



Employee Engagement Survey

Service Nova Scotia

2015 Report



This summary report provides insights on how to improve our employees' workplace which will help cultivate an engaging work environment and culture.

Analyzed and prepared by:
Katharine Cox-Brown, CGA, MPA

Data Analysis by:
Cathy-Leigh Spencer, BMgmt

Crown copyright, Province of Nova Scotia, 2015
Engagement and Accountability Team
NS Public Service Commission

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 Service Nova Scotia (SNS) results for the participating permanent², contract and term employees. SNS's response rate was 42%.

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:

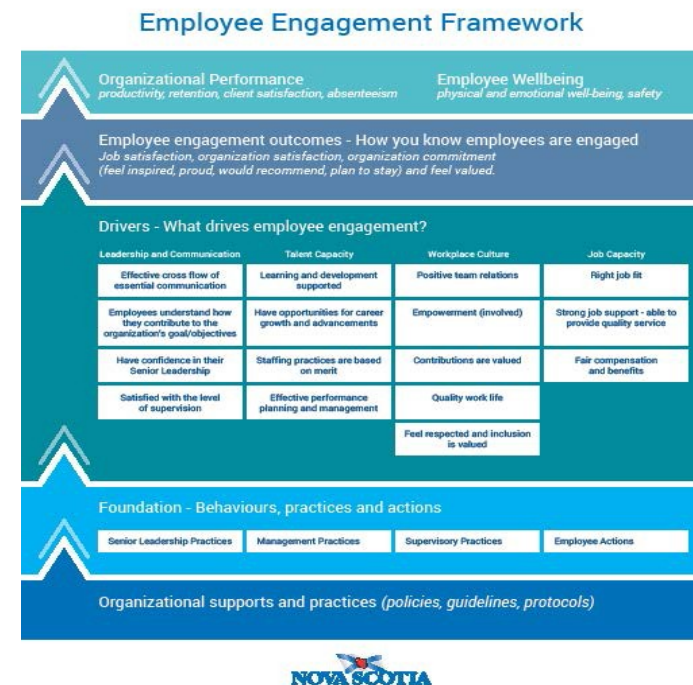
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

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 **61**.

The Government-wide employee engagement index is 60.

The Table 1 below provides the agreement scores for the engagement characteristics.

Employee Engagement	
Satisfied with their job	67%
Satisfied with their department	51%
Overall, satisfied with their work as Government of Nova Scotia employee	69%
Proud when they tell people they work for the Government of Nova Scotia	63%
Inspired to give their best	62%
Would recommend the Government of Nova Scotia as a great place to work	55%
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	68%
Overall, feel valued as a Government of Nova Scotia employee	47%

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	51%
Pillar 2- Talent Index	44%
Pillar 3- Workplace Culture Index	54%
Pillar 4- Job capacity Index	65%

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

- Clear direction and expectation
- Team
- Diverse , inclusive and respectful environment
- Job Fit (Work)
- Compensation and benefits
- Orientation

Opportunities to Build (51-60% agreement)

- Direct supervisory and management
- 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 planning
- Empowerment
- Recognition

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	41%
----------------------------------------------------------------------------------------------------------------------------------------------------	------------

Future intentions

Employee stated retention intentions

<i>I intend to stay with the Government of Nova Scotia for 2 years or less</i>	10%
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	18%
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	25%
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	47%

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>	23%
<i>Retiring from the work force</i>	52%
<i>Moving for personal reasons</i>	3%
<i>End of term contract or temporary assignment</i>	0%
<i>Returning to school</i>	2%
<i>Prefer not to say or other</i>	20%

Bullying and harassment

During the past 12 months the percentage of employees who stated they have experienced harassment/bullying behaviour at work	22%
------------------------------------------------------------------------------------------------------------------------------	------------

Discrimination

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work	6%
------------------------------------------------------------------------------------------------------------------------	-----------

Appendix A SNS 2015 detail results

	Gov Overall	SNS Overall
Employee engagement index	60	61
Quality Environment Drivers and Indices:		
Pillar 1- Leadership Index	55	51
Organizational direction and expectations	70	70
Leadership and organizational communication	44	40
Direct supervisor and manager	60	52
Pillar 2- Talent Index	47	44
Learning and development	52	49
Career growth and opportunities	41	38
Staffing and performance planning	40	35
Pillar 3- Workplace Culture Index	61	54
Team (co-worker relationship)	66	60
Empowerment (includes employee involvement and innovation)	56	45
Recognition	41	37
Quality Work Life (includes safe, healthy and mental well-being)	61	58
Diverse, inclusive and respectful environment	65	63
Pillar 4- Job Capacity Index	69	65
Work	70	62
Job Supports	55	56
Orientation	62	74
Compensation and benefits	62	63

Appendix A SNS 2015 detail results

	Gov Overall	SNS Overall
Employee engagement index	60	61
Employee engagement		
Employees are satisfied with my job	66	67
Employees are satisfied with their department	55	51
Overall, employees are satisfied with their work as Government of Nova Scotia employee	66	69
Proud to tell people they work for the Government of Nova Scotia	59	63
Inspired to give their best	66	62
Would recommend the Government of Nova Scotia as a great place to work	53	55
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	68
Overall, feel valued as a Government of Nova Scotia employee	47	47

Appendix A SNS 2015 detail results

	Gov Overall	SNS Overall
Pillar 1- Leadership Index		
Organizational direction and expectation		
Employees have a clear understanding of work and what is expected of them	79	82
Employees have a clear understanding of their department's priorities	63	60
Employees know how their work contributes to the achievement of their department's goals	68	69
Leadership and organizational communication		
The department senior leadership are genuinely interested in their well-being	45	44
The department senior leadership sets a good example for employees	46	41
The department senior leadership provides clear direction	42	38
The department senior leadership makes timely decisions	37	33
Essential information flows effectively from senior leadership to staff	39	38
Essential information flows effectively from staff to senior leadership	41	41
Have confidence in the department senior leadership	47	41
Have confidence in their senior leader	52	43
Direct supervisor and manager		
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	59
The person they report to gives employees feedback about their work performance	61	57
The person they report to manages conflict in their work unit	48	37
Employees satisfied with the quality of supervision they receive	64	57
Essential information flows effectively from management in their work unit to staff	49	41
Employees feel trusted by their management	63	57
Employees have confidence in their management team	55	46

Appendix A SNS 2015 detail results

	Gov Overall	SNS Overall
Pillar 2- Talent Index		
Learning and development		
Employees have access to the right training and development opportunities	52	52
Employees have adequate opportunities to develop their skills	49	46
Organization supports employees work-related learning and development	55	51
Learning and development activities completed in the past 2 years have helped to improve their performance	55	52
Learning and development activities completed helped them to develop their career	51	45
Staffing and performance planning		
In their department, hiring, promotion and other staffing processes are free from favouritism	39	33
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	37
Most recent performance plan is helping employees work towards their career goals	37	35
Career growth and opportunities		
Employees are satisfied with the way their career growth and advancement is progressing with the Government of Nova Scotia.	44	40
Employee have opportunities for career growth within the Government of Nova Scotia	38	36

Appendix A SNS 2015 detail results

	Gov Overall	SNS Overall
Pillar 3- Workplace Culture Index		
Team		
A healthy atmosphere (e.g. trust, mutual respect) exists in their work unit	59	51
Members of their team communicate effectively with each other	60	53
Employees have a positive working relationship with their coworkers	80	75
Empowerment		
Innovation is valued in their work	50	38
Employees feel free to suggest innovative ideas	62	53
Employees have the freedom to make decisions to do their job well	57	47
Employees have the opportunities to provide input into decisions that affect their work	56	43
Recognition		
Department does a good job formally recognizing its employees	35	35
Employees receive meaningful recognition for work well done	41	36
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	64
If applicable, employees flexible work arrangement helps me achieve balance in my work and personal life	68	66
Employees feel safe working in their job	77	78
Department creates a healthy work environment for its employees	58	52
Department creates a work environment that supports and cares about employees' emotional well-being	49	45
Employees work-related stress is manageable	58	55
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	62
In department, policies and practices are fair and equitable	59	57
Employees in department respect individual differences	67	69
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	58

Appendix A SNS 2015 detail results

	Gov Overall	SNS Overall
Pillar 4- Job Capacity Index		
Work		
Employees' job is a good fit for their skills and interests	82	76
Employees have a choice in deciding how they do my work	65	58
In department, I have opportunities to implement ideas to improve their work	62	49
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	48
Employees are provided with the equipment and resources they need to do their job well	58	58
Employees' workload is manageable	57	63
Employees' have support at work to provide a high level of service	55	54
Orientation		
If I have been employed less than 2 years or started a new job in the last 2 years, received an orientation	62	74
Compensation and benefits		
Employees feel they are compensated fairly	54	55
Employees are satisfied with their benefits (e.g. health, dental, LTD)	72	72
Employees are satisfied with their pension	61	61

Appendix A SNS 2015 detail results

	Gov Overall	SNS 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	41
Confident that managers where they work will take actions to resolve issues in this survey	47	41
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	10
<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	47
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	23
<i>Retiring from the work force</i>	49	52
<i>Moving for personal reasons</i>	3	3
<i>End of term contract or temporary assignment</i>	3	0
<i>Returning to school</i>	1	2
<i>Other</i>	17	20
Bullying and harassment		
During the past 12 months have experienced harassment/bullying behaviour at work.	19	22
Discrimination		
During the past 12 months have experienced discrimination behaviour at work.	6	6