pillar 2- Talent Index	56%	51%	57%	-6%	+6
Learning and development					
A40. I have access the right ltraining opportunities	65%	69%	62%	4%	-7
A41. I have adequate opportunities to develop my skills	n/a	56%	58%	n/a	+2
A42. My organization supports my work-related learning and development	65%	68%	68%	3%	0
Staffing and performance planning					
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	49%	45%	47%	-4%	+2
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	57%	51%	50%	-6%	-1
A22. My most recent performance plan helped me achieve my work goals	n/a	59%	50%	n/a	-9
A23. My most recent performance plan is helping me work towards my career goals	n/a	54%	43%	n/a	-11
Career growth and opportunities					
A47. I am satisfied with the way my career growth and advancement is progressing with the Government of Nova Scotia.	42%	36%	53%	-6%	+17
A48. I have opportunities for career growth within the Government of Nova Scotia	47%	33%	45%	-14%	+12

Appendix B-Department of Labour and Advanced Education: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Pillar 3- Workplace Culture Index*	72%	69%	71%	-3%	+2
My team					
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	73%	65%	66%	-8%	+1
A18. I have a positive working relationship with my coworkers	92%	88%	88%	-4%	0
Empowerment					
A09. Innovation is valued in my work	62%	59%	60%	-3%	+1
A10. I feel free to suggest innovative ideas	73%	66%	73%	-7%	+7
A11. I have the freedom to make decisions to do my job well	n/a	67%	68%	n/a	+1
A12. I have the opportunities to provide input into decisions that affect my work	66%	60%	68%	-6%	+8
Recognition					
A37. My department does a good job formally recognizing its employees	n/a	38%	51%	n/a	+13
A38. I receive meaningful recognition for work well done	52%	50%	51%	-2%	+1
A39. I feel valued for my contributions at work	64%	57%	58%	-7%	+1
Quality Work Life					
A56. I have support at work to balance my work and personal life	71%	73%	75%	2%	+2
A58. I feel safe working in my job	90%	88%	87%	-2%	-1
A59. My department creates a healthy work environment for its employees	70%	70%	74%	0%	+4
A61. My work-related stress is manageable	67%	59%	68%	-8%	+9
Diverse, inclusive and respectful environment					
A63. My Department values diversity	75%	76%	81%	1%	+5
A65. Employees in my department respect individual differences	82%	74%	79%	-8%	+5
A66. I am treated respectfully at work	86%	81%	81%	-5%	0

Appendix B-Department of Labour and Advanced Education: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Pillar 4- Job Capacity Index	76%	73%	74%	-3%	+1
My Job					
A01. My job is a good fit for my skills and interests	79%	81%	82%	2%	+1
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	60%	73%	n/a	+13
My Job Supports					
A05. I am provided with the communication I need to do my job well	68%	58%	60%	-10%	+2
A06. I am provided with the equipment and resources I need to do my job well	83%	75%	71%	-8%	-4
A07. My workload is manageable	65%	62%	65%	-3%	+3
A08. I have support at work to provide a high level of service	72%	65%	66%	-7%	+1
A49. If I have been employed less than 2 years or started a new job in the last 2 years, I received an orientation ⁵	n/a	24%	67%	n/a	+43
Compensation and benefits					
A50. I am compensated fairly	45%	51%	61%	6%	+10
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	64%	77%	n/a	+13
A52. I am satisfied with my pension	n/a	56%	65%	n/a	+9

Appendix B-Department of Labour and Advanced Education: Trend Results 2011-2015

	2011	2013	2015	11 to '13	13 to '15
Taking action					
C01. I am confident that my senior leadership will try to resolve issues raised by employees in this 2015 How's Work Going? employee engagement survey	49%	51%	52%	2%	+1
Future intentions					
C03. Which of the following statements reflects your intentions to stay with the Government of Nova Scotia					
<i>I intend to stay with the Government of Nova Scotia for 2 years or less</i>	8%	11%	6%	3%	-5
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	22%	19%	19%	-3%	0
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	23%	23%	24%	0%	+1
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	47%	47%	51%	0%	+4
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>	15%	25%	26%	10%	+1
<i>Retiring from the work force</i>	65%	31%	50%	-34%	+19
<i>Moving for personal reasons</i>	0%	0%	6%	0%	+6
<i>End of term contract or temporary assignment</i>	1%	2%	1%	1%	-1
<i>Returning to school</i>	0%	4%	0%	4%	-4
<i>Prefer not to say or other</i>	20%	38%	17%	18%	-21
Bullying and harassment					
D01. During the past 12 months have experienced harassment/bullying behaviour at work	19%	21%	12%	2%	-9
Discrimination					
D02. During the past 12 months have experienced discrimination behaviour at work	2%	8%	4%	6%	-4