

How's Work Going?

Nova Scotia Government Survey Results 2019

Health and Wellness



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How's Work Going? Report
Nova Scotia Public Service Commission
November 2019

At a Glance

From September 17th to October 15th, 67% of Nova Scotia Government employees completed the 2019 How's Work Going survey and provided feedback about their work experience. 75% of Health and Wellness employees completed the survey.

The 2019 Engagement Index for the Health and Wellness Department is 56. The table below provides employee responses to the seven questions used to calculate the engagement index with a comparison to 2017 and the Nova Scotia Government overall results.

| | 2019 | 2017 | +/- | Nova Scotia |
|--|-----------|-----------|----------|-------------|
| Overall Engagement Indexⁱ | 56 | 52 | 4 | 62 |
| 1 I am inspired to give my very best | 69 | 64 | 5 | 72 |
| 2 I am satisfied with my department | 42 | 44 | -2 | 55 |
| 3 Overall, I am satisfied with my work as a Government of Nova Scotia employee | 59 | 54 | 5 | 68 |
| 4 Overall, I feel valued as a Government of Nova Scotia employee | 52 | 42 | 10 | 55 |
| 5 I am proud to tell people I work for the Government of Nova Scotia | 56 | 51 | 5 | 62 |
| 6 I would recommend the Government of Nova Scotia as a great place to work | 54 | 53 | 1 | 61 |
| 7 I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere | 57 | 54 | 3 | 64 |

An engagement index of 60 or above indicates an engaged workforce.

Departmental Action

Leaders receive employee survey results and are encouraged to develop action plans to improve the work environment in their departments and to communicate action plans to their employees.

| | 2019 | 2017 | +/- | Nova Scotia |
|--|------|------|-----|-------------|
| My department takes meaningful action to improve my work environment | 35 | | | 46 |

Table of Contents

| | |
|-------------------------------|----|
| At a Glance | 3 |
| Introduction | 5 |
| Lighthouse | 6 |
| Priority Matrix | 8 |
| Detailed Results | 9 |
| Job..... | 9 |
| Well-Being..... | 10 |
| Opportunities..... | 11 |
| Leadership..... | 11 |
| Appendix | 12 |
| Contact Us | 13 |

Introduction

The Public Service Commission, on behalf of the Nova Scotia Government, conducts the bi-annual How's Work Going survey. The survey gathers feedback on the employee work experience, measures employee engagement and monitors change over time.

The How's Work Going survey program provides leadership with important information that has enabled the organization to better understand the work environment, start conversations and test and implement programs and strategies, based on the feedback received from employees.

The How's Work Going survey program is developed based on the Nova Scotia Engagement Model. The model measures key elements in the work environment as well as the factors that influence or drive engagement, having a significant impact on an employee's work experience. The Nova Scotia model is based on the Canadian Interjurisdictional Engagement Model.

The Nova Scotia Engagement Model is graphically represented on the following page by a 'Lighthouse'.

Lighthouse

The Lighthouse represents the Model's three main characteristics.

Lens - The engagement index is located at the top of the Lighthouse.

Structure - Key elements of employee engagement as measured. These elements are captured under the themes of Job, Well-Being and Opportunities.

Foundation - Leadership is the foundation on which the model is built.

Reading the Report

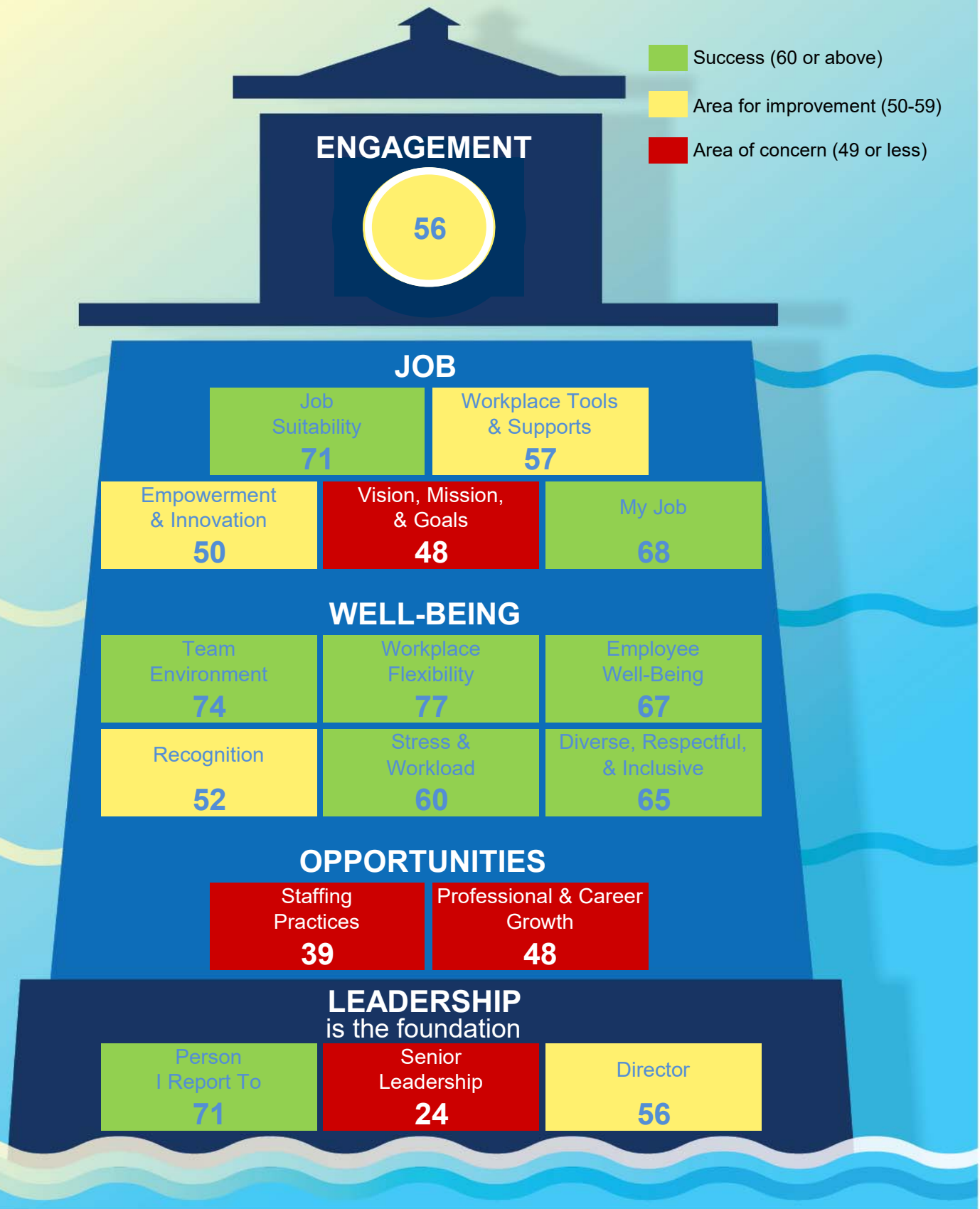
The Lighthouse graphic presents category scores based on the questions in the 2019 How's Work Going survey. The categories are color coded to indicate overall satisfaction.

A priority matrix maps the categories from the lighthouse with the impact they have on an employee's engagement. The priority matrix allows users to graphically pinpoint priority areas for focus as well as areas of success.

To further understand success or focus areas, please refer to the remaining report pages for specific survey questions and responses.

Please note: A visually accessible version of the results as well as an overall comparison to the 2017 results follows.

Results 2019



Comparison 2017 & 2019

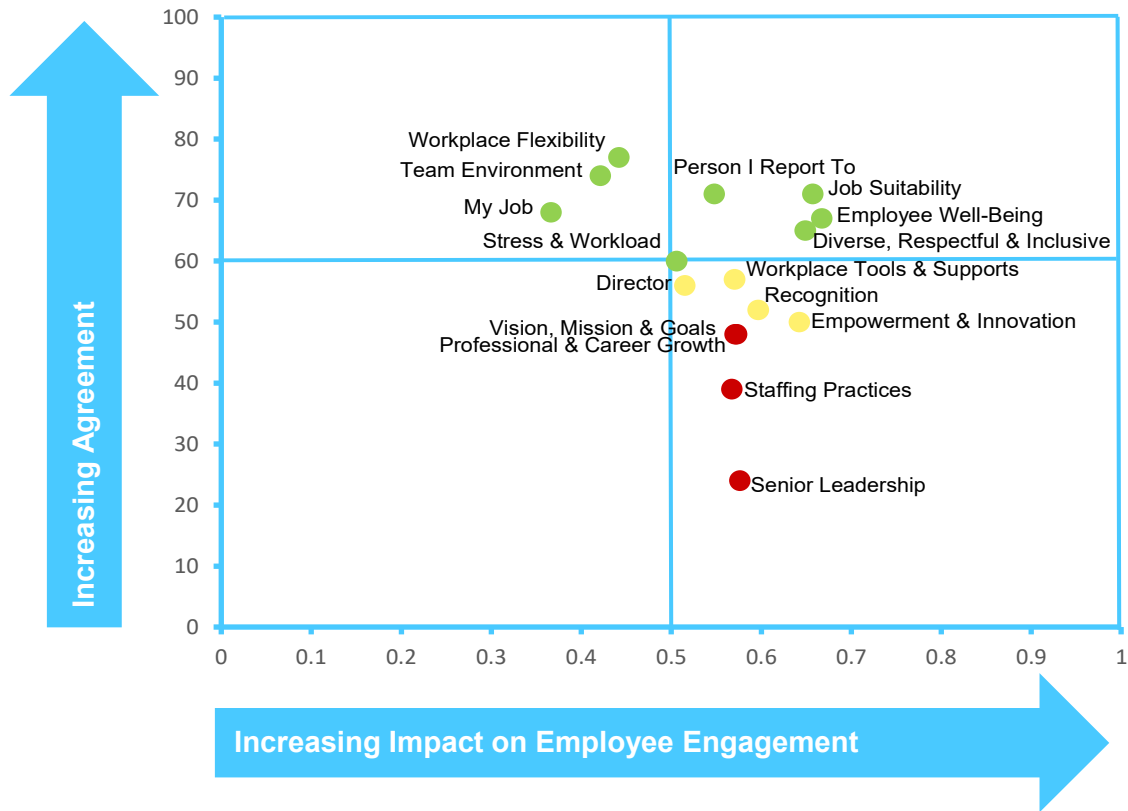
| | 2019 | 2017 |
|---------------------------------------|-----------|-----------|
| ENGAGEMENT | 56 | 52 |
| JOB | | |
| Job Suitability | 71 | 61 |
| Workplace Tools & Supports | 57 | 53 |
| Empowerment & Innovation | 50 | 47 |
| Vision, Mission & Goals ⁱⁱ | 48 | 49 |
| My Job | 68 | 53 |
| WELL-BEING | | |
| Team Environment | 74 | 71 |
| Workplace Flexibility | 77 | 77 |
| Employee Well-Being ⁱⁱ | 67 | 59 |
| Recognition | 52 | 49 |
| Stress & Workload | 60 | 62 |
| Diverse, Respectful, & Inclusive | 65 | 57 |
| OPPORTUNITIES | | |
| Staffing Practices | 39 | 44 |
| Professional & Career Growth | 48 | 41 |
| LEADERSHIP | | |
| Person I Report To ⁱⁱ | 71 | 68 |
| Senior Leadership | 24 | 31 |
| Director | 56 | |

Success
60 or above

Area for improvement
50-59

Area of concern
49 or less

Priority Matrix



Highlights

Top 3 Success Areas

1. Employee Well-Being
2. Job Suitability
3. Diverse, Respectful & Inclusive

Employees feel more positive when they think about...

Their job being a good fit for their skills and interests

Being treated respectfully at work

Feeling supported in their workplace when dealing with personal or family issues

Top 3 Focus Areas

1. Empowerment & Innovation
2. Recognition
3. Senior Leadership

Employees feel less positive when they think about...

Senior leadership in their department making timely decisions

Essential information flowing effectively from senior leadership to staff

Senior leadership in their department providing clear direction

Detailed Results

The following pages list the questions in each category found in the lighthouse and priority matrix. The questions and categories are organized under the 4 main themes (Job, Well-being, Opportunities & Leadership). A comparison to the last survey year will be provided, where applicable. For department reports, an additional column will be added to the tables to include the overall government score for comparison.

Job

| Area | Question | 2019 | 2017 | +/- | Nova Scotia |
|---------------------------------------|---|------|------|-----|-------------|
| Job Suitability | My job is a good fit for my skills and interests | 82 | 74 | 8 | 84 |
| | The work I do gives me a sense of accomplishment | 69 | 62 | 7 | 74 |
| | I am satisfied with my job | 61 | 48 | 13 | 67 |
| Workplace Tools & Supports | I have the technology I need to do my job well | 70 | 67 | 3 | 67 |
| | I have the tools, equipment and resources I need to do my job well | 59 | 57 | 2 | 61 |
| | I have support at work to provide a high level of service | 62 | 57 | 5 | 62 |
| | My organization supports employees through change | 36 | 30 | 6 | 52 |
| Empowerment & Innovation | Innovation is valued in my work | 48 | 47 | 1 | 55 |
| | I feel safe and supported by my organization to try new ideas | 46 | 45 | 1 | 54 |
| | I have opportunities to implement new ideas in my work | 52 | 48 | 4 | 56 |
| | I have opportunities to provide input into decisions that affect my work | 58 | 50 | 8 | 60 |
| | Continuous improvement of processes/procedures is encouraged in my department | 48 | 46 | 2 | 57 |
| Vision, Mission & Goals | I know how my work contributes to the achievement of my department's goals | 60 | 62 | -2 | 70 |
| | The vision, mission and goals of my organization are communicated well | 35 | | | 56 |
| My Job | I feel my job is secure | 65 | 50 | 15 | 73 |
| | I am paid fairly for the work I do | 70 | 55 | 15 | 58 |

Well-Being

| Area | Question | 2019 | 2017 | +/- | Nova Scotia |
|--|---|------|------|-----|-------------|
| Team Environment | I have positive working relationships with my co-workers | 91 | 89 | 2 | 88 |
| | Communication is encouraged between my work unit and other work units we work with | 56 | 52 | 4 | 64 |
| Workplace Flexibility | My immediate supervisor supports the use of flexible work arrangements, if operationally possible | 79 | 79 | 0 | 79 |
| | I have support to balance my work and personal life | 75 | 74 | 1 | 73 |
| Employee Well-being | I would describe my workplace as healthy, safe and supportive of my emotional well-being | 61 | 49 | 12 | 59 |
| | I would describe my workplace as healthy, safe and supportive of my physical well-being | 71 | 68 | 3 | 67 |
| | I feel supported in my workplace when dealing with personal or family issues | 77 | | | 75 |
| | In my workplace, there is a good understanding of the importance of employee mental health | 57 | | | 60 |
| | My work tends to leave me feeling mentally drained or exhausted ⁱⁱⁱ | 37 | | | 45 |
| Recognition | I receive meaningful recognition for work well done | 52 | 49 | 3 | 55 |
| Stress & Workload | The amount of stress I experience at work is reasonable | 62 | 61 | 1 | 55 |
| | My workload is reasonable | 57 | 62 | -5 | 56 |
| Diverse, Respectful & Inclusive | I am treated respectfully at work | 77 | 73 | 4 | 77 |
| | In the past 12 months, my work experience has been affected by discrimination and/or harassment in the workplace ⁱⁱⁱ | 12 | 15 | -3 | 11 |
| | I have access to the resources and supports I need to address disrespectful behavior in the workplace | 64 | 58 | 6 | 68 |
| | My department implements meaningful activities and practices that support a diverse workplace | 53 | 40 | 13 | 61 |

Opportunities

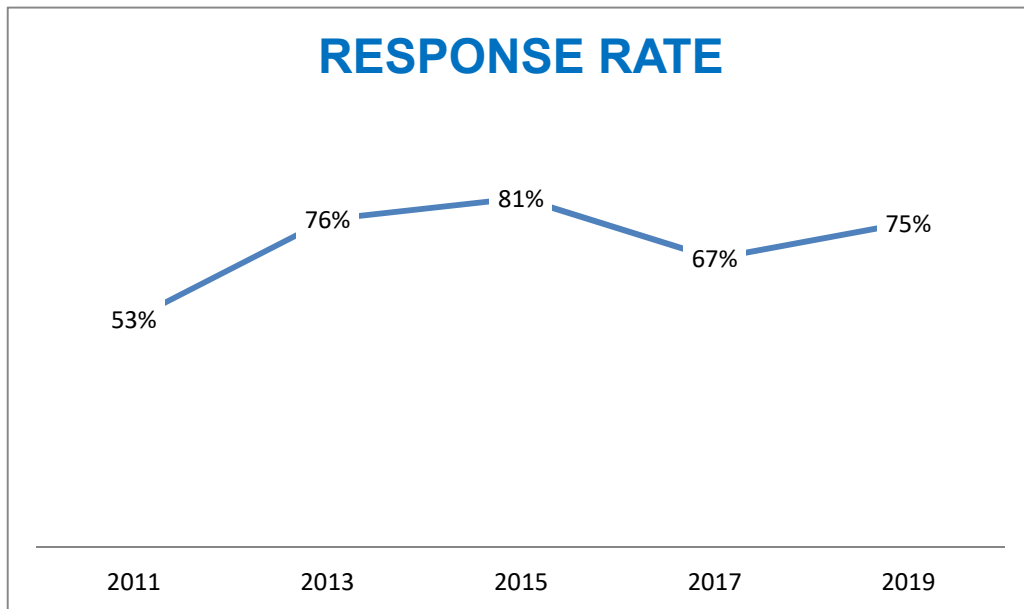
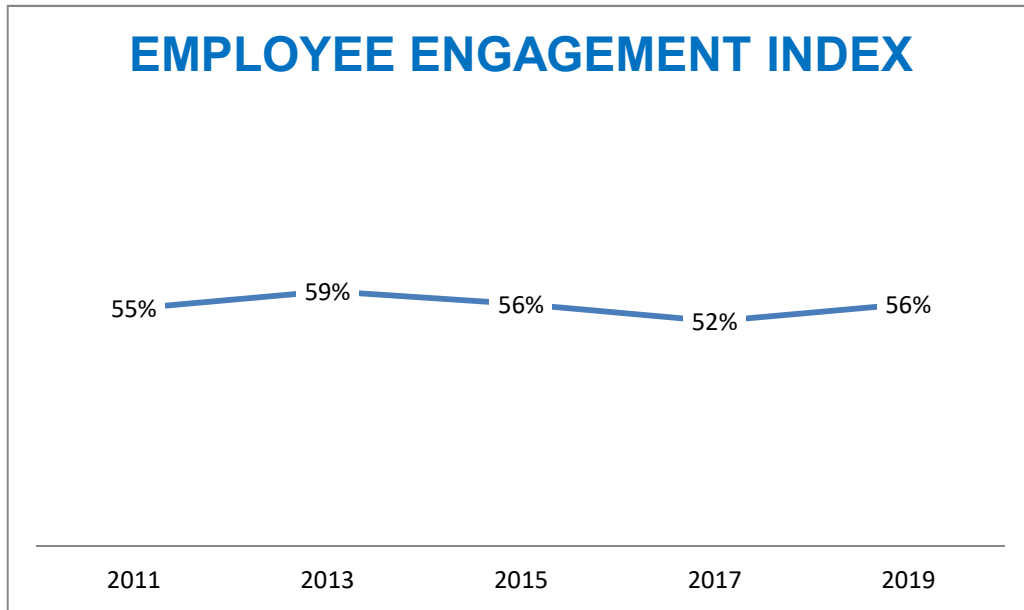
| Area | Question | 2019 | 2017 | +/- | Nova Scotia |
|---|--|------|------|-----|-------------|
| Professional & Career Growth | My organization supports my work-related learning & development | 63 | 48 | 15 | 68 |
| | My department supports innovative ways of career development | 39 | 37 | 2 | 48 |
| | I have opportunities for career growth within the Government of Nova Scotia | 41 | 37 | 4 | 45 |
| Staffing Practices | In my department, the selection of a person for a position is based on skills, knowledge and abilities | 39 | 44 | -5 | 47 |

Leadership

| Area | Question | 2019 | 2017 | +/- | Nova Scotia |
|---------------------------|---|------|------|-----|-------------|
| Person I Report To | Keeps me informed of things that I need to know to do my job well | 67 | 68 | -1 | 70 |
| | Consults me on decisions that affect my work | 69 | 68 | 1 | 68 |
| | Provides clear expectations regarding my work | 66 | 64 | 2 | 67 |
| | Provides useful feedback about my work performance | 64 | 62 | 2 | 64 |
| | Treats me with respect | 88 | 80 | 8 | 84 |
| | Deals with conflict effectively | 69 | | | 63 |
| | I trust the person I report to | 74 | 68 | 6 | 72 |
| | I am satisfied with the quality of supervision I receive | 72 | 68 | 4 | 70 |
| Senior Leadership | Senior Leadership in my department provides clear direction | 28 | 32 | -4 | 47 |
| | Senior Leadership in my department makes timely decisions | 19 | 28 | -9 | 39 |
| | Essential information flows effectively from senior leadership to staff | 19 | 26 | -7 | 40 |
| | I have confidence in the senior leadership of my department | 30 | 38 | -8 | 51 |
| Director | My director provides clear direction | 59 | | | 56 |
| | Essential information flows effectively from my director to staff | 52 | | | 52 |

Appendix

Nova Scotia Public Service Trends



ⁱ In 2017, Nova Scotia updated its Engagement Model to include a 7th question. *Overall, I feel valued as a Government of Nova Scotia employee* has been included in the calculation of the Engagement Index. This update is consistent with the Canadian Interjurisdictional Engagement Model.

ⁱⁱ In 2019, this category score was comprised of different items than it was in 2017.

ⁱⁱⁱ This question is not included in the category average presented in the lighthouse.

Contact Us

The How's Work Going? survey is co-led by the HR Analytics and the Engagement & Innovation units of the Nova Scotia Public Service Commission.

For more information, please email HowsWorkGoing@novascotia.ca or call the Nova Scotia Public Service Commission at 902-424-7660 and ask to speak to someone regarding How's Work Going? employee survey.