



Employee Engagement Survey

Office of Immigration

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 Office of Immigration results for the participating permanent², contract and term employees. The Office response rate was 56%.

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:

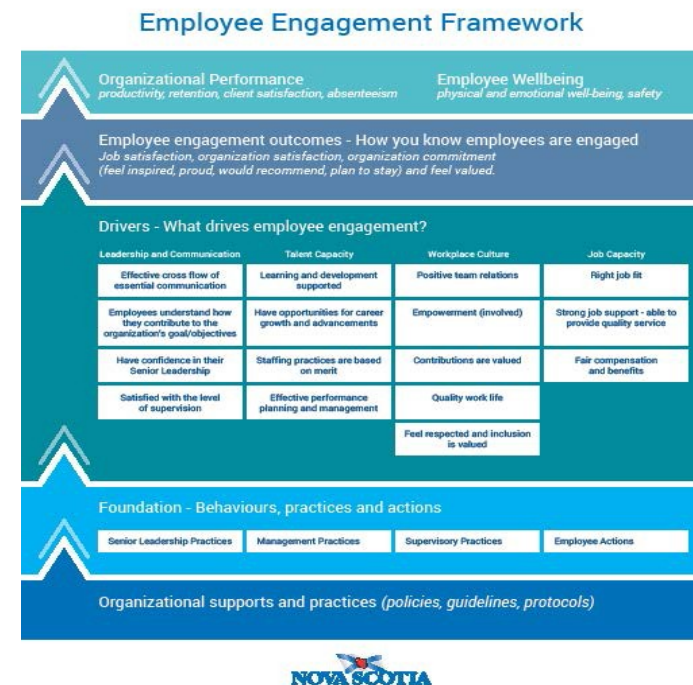
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

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).

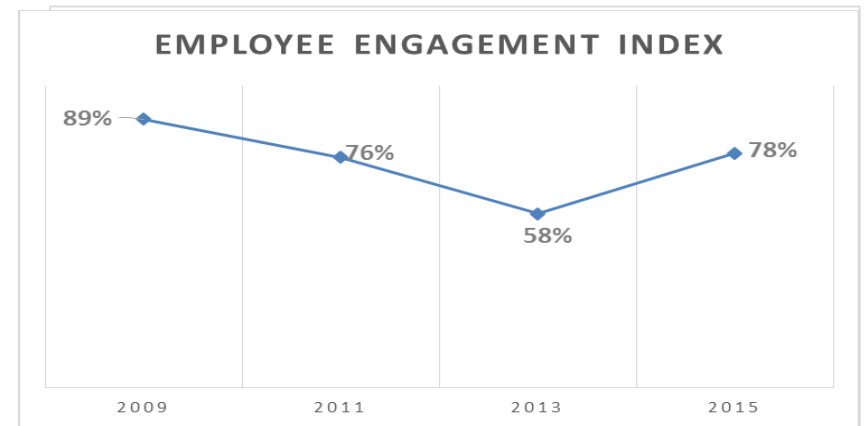
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



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 78.



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	77%
Satisfied with my department	69%
Overall, they are satisfied with their work as Government of Nova Scotia employee	77%
Proud when I tell I work for the Government of Nova Scotia	92%
Inspired to give my best	85%
They would recommend the Government of Nova Scotia as a great place to work	69%
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	75%
Overall, I feel valued as a Government of Nova Scotia employee	77%

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	68%
Pillar 2- Talent Index	77%
Pillar 3- Workplace Culture Index	78%
Pillar 4- Job capacity Index	79%

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

- Clear direction and expectation
- Senior leadership and communication
- Direct supervisory and management
- Learning and development
- Career growth and advancement
- 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)

- Staffing and performance planning

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

- Recognition

Summary

Strengths maintained or have grown

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

Strengths (declined)

- Clear direction and expectations
- Direct supervisory and management
- Team
- Empowerment
- Job supports

Opportunities & Concerns that have been improving

- Staffing and performance planning
- Reconition

Opportunities & Concerns maintained or declined

- None

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	54%
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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>	0%
<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>	22%
<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>	0%
<i>End of term contract or temporary assignment</i>	25%
<i>Returning to school</i>	0%
<i>Prefer not to say or other</i>	0%

Bullying and harassment

During the past 12 months the percentage of employees who stated they have experienced harassment/bullying behaviour at work	0%
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Discrimination

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work	0%
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Appendix A- Office of Immigration 2015 Detail Results

	Overall NS Gov	Office of Immigration
Employee engagement index	60	78
Quality Environment Drivers and Indices:		
Pillar 1- Leadership Index	55	68
Organizational direction and expectations	70	76
Leadership and organizational communication	44	60
Direct supervisor and manager	60	68
Pillar 2- Talent Index	47	77
Learning and development	52	69
Career growth and opportunities	41	76
Staffing and performance planning	40	54
Pillar 3- Workplace Culture Index	61	78
Team	66	84
Empowerment (includes employee involvement and innovation)	56	77
Recognition	41	49
Quality Work Life (includes safe, healthy and mental well-being)	61	87
Diverse, inclusive and respectful environment	65	92
Pillar 4- Job Capacity Index	69	79
Work	70	84
Job Supports	55	68
Orientation	62	67
Compensation and benefits	62	74

Appendix A- Office of Immigration 2015 Detail Results

	Overall NS Gov	Office of Immigration
Pillar 1- Leadership Index		
Organizational direction and expectation		
A13. I have a clear understanding of my work and what is expected of me	79	71
A14. I have a clear understanding of my department's priorities	63	79
A15. I know how my work contributes to the achievement of my department's goals	68	79
My leadership and organizational communication		
A29. The senior leadership in my department are genuinely interested in my well-being	45	57
A30. The senior leadership in my department sets a good example for employees	46	64
A31. The senior leadership in my department provides clear direction	42	50
A32. The senior leadership in my department makes timely decisions	37	64
A33. Essential information flows effectively from senior leadership to staff	39	64
A34. Essential information flows effectively from staff to senior leadership	41	64
A35. I have confidence in the senior leadership of my department	47	57
A36. I have confidence in my senior leader	52	57
My direct report and manager		
A19. The person I report to considers my work-related ideas	73	79
A20. I receive recognition from the person I report to for a job well done	65	71
A21. The person I report to gives me feedback about my work performance	61	57
A24. The person I report to manages conflict in my work unit	48	58
A25. I am satisfied with the quality of supervision I receive	64	72
A26. Essential information flows effectively from management in my work unit to staff	49	64
A27. I feel trusted by my management	63	72
A28. I have confidence in my management team	55	71

Appendix A- Office of Immigration 2015 Detail Results

	Overall NS Gov	Office of Immigration
Pillar 2- Talent Index		
Learning and development		
A40. I have access to the right training and development opportunities	52	77
A41. I have adequate opportunities to develop my skills	49	61
A42. My organization supports my work-related learning and development	55	77
A43. Learning and development activities I have completed in the past 2 years have helped to improve my performance	55	64
A44. Learning and development activities I have completed helped me to develop my career	51	67
Staffing and performance planning		
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	39	50
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	58
A22. My most recent performance plan helped me achieve my work goals	42	58
A23. My most recent performance plan is helping me work towards my career goals	37	46
Career growth and opportunities		
A47. I am satisfied with the way my career growth and advancement is progressing with the Government of Nova Scotia.	44	75
A48. I have opportunities for career growth within the Government of Nova Scotia	38	77

Appendix A- Office of Immigration 2015 Detail Results

	Overall NS Gov	Office of Immigration
Pillar 3- Workplace Culture Index		
My team		
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	59	79
A17. Members of my team communicate effectively with each other	60	79
A18. I have a positive working relationship with my coworkers	80	93
Empowerment		
A09. Innovation is valued in my work	50	79
A10. I feel free to suggest innovative ideas	62	79
A11. I have the freedom to make decisions to do my job well	57	79
A12. I have the opportunities to provide input into decisions that affect my work	56	71
Recognition		
A37. My department does a good job formally recognizing its employees	35	39
A38. I receive meaningful recognition for work well done	41	50
A39. I feel valued for my contributions at work	47	57
Quality Work Life		
A56. I have support at work to balance my work and personal life	65	85
A57. My flexible work arrangement helps me achieve balance in my work and personal life	68	91
A58. I feel safe working in my job	77	92
A59. My department creates a healthy work environment for its employees	58	92
A60. My department creates a work environment that supports and cares about employees' emotional well-being	49	77
A61. My work-related stress is manageable	58	85
A62. I would describe my workplace as healthy, safe and supportive of my emotional well-being	51	85
Diverse, inclusive and respectful environment		
A63. My Department values diversity	66	92
A64. In my department, policies and practices are fair and equitable	59	77
A65. Employees in my department respect individual differences	67	100
A66. I am treated respectfully at work	73	92
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	100

Appendix A- Office of Immigration 2015 Detail Results

	Overall NS Gov	Office of Immigration
Pillar 4- Job Capacity Index		
My Work		
A01. My job is a good fit for my skills and interests	82	86
A02. I have a choice in deciding how I do my work	65	93
A03. In my department, I have opportunities to implement ideas to improve my work	62	86
A04. My work gives me a sense of personal accomplishment	70	71
My Job Supports		
A05. I am provided with the communication I need to do my job well	51	43
A06. I am provided with the equipment and resources I need to do my job well	58	86
A07. My workload is manageable	57	71
A08. I have support at work to provide a high level of service	55	71
My Orientation		
A49. If I have been employed less than 2 years or started a new job in the last 2 years, I received an orientation ⁴	62	67
Compensation and benefits		
A50. I am compensated fairly	54	61
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	72	92
A52. I am satisfied with my pension	61	69

Appendix A- Office of Immigration 2015 Detail Results

	Overall NS Gov	Office of Immigration
Employee engagement		
B01. I am satisfied with my job	66	77
B02. I am satisfied with my department	55	69
B03. Overall, I am satisfied with my work as Government of Nova Scotia employee	66	77
B04. I am proud to tell people I work for the Government of Nova Scotia	59	92
B05. I am inspired to give my best	66	85
B06. I would recommend the Government of Nova Scotia as a great place to work	53	69
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	75
B08. Overall, I feel valued as a Government of Nova Scotia employee	47	77
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	43	54
C02. I am confident that managers where I work will take actions to resolve issues in this survey	47	69

Appendix A- Office of Immigration 2015 Detail Results

	Overall NS Gov	Office of Immigration
Future intentions		
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	0
<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	22
<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	0
<i>End of term contract or temporary assignment</i>	3	25
<i>Returning to school</i>	1	0
<i>Prefer not to say</i>	17	0
Bullying and harassment		
D01. During the past 12 months have experienced harassment/bullying behaviour at work.	19	0
Discrimination		
D02. During the past 12 months have experienced discrimination behaviour at work.	6	0

Appendix B -Office of Immigration: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Employee Engagement Index	89%	76%	58%	78%	-13%	-19%	+20
Quality Work Environment (Driver indices)							
Pillar 1- Leadership Index	92%	80%	73%	68%	-12%	-7%	-5
Pillar 2- Talent Index	60%	69%	43%	77%	9%	-26%	+34
Pillar 3- Workplace Culture Index	89%	84%	83%	78%	-5%	-1%	-5
Pillar 4- Job capacity Index	87%	84%	74%	79%	-4%	-10%	+5
Employee Engagement							
B01. I am satisfied with my job	87%	73%	60%	77%	-14%	-13%	+17
B02. I am satisfied with my department	93%	79%	60%	69%	-14%	-19%	+9
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	93%	79%	53%	77%	-14%	-26%	+24
B04. I am proud when I tell I work for the Government of Nova Scotia	87%	79%	60%	92%	-8%	-19%	+32
B05. I am inspired to give my best	87%	79%	60%	85%	-8%	-19%	+25
B06. I would recommend the Government of Nova Scotia as a great place to work	87%	71%	53%	69%	-16%	-18%	+16
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	87%	71%	60%	75%	-16%	-11%	+15
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	n/a	47%	77%	n/a	n/a	+30

Appendix B -Office of Immigration: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Pillar 1- Leadership Index							
Organizational direction and expectation	92%	80%	73%	68%	-12%	-7%	-5
A13. I have a clear understanding of my work and what is expected of me	93%	87%	93%	71%	-6%	6%	-22
A15. I know how my work contributes to the achievement of my department's goals	100%	93%	93%	79%	-7%	0%	-14
My leadership and organizational communication							
A29. The senior leadership in my department are genuinely interested in my well-being	93%	87%	53%	57%	-6%	-34%	+4
A30. The senior leadership in my department sets a good example for employees	93%	73%	53%	64%	-20%	-20%	+11
A31. The senior leadership in my department provides clear direction	87%	80%	60%	50%	-7%	-20%	-10
A32. The senior leadership in my department makes timely decisions	73%	73%	50%	64%	0%	-23%	+14
A33. Essential information flows effectively from senior leadership to staff	87%	80%	67%	64%	-7%	-13%	-3
A34. Essential information flows effectively from staff to senior leadership	n/a	87%	67%	64%	n/a	-20%	-3
A35. I have confidence in the senior leadership of my department	87%	73%	53%	57%	-14%	-20%	+4
My direct report and manager							
A19. The person I report to considers my work-related ideas	93%	80%	93%	79%	-13%	13%	-14
A20. I receive recognition from the person I report to for a job well done	87%	67%	60%	71%	-20%	-7%	+11
A21. The person I report to gives me feedback about my work performance	80%	73%	79%	57%	-7%	6%	-22
A24. The person I report to manages conflict in my work unit	67%	62%	73%	58%	-5%	11%	-15
A25. I am satisfied with the quality of supervision I receive	93%	73%	80%	72%	-20%	7%	-8
A26. Essential information flows effectively from management in my work unit to staff	n/a	n/a	67%	64%	n/a	n/a	-3

Appendix B -Office of Immigration: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Pillar 2- Talent Index	60%	69%	43%	77%	9%	-26%	+34
Learning and development							
A40. I have access to the right training opportunities	67%	73%	80%	77%	6%	7%	-3
A41. I have adequate opportunities to develop my skills	n/a	n/a	40%	61%	n/a	n/a	+21
A42. My organization supports my work-related learning and development	73%	80%	73%	77%	7%	-7%	+4
Staffing and performance planning							
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	n/a	79%	29%	50%	n/a	-50%	+21
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	73%	80%	14%	58%	7%	-66%	+44
A22. My most recent performance plan helped me achieve my work goals	n/a	n/a	42%	58%	n/a	n/a	+16
A23. My most recent performance plan is helping me work towards my career goals	n/a	n/a	42%	46%	n/a	n/a	+4
Career growth and opportunities							
A47. I am satisfied with the way my career growth and advancement is progressing with the Government of Nova Scotia.	n/a	50%	20%	75%	n/a	-30%	+55
A48. I have opportunities for career growth within the Government of Nova Scotia	47%	57%	13%	77%	10%	-44%	+64

Appendix B -Office of Immigration: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Pillar 3- Workplace Culture Index*	89%	84%	83%	78%	-5%	-1%	-5
My team							
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	100%	87%	86%	79%	-13%	-1%	-7
A18. I have a positive working relationship with my coworkers	100%	100%	93%	93%	0%	-7%	0
Empowerment							
A09. Innovation is valued in my work	87%	79%	87%	79%	-8%	8%	-8
A10. I feel free to suggest innovative ideas	87%	80%	80%	79%	-7%	0%	-1
A11. I have the freedom to make decisions to do my job well	n/a	n/a	87%	79%	n/a	n/a	-8
A12. I have the opportunities to provide input into decisions that affect my work	87%	73%	93%	71%	-14%	20%	-22
Recognition							
A37. My department does a good job formally recognizing its employees	n/a	n/a	40%	39%	n/a	n/a	-1
A38. I receive meaningful recognition for work well done	87%	73%	47%	50%	-14%	-26%	+3
A39. I feel valued for my contributions at work	87%	80%	53%	57%	-7%	-27%	+4
Quality Work Life							
A56. I have support at work to balance my work and personal life	87%	80%	87%	85%	-7%	7%	-2
A58. I feel safe working in my job	93%	100%	100%	92%	7%	0%	-8
A59. My department creates a healthy work environment for its employees	87%	93%	80%	92%	6%	-13%	+12
A61. My work-related stress is manageable	87%	87%	67%	85%	0%	-20%	+18
Diverse, inclusive and respectful environment							
A63. My Department values diversity	100%	100%	86%	92%	0%	-14%	+6
A65. Employees in my department respect individual differences	100%	100%	93%	100%	0%	-7%	+7
A66. I am treated respectfully at work	87%	100%	93%	92%	13%	-7%	-1

Appendix B -Office of Immigration: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
Pillar 4- Job Capacity Index	87%	84%	74%	79%	-4%	-10%	+5
My Job							
A01. My job is a good fit for my skills and interests	87%	80%	80%	86%	-7%	0%	+6
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	n/a	80%	86%	n/a	n/a	+6
My Job Supports							
A05. I am provided with the communication I need to do my job well	87%	87%	67%	43%	0%	-20%	-24
A06. I am provided with the equipment and resources I need to do my job well	87%	87%	79%	86%	0%	-8%	+7
A07. My workload is manageable	67%	73%	53%	71%	6%	-20%	+18
A08. I have support at work to provide a high level of service	87%	87%	67%	71%	0%	-20%	+4
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	n/a	7%	67%	n/a	n/a	+60
Compensation and benefits							
A50. I am compensated fairly	80%	53%	47%	61%	-27%	-6%	+14
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	n/a	53%	92%	n/a	n/a	+39
A52. I am satisfied with my pension	n/a	n/a	47%	69%	n/a	n/a	+22

Appendix B -Office of Immigration: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	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	67%	86%	60%	54%	19%	-26%	-6
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>	0%	0%	17%	0%	0%	17%	-17
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	20%	33%	17%	22%	13%	-16%	+5
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	47%	33%	33%	22%	-14%	0%	-11
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	33%	33%	33%	56%	0%	0%	+23
C04. If you are planning on leaving the Government of Nova Scotia within the next 5 years, please indicate the main reason ⁶							
<i>Going to a job elsewhere</i>	n/a	33%	27%	25%	n/a	-6%	-2
<i>Retiring from the work force</i>	7%	33%	13%	50%	26%	-20%	+37
<i>Moving for personal reasons</i>	n/a	0%	0%	0%	n/a	0%	0
<i>End of term contract or temporary assignment</i>	n/a	0%	0%	25%	n/a	0%	+25
<i>Returning to school</i>	n/a	0%	7%	0%	n/a	7%	-7
<i>Prefer not to say or other</i>	n/a	33%	53%	0%	n/a	20%	-53
Bullying and harassment							
D01. During the past 12 months have experienced harassment/bullying behaviour at work	13%	7%	0%	0%	-6%	-7%	0
Discrimination							
D02. During the past 12 months have experienced discrimination behaviour at work	7%	0%	8%	0%	-7%	8%	-8