

Employee Engagement Survey

Transportation and Infrastructure Renewal

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 Transportation and Infrastructure Renewal results for the participating permanent², contract and term employees. The Department response rate was 57%.

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:

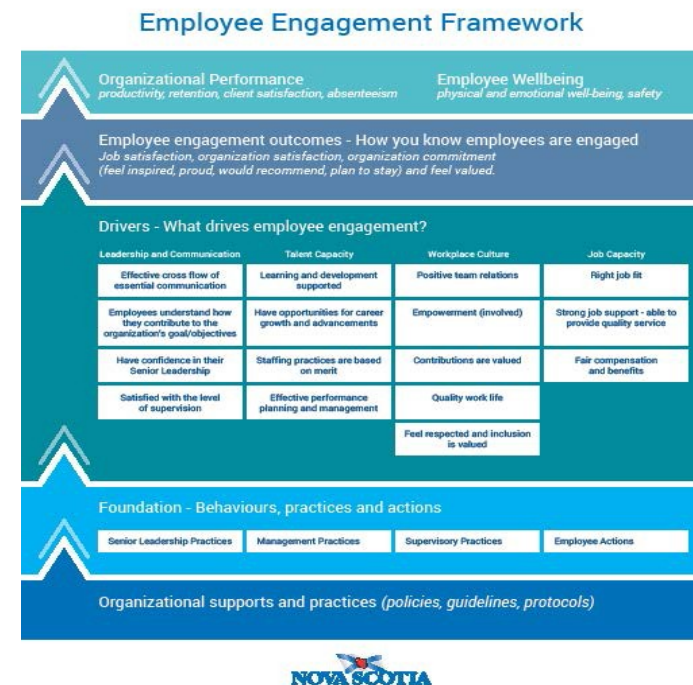
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

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).

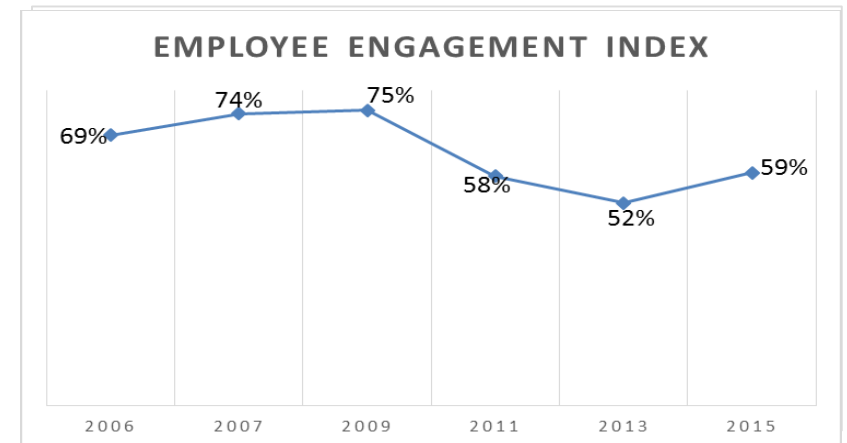
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



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 59.



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	69%
Satisfied with my department	59%
Satisfied with work as Government of Nova Scotia employee	70%
Proud to tell people they work for the Government of Nova Scotia	53%
Inspired to give their best	66%
Would recommend the Government of Nova Scotia as a great place to work	50%
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	57%
Overall, feel valued as a Government of Nova Scotia employee	48%

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	55%
Pillar 2- Talent Index	51%
Pillar 3- Workplace Culture Index	59%
Pillar 4- Job capacity Index	69%

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

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

Opportunities to Build (51-60% agreement)

- Direct supervisory and management
- Learning and development
- Empowerment
- Quality work life
- Diverse, inclusive and respectful environment
- Compensation and benefits

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

- Senior leadership and communication
- Career growth and advancement
- Staffing and performance management
- Recognition

Summary

Strengths maintained or have grown

- Clear direction and expectations
- Team
- Work
- Job supports
- Orientation
- Satisfaction with benefits

Strengths (declined)

- None

Opportunities & Concerns that have been improving

- Direct supervisory and management
- Learning and development
- Empowerment
- Quality work life
- Diverse, inclusive and respectful environment
- Fairness of compensation
- Satisfaction with pension
- Senior leadership and communication
- Career growth and advancement
- Staffing and performance planning
- Recognition

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	42%
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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>	12%
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	21%
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	23%
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	44%

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>	22%
<i>Retiring from the work force</i>	63%
<i>Moving for personal reasons</i>	2%
<i>End of term contract or temporary assignment</i>	1%
<i>Returning to school</i>	1%
<i>Prefer not to say or other</i>	11%

Bullying and harassment

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

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work	9%
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Appendix A-TIR 2015 detail results

	Gov Overall	TIR
Employee engagement index	60	59
Quality Environment Drivers and Indices:		
Pillar 1- Leadership Index	55	55
Organizational direction and expectations	70	75
Leadership and organizational communication	44	45
Direct supervisor and manager	60	56
Pillar 2- Talent Index	47	51
Learning and development	52	59
Career growth and opportunities	41	43
Staffing and performance planning	40	35
Pillar 3- Workplace Culture Index	61	59
Team (co-worker relationship)	66	62
Empowerment (includes employee involvement and innovation)	56	59
Recognition	41	42
Quality Work Life (includes safe, healthy and mental well-being)	61	58
Diverse, inclusive and respectful environment	65	57
Pillar 4- Job Capacity Index	69	69
Work	70	70
Job Supports	55	61
Orientation	62	70
Compensation and benefits	62	56

Appendix A-TIR 2015 detail results

	Gov Overall	TIR
Employee engagement index	60	59
Employee engagement		
Employees are satisfied with my job	66	69
Employees are satisfied with their department	55	59
Overall, employees are satisfied with their work as Government of Nova Scotia employee	66	70
Proud to tell people they work for the Government of Nova Scotia	59	53
Inspired to give their best	66	66
Would recommend the Government of Nova Scotia as a great place to work	53	50
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	57
Overall, feel valued as a Government of Nova Scotia employee	47	48

Appendix A-TIR 2015 detail results

Gov Overall

TIR

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	✓ 68
Employees know how their work contributes to the achievement of their department's goals	68	✓ 74

Leadership and organizational communication

The department senior leadership are genuinely interested in their well-being	45	✗ 48
The department senior leadership sets a good example for employees	46	✗ 49
The department senior leadership provides clear direction	42	✗ 44
The department senior leadership makes timely decisions	37	✗ 40
Essential information flows effectively from senior leadership to staff	39	✗ 36
Essential information flows effectively from staff to senior leadership	41	✗ 42
Have confidence in the department senior leadership	47	✗ 47
Have confidence in their senior leader	52	51

Direct supervisor and manager

The person they report to considers their work-related ideas	73	✓ 68
Employees receive recognition from the person they report to for a job well done	65	58
The person they report to gives employees feedback about their work performance	61	53
The person they report to manages conflict in their work unit	48	✗ 48
Employees satisfied with the quality of supervision they receive	64	✓ 62
Essential information flows effectively from management in their work unit to staff	49	✗ 45
Employees feel trusted by their management	63	✓ 63
Employees have confidence in their management team	55	52

Appendix A-TIR 2015 detail results

	Gov Overall	TIR
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	57
Organization supports employees work-related learning and development	55	✓ 62
Learning and development activities completed in the past 2 years have helped to improve their performance	55	59
Learning and development activities completed helped them to develop their career	51	56
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	🚩 37
Most recent performance plan helped employees achieve their work goals	42	🚩 40
Most recent performance plan is helping employees work towards their career goals	37	🚩 39
Career growth and opportunities		
Employees are satisfied with the way their career growth and advancement is progressing with the Government of Nova Scotia.	44	🚩 46
Employee have opportunities for career growth within the Government of Nova Scotia	38	🚩 39

Appendix A-TIR 2015 detail results

	Gov Overall	TIR
Pillar 3- Workplace Culture Index		
Team		
A healthy atmosphere (e.g. trust, mutual respect) exists in their work unit	59	55
Members of their team communicate effectively with each other	60	56
Employees have a positive working relationship with their coworkers	80	✓ 76
Empowerment		
Innovation is valued in their work	50	🚩 50
Employees feel free to suggest innovative ideas	62	✓ 63
Employees have the freedom to make decisions to do their job well	57	✓ 62
Employees have the opportunities to provide input into decisions that affect their work	56	✓ 60
Recognition		
Department does a good job formally recognizing its employees	35	🚩 40
Employees receive meaningful recognition for work well done	41	🚩 40
Employees feel valued for their contributions at work	47	🚩 45
Quality Work Life		
Employees have support at work to balance my work and personal life	65	✓ 60
If applicable, employees flexible work arrangement helps me achieve balance in my work and personal life	68	57
Employees feel safe working in their job	77	✓ 75
Department creates a healthy work environment for its employees	58	✓ 61
Department creates a work environment that supports and cares about employees' emotional well-being	49	🚩 47
Employees work-related stress is manageable	58	56
Employees would describe my workplace as healthy, safe and supportive of employees' emotional well-being	51	🚩 50
Diverse, inclusive and respectful environment		
Department values diversity	66	55
In department, policies and practices are fair and equitable	59	56
Employees in department respect individual differences	67	57
Employees feel they are treated respectfully at work	73	✓ 67
In department, the opinions and perspective of people from diverse backgrounds are considered in the enhancement of employees' work tasks and practices	60	51

Appendix A-TIR 2015 detail results

	Gov Overall	TIR
Pillar 4- Job Capacity Index		
Work		
Employees' job is a good fit for their skills and interests	82	✓ 80
Employees have a choice in deciding how they do my work	65	✓ 64
In department, I have opportunities to implement ideas to improve their work	62	✓ 63
Employees work gives them a sense of personal accomplishment	70	✓ 72
Job Supports		
Employees are provided with the communication they need to do their job well	51	59
Employees are provided with the equipment and resources they need to do their job well	58	✓ 61
Employees' workload is manageable	57	✓ 65
Employees' have support at work to provide a high level of service	55	57
Orientation		
If I have been employed less than 2 years or started a new job in the last 2 years, received an orientation	62	✓ 70
Compensation and benefits		
Employees feel they are compensated fairly	54	🚩 50
Employees are satisfied with their benefits (e.g. health, dental, LTD)	72	✓ 66
Employees are satisfied with their pension	61	53

Appendix A-TIR 2015 detail results

	Gov Overall	TIR
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	42
Confident that managers where they work will take actions to resolve issues in this survey	47	43
Future intentions		
The following statements reflects employees intention to stay with Government of NS		
<i>Intend to stay with the Government of Nova Scotia for 2 years or less</i>	12	12
<i>Intend to stay with the Government of Nova Scotia for 3-5 years</i>	20	21
<i>Intend to stay with the Government of Nova Scotia for 6-10 years</i>	24	23
<i>Intend to stay with the Government of Nova Scotia for 11 years or more</i>	44	44
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	22
<i>Retiring from the work force</i>	49	63
<i>Moving for personal reasons</i>	3	2
<i>End of term contract or temporary assignment</i>	3	1
<i>Returning to school</i>	1	1
<i>Prefer not to say</i>	17	11
Bullying and harassment		
During the past 12 months have experienced harassment/bullying behaviour at work.	19	26
Discrimination		
During the past 12 months have experienced discrimination behaviour at work.	6	9

Appendix B- Department of Transportation and Infrastructure Renewal: 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
Employee Engagement Index	69%	74%	75%	58%	52%	59%	5%	1%	-17%	-7%	+8
Quality Work Environment (Driver indices)											
Pillar 1- Leadership Index	n/a	51%	59%	51%	46%	55%	n/a	8%	-8%	-5%	+9
Pillar 2- Talent Index	42%	46%	57%	47%	40%	51%	4%	11%	-11%	-6%	+11
Pillar 3- Workplace Culture Index	n/a	n/a	68%	56%	54%	59%	n/a	n/a	-12%	-2%	+5
Pillar 4- Job capacity Index	77%	69%	79%	68%	68%	69%	-8%	10%	-11%	0%	+1
Employee Engagement											
B01. I am satisfied with my job	76%	76%	75%	59%	60%	69%	0%	-1%	-16%	1%	+9
B02. I am satisfied with my department	61%	65%	66%	52%	45%	59%	4%	1%	-14%	-7%	+14
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	82%	81%	83%	65%	60%	70%	-1%	2%	-18%	-5%	+10
B04. I am proud when I tell I work for the Government of Nova Scotia	63%	75%	78%	55%	45%	53%	12%	3%	-23%	-10%	+8
B05. I am inspired to give my best	80%	82%	77%	64%	60%	66%	2%	-5%	-13%	-4%	+6
B06. I would recommend the Government of Nova Scotia as a great place to work	59%	67%	72%	53%	46%	50%	8%	5%	-19%	-7%	+4
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	67%	75%	74%	61%	53%	57%	8%	-1%	-13%	-8%	+4
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	n/a	n/a	n/a	41%	48%	n/a	n/a	n/a	n/a	+7

Appendix B- Department of Transportation and Infrastructure Renewal: 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
Pillar 1- Leadership Index											
Organizational direction and expectation											
A13. I have a clear understanding of my work and what is expected of me	n/a	n/a	87%	75%	78%	83%	n/a	n/a	-12%	3%	+5
A15. I know how my work contributes to the achievement of my department's goals	65%	65%	73%	66%	56%	74%	0%	8%	-7%	-10%	+18
My leadership and organizational communication											
A29. The senior leadership in my department are genuinely interested in my well-being	n/a	46%	54%	50%	45%	48%	n/a	8%	-4%	-5%	+3
A30. The senior leadership in my department sets a good example for employees	38%	39%	53%	48%	43%	49%	1%	14%	-5%	-5%	+6
A31. The senior leadership in my department provides clear direction	n/a	39%	47%	43%	38%	44%	n/a	8%	-4%	-5%	+6
A32. The senior leadership in my department makes timely decisions	n/a	36%	39%	39%	33%	40%	n/a	3%	0%	-6%	+7
A33. Essential information flows effectively from senior leadership to staff	n/a	37%	41%	35%	30%	36%	n/a	4%	-6%	-5%	+6
A34. Essential information flows effectively from staff to senior leadership	n/a	n/a	n/a	40%	37%	42%	n/a	n/a	n/a	-3%	+5
A35. I have confidence in the senior leadership of my department	45%	43%	56%	48%	40%	47%	-2%	13%	-8%	-8%	+7
My direct report and manager											
A19. The person I report to considers my work-related ideas	73%	71%	74%	59%	62%	68%	-2%	3%	-15%	3%	+6
A20. I receive recognition from the person I report to for a job well done	60%	57%	61%	49%	51%	58%	-3%	4%	-12%	2%	+7
A21. The person I report to gives me feedback about my work performance	55%	53%	56%	52%	53%	53%	-2%	3%	-4%	1%	0
A24. The person I report to manages conflict in my work unit	51%	49%	51%	51%	51%	48%	-2%	2%	0%	0%	-3
A25. I am satisfied with the quality of supervision I receive	n/a	59%	67%	56%	59%	62%	n/a	8%	-11%	3%	+3
A26. Essential information flows effectively from management in my work unit to staff	n/a	n/a	n/a	n/a	40%	45%	n/a	n/a	n/a	n/a	+5

Appendix B- Department of Transportation and Infrastructure Renewal: 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
Pillar 2- Talent Index	42%	46%	57%	47%	40%	51%	4%	11%	-11%	-6%	+11
Learning and development											
A40. I have to access the right training opportunities	78%	76%	75%	62%	57%	62%	-2%	-1%	-13%	-5%	+5
A41. I have adequate opportunities to develop my skills	n/a	n/a	n/a	n/a	45%	57%	n/a	n/a	n/a	n/a	+12
A42. My organization supports my work-related learning and development	52%	57%	72%	60%	52%	62%	5%	15%	-12%	-8%	+10
Staffing and performance planning											
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	n/a	n/a	n/a	30%	28%	33%	n/a	n/a	n/a	-2%	+5
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	40%	36%	47%	41%	37%	37%	-4%	11%	-6%	-4%	0
A22. My most recent performance plan helped me achieve my work goals	n/a	n/a	n/a	n/a	56%	40%	n/a	n/a	n/a	n/a	-16
A23. My most recent performance plan is helping me work towards my career goals	n/a	n/a	n/a	n/a	51%	39%	n/a	n/a	n/a	n/a	-12
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	n/a	n/a	36%	30%	46%	n/a	n/a	n/a	-6%	+16
A48. I have opportunities for career growth within the Government of Nova Scotia	31%	35%	42%	33%	28%	39%	4%	7%	-9%	-5%	+11
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	n/a	n/a	11%	70%	n/a	n/a	n/a	n/a	+59

Appendix B- Department of Transportation and Infrastructure Renewal: 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
Pillar 3- Workplace Culture Index*			68%	56%	54%	59%	n/a	n/a	-12%	-2%	+5
My team											
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	n/a	n/a	59%	51%	46%	55%	n/a	n/a	-8%	-5%	+9
A18. I have a positive working relationship with my coworkers	91%	84%	87%	73%	78%	76%	-7%	3%	-14%	5%	-2
Empowerment											
A09. Innovation is valued in my work	n/a	60%	62%	48%	41%	50%	n/a	2%	-14%	-7%	+9
A10. I feel free to suggest innovative ideas	n/a	n/a	76%	60%	51%	63%	n/a	n/a	-16%	-9%	+12
A11. I have the freedom to make decisions to do my job well	n/a	n/a	n/a	n/a	57%	62%	n/a	n/a	n/a	n/a	+5
A12. I have the opportunities to provide input into decisions that affect my work	68%	69%	73%	55%	46%	60%	1%	4%	-18%	-9%	+14
Recognition											
A37. My department does a good job formally recognizing its employees	n/a	n/a	n/a	n/a	32%	40%	n/a	n/a	n/a	n/a	+8
A38. I receive meaningful recognition for work well done	53%	47%	49%	39%	41%	40%	-6%	2%	-10%	2%	-1
A39. I feel valued for my contributions at work	56%	53%	55%	45%	43%	45%	-3%	2%	-10%	-2%	+2
Quality Work Life											
A56. I have support at work to balance my work and personal life	66%	62%	64%	56%	55%	60%	-4%	2%	-8%	-1%	+5
A58. I feel safe working in my job	86%	86%	87%	80%	77%	75%	0%	1%	-7%	-3%	-2
A59. My department creates a healthy work environment for its employees	n/a	61%	80%	63%	55%	61%	n/a	19%	-17%	-8%	+6
A61. My work-related stress is manageable	n/a	n/a	75%	55%	54%	56%	n/a	n/a	-20%	-1%	+2
Diverse, inclusive and respectful environment											
A63. My Department values diversity	48%	50%	60%	49%	49%	55%	2%	10%	-11%	0%	+6
A65. Employees in my department respect individual differences	68%	60%	60%	55%	52%	57%	-8%	0%	-5%	-3%	+5
A66. I am treated respectfully at work	n/a	n/a	73%	67%	64%	67%	n/a	n/a	-6%	-3%	+3

Appendix B- Department of Transportation and Infrastructure Renewal: 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
Pillar 4- Job Capacity Index	77%	69%	79%	68%	68%	69%	-8%	10%	-11%	0%	+1
My Job											
A01. My job is a good fit for my skills and interests	83%	76%	88%	77%	76%	80%	-7%	12%	-11%	-1%	+4
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	n/a	n/a	n/a	50%	63%	n/a	n/a	n/a	n/a	+13
My Job Supports											
A05. I am provided with the communication I need to do my job well	68%	63%	68%	63%	51%	59%	-5%	5%	-5%	-12%	+8
A06. I am provided with the equipment and resources I need to do my job well	70%	70%	75%	70%	65%	61%	0%	5%	-5%	-5%	-4
A07. My workload is manageable	n/a	n/a	75%	64%	63%	65%	n/a	n/a	-11%	-1%	+2
A08. I have support at work to provide a high level of service	70%	62%	69%	58%	60%	57%	-8%	7%	-11%	2%	-3
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	n/a	n/a	11%	70%	n/a	n/a	n/a	n/a	+59
Compensation and benefits											
A50. I am compensated fairly	39%	48%	51%	35%	32%	50%	9%	3%	-16%	-3%	+18
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	n/a	n/a	n/a	53%	66%	n/a	n/a	n/a	n/a	+13
A52. I am satisfied with my pension	n/a	n/a	n/a	n/a	37%	53%	n/a	n/a	n/a	n/a	+16

Appendix B- Department of Transportation and Infrastructure Renewal: 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
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	34%	32%	44%	37%	30%	42%	-2%	12%	-7%	-7%	+12
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>	5%	2%	6%	14%	15%	12%	-3%	4%	8%	1%	-3
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	47%	49%	32%	22%	22%	21%	2%	-17%	-10%	0%	-1
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	23%	22%	22%	23%	21%	23%	-1%	0%	1%	-2%	+2
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	25%	27%	41%	42%	43%	44%	2%	14%	1%	1%	+1
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%	19%	22%	n/a	n/a	n/a	7%	+3
<i>Retiring from the work force</i>	31%	41%	17%	63%	45%	63%	10%	-24%	46%	-18%	+18
<i>Moving for personal reasons</i>	n/a	n/a	n/a	0%	0%	2%	n/a	n/a	n/a	0%	+2
<i>End of term contract or temporary assignment</i>	n/a	n/a	n/a	2%	1%	1%	n/a	n/a	n/a	-1%	0
<i>Returning to school</i>	n/a	n/a	n/a	2%	2%	1%	n/a	n/a	n/a	0%	-1
<i>Prefer not to say or other</i>	n/a	n/a	n/a	22%	33%	11%	n/a	n/a	n/a	11%	-22
Bullying and harassment											
D01. During the past 12 months have experienced harassment/bullying behaviour at work	20%	24%	25%	26%	24%	26%	4%	1%	1%	-2%	+2
Discrimination											
D02. During the past 12 months have experienced discrimination behaviour at work	11%	18%	17%	10%	9%	9%	7%	-1%	-7%	-1%	0