




# HOW'S WORK GOING?

Public Service Commission  
2022 Survey Results



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How's Work Going? Report  
Nova Scotia Public Service Commission  
February 2023



## Letter from the Commissioner

These are the results from the 2022 *How's Work Going?* Employee Engagement Survey.

Distributed to all civil service employees, these surveys have generally been completed bi-annually since 2005. They are designed to help capture how employees view their workplace, their employment experience, and identify areas for improvement.

An engagement score of 60 or above indicates an engaged workforce. In this survey, the results revealed that engagement has slightly declined from 62% in the 2019 survey, to 61%. The world, and the workplace, have significantly changed since the last engagement survey was conducted; our results reflect those changes. To address this, we added new elements to this year's report, which include:

- A Workplace Wellness Index, which is an indicator of overall workplace health. We plan to keep reporting this index in future surveys.
- "In focus" areas which highlight popular topics and trends in all workplaces. This year, we are providing insights on Flexible Work Arrangements and Retention and Staffing. These "in focus" areas may vary from year to year.

Using the corporate and departmental reports, Deputy Ministers will review findings with their senior leadership teams to determine action plans.

Thank you for participating in the 2022 *How's Work Going?* survey. If you have any specific questions about the process or these results, please connect with your department's leadership or the HR representatives that support your department.

*Andrea Anderson*  
*Commissioner*  
*Nova Scotia Public Service Commission*

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## About the Survey

*How's Work Going?* is the Nova Scotia Government's biennial employee survey that gathers feedback on various elements of the work environment that are important to employees. The survey design and measures are based on Nova Scotia's Employee Experience Model, which is connected to the Canadian Interjurisdictional Engagement Model. The Canadian Interjurisdictional Engagement Model has been developed by the Canadian Interjurisdictional Engagement and Analytics Team (IEAT). Nova Scotia is a member of the team, participating in the sharing structure and contributing results to Canadian benchmarking of the Engagement Index.

The results of the survey help inform leaders as well as program and policy development on what matters most to employees and what areas of the work environment may need attention. The workplace indicators, including the Employee Engagement Index can also be used to compare results from one survey year to another and to compare with other Canadian Jurisdictions.

## Data Collection and Protection

The HR Analytics team at the Public Service Commission is responsible for conducting and analyzing the *How's Work Going?* survey. All information collected by the survey is strictly confidential and secure. In addition, this team follows strict privacy standards to protect the identity of survey participants. The survey responses, including individual perceptions and demographic information, are used only for the disclosed purpose for which it was collected - for statistical analysis and summary reporting to leaders and employees, as well as informing government programs and policies.

*How's Work Going?* responses are anonymous. As such, they are not linked to any individual or personal identifying information. Below is an outline of some of the steps and standards followed by the HR Analytics Team to protect all information collected:

1. Only summary information is shared. No individual responses or possible identifying information will be shared. Managers/Supervisors and leaders will only receive summary information.
2. Minimum reporting requirements are in place to protect the confidentiality of responses. Only groups with ten or more survey responses will receive a summary report, in which the results will be aggregated. In addition, a minimum response rate for groups must also be achieved:
  - Groups of 50 or less employees must have a response rate of 50%
  - Groups of 51-99 employees must have a response rate of 40%
  - Groups of 100 or more employees must have a response rate of 30%

Before release, all reports are thoroughly reviewed by the HR Analytics Team to ensure there are no risks to employee confidentiality.

3. *How's Work Going?* does collect verbatim comments. The survey reminds employees not to provide personal information or possible identifying information in their feedback. However, to ensure the confidentiality of verbatim comments reports, a report is only prepared and released to groups with a minimum of 50 respondents. Additionally, verbatim comment reports are only provided to senior leadership within a department, usually the Deputy Minister. All comments are reviewed, and any potentially identifying information is removed before the reports are released.

4. Access to the information collected is controlled. For example, only five employees of the HR Analytics team have access to the survey data for the purposes of analysis and reporting.

5. A full Privacy Impact Assessment has also been completed on *How's Work Going?* to protect your information.

## New in 2022

### Model Updates

Since the last *How's Work Going?* survey, the HR Analytics team has reviewed the Model and updates have been made to reflect the current trends, changes in the work environment, and design standards.

As a result, the 2022 *How's Work Going?* survey features many new and updated questions, ensuring our measures are reflective of our current work environments and terminology, and are shadowing new and emerging survey practices, including how results are analyzed and reported.

In addition, this review and subsequent changes provided the opportunity to expand the survey to focus questions on areas identified as being critically important in our workplaces at the time of the survey.

### The Lighthouse

The Lighthouse remains Nova Scotia's graphical representation of our Employee Experience Model, however, the image has been refreshed to reflect the changes to our Model and survey questions.

New to 2022 reports, not all questions on the survey will be represented in the Lighthouse. Only questions that are most important to employees and their work environments are represented. These questions will remain consistent in future surveys so that work units can feel confident in comparing one survey year's results to another. Results for all survey questions are available and can be found at the end of this report.

### Workplace Wellness Index

In addition to the updated Lighthouse Model, a new Workplace Wellness Index is included in the 2022 reports. Nova Scotia's Workplace Wellness Index is comprised of 11 questions that together provide a new overall assessment of work-related wellness in our workplaces.

Work Experience Indices, such as the Workplace Wellness Index, are becoming common in survey reports and often expand to include other important indices, such as Job, Career and Leadership.

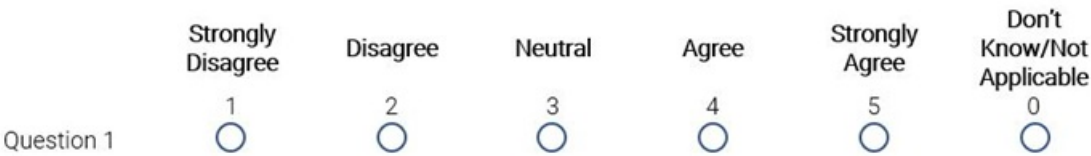
## In Focus Sections

Finally, the 2022 survey results will provide results for two new 'In Focus' areas. Through the survey design consultation process, the following areas were identified as key focus areas for many workplaces in 2022: Flexible Working Arrangements, and Recruitment and Retention. These focus areas align with current thought leadership in the area of human resources. As a result, additional questions were added to the 2022 *How's Work Going?* survey to assess these key areas.

All of these updates to Nova Scotia's *How's Work Going?* survey have been undertaken to provide additional layers of analysis of the survey data with the intention of giving clarity and consistency in survey results.

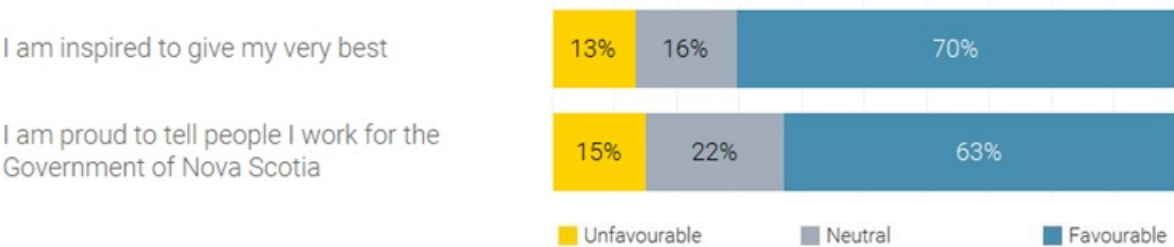
## Reading this Report

Most questions asked on the *How's Work Going?* survey use the standard survey practice of asking respondents to select their satisfaction with statements on a 5-point Likert Scale. Below is an example of the response scale used on the *How's Work Going?*



For reporting ease, the above scale is converted into a 3-point scale, combining any responses above neutral as Favourable and any below neutral as Unfavourable. Don't Know/Not Applicable responses are omitted from the analysis for this report.

This report presents the results of these Likert questions in two ways: a series of stacked horizontal bar charts on pages 16 to 21 and a more accessible table format in the Appendix. An example of the stacked horizontal bar chart is presented below.





The Lighthouse only represents the favourable scores. See Nova Scotia's Employee Experience Model on page 14 for more information about the Lighthouse.

A few survey questions required a simple Yes or No response and will be reported as such. In addition, some questions gave respondents the option to select more than one response option, those questions will be identified throughout the report.

Except for personal demographic questions, all survey questions were mandatory, meaning employees were required to respond to a question before they could continue to the next question.

Previous *How's Work Going?* reports presented only favourable scores whereas, this year, we are presenting the results for the 3-point scale including Favourable, Neutral and Unfavourable results. This aligns with other recent survey reports, including *Back to Better*, which was conducted in 2020. Presenting the results this way provides a complete picture of employee satisfaction, showing how employee responses are spread across the entire answer scale.

Percentages featured throughout this report have been rounded to the nearest whole percentage. Due to this rounding, the sum of the percentages for a single question may not always total 100%.

As you review this report consider an Engagement Index as an overall measure of how a particular work group is functioning. This high-level indicator measures the seven questions focused on Job and Organization Satisfaction and Commitment to the Organization.

However, the Engagement Index cannot completely explain a particular work environment. Therefore, the introduction of the Workplace Wellness Index will complement the Engagement Index providing an additional explanation of one of the broad areas of the work environment that is critically important to a satisfied, committed and engaged organization.

Once the Engagement and Wellness indices have been reviewed, a further explanation of results can be found in the Lighthouse, reviewing each category's summary results. The final layer of explanation can be found by reviewing individual survey question results.





## At a Glance

### Survey Period

The survey was conducted in the fall of 2022, from November 15th to December 6th, 2022. The survey was primarily conducted online; however, paper surveys were sent to approximately 2,200 employees without regular access to a computer or smartphone. The survey was also available by request in French.

### Survey Population and Response Rate

Participation was voluntary, yet highly encouraged by leadership across government. The survey was open to all civil service employees, including full-time, part-time, casual, seasonal, temporary, relief and contract employees.

While the survey was open to all employees, this report presents the findings for permanent, term, and contract employees. A separate report summarizing the results for casual, temporary, seasonal and relief employees will be provided if reporting guidelines are met.

The Response Rate for Public Service Commission is **94%**.

### Engagement and Workplace Wellness Index

The 2022 Engagement and Workplace Wellness Indices and the questions used to calculate these indices are presented below. Both indices are calculated by taking an average of the favourable scores of the underlying questions.

Employee engagement is comprised on 7 questions and is the extent to which employees feel connected to and involved with their jobs and their organization. **An Engagement Index of 60 or above indicates an engaged workforce.**

The Workplace Wellness Index comprises 11 questions that cover job suitability, recognition, team environment, flexible work arrangements, stress and workload, safety, mental health, respectful workplace and supervision. This new index will be used as a benchmark going forward to understand the workplace wellness of employees.

The Engagement Index for 2019 is also provided for comparison. However, given that the Workplace Wellness Index is new this year, no comparators are provided.

## Engagement Index

	2022 <b>71%</b>	2019 <b>78%</b>
I am inspired to give my very best	76%	80%
I am satisfied with my department	68%	74%
Overall, I am satisfied with my work as a Government of Nova Scotia employee	74%	82%
Overall, I feel valued as a Government of Nova Scotia employee	59%	76%
I am proud to tell people I work for the Government of Nova Scotia	77%	80%
I would recommend the Government of Nova Scotia as a great place to work	71%	78%
I would prefer to stay in the Government of Nova Scotia, even if offered a similar job elsewhere	68%	73%

## Workplace Wellness Index

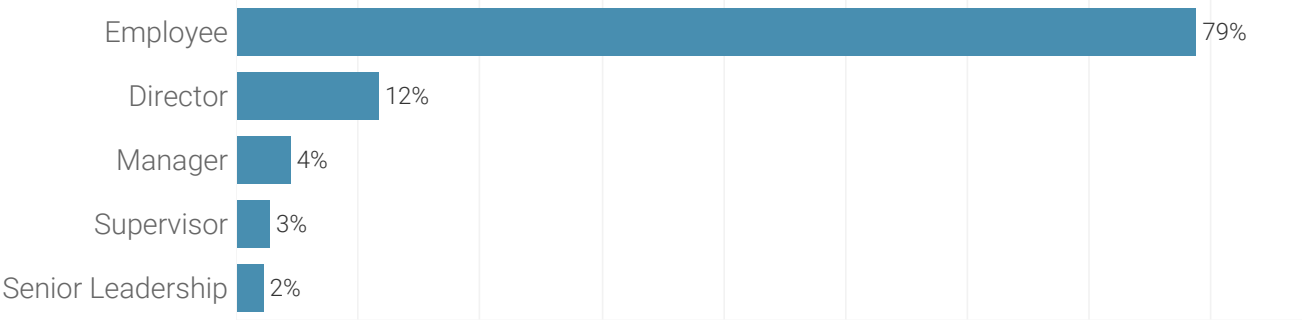
	2022 <b>81%</b>
The morale in my work unit is positive	77%
I can be myself at work	76%
I have freedom to make the decisions necessary to do my job well	77%
I receive meaningful recognition for work well done	69%
My immediate supervisor supports the use of flexible work arrangements	94%
I feel supported to place boundaries on my work time	84%
The person I report to supports me when dealing with work-related issues	89%
I am satisfied with the quality of supervision I receive	86%
I feel safe to speak up about health and safety concerns	91%
My workplace is supportive of my mental health	78%
The mental health and wellbeing programs that are available to me are appropriate for my needs	73%

# Who Completed the Survey

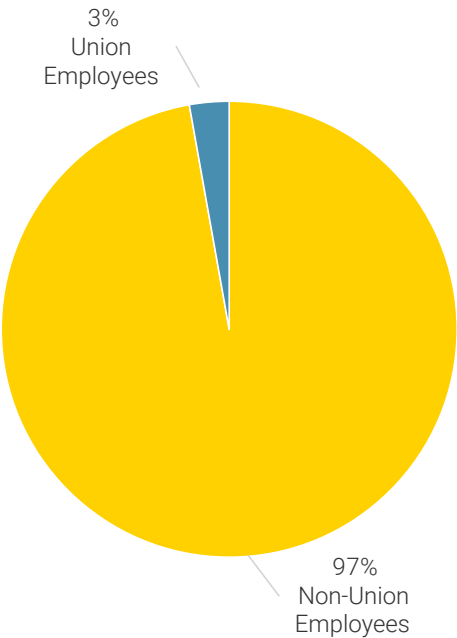
## Work Demographics

Employees could only select one option to all of the work demographic questions.

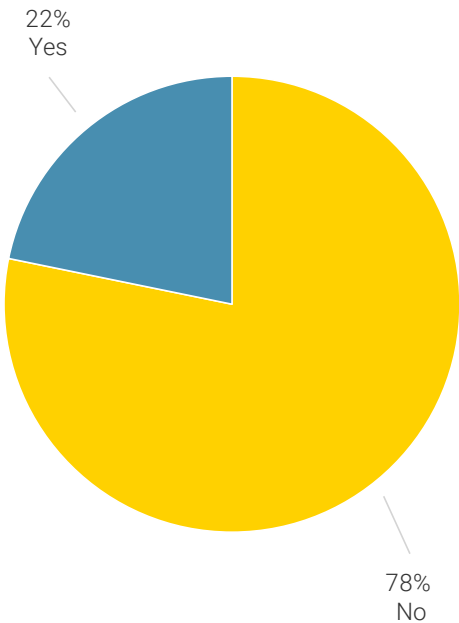
### Job Level of Respondents



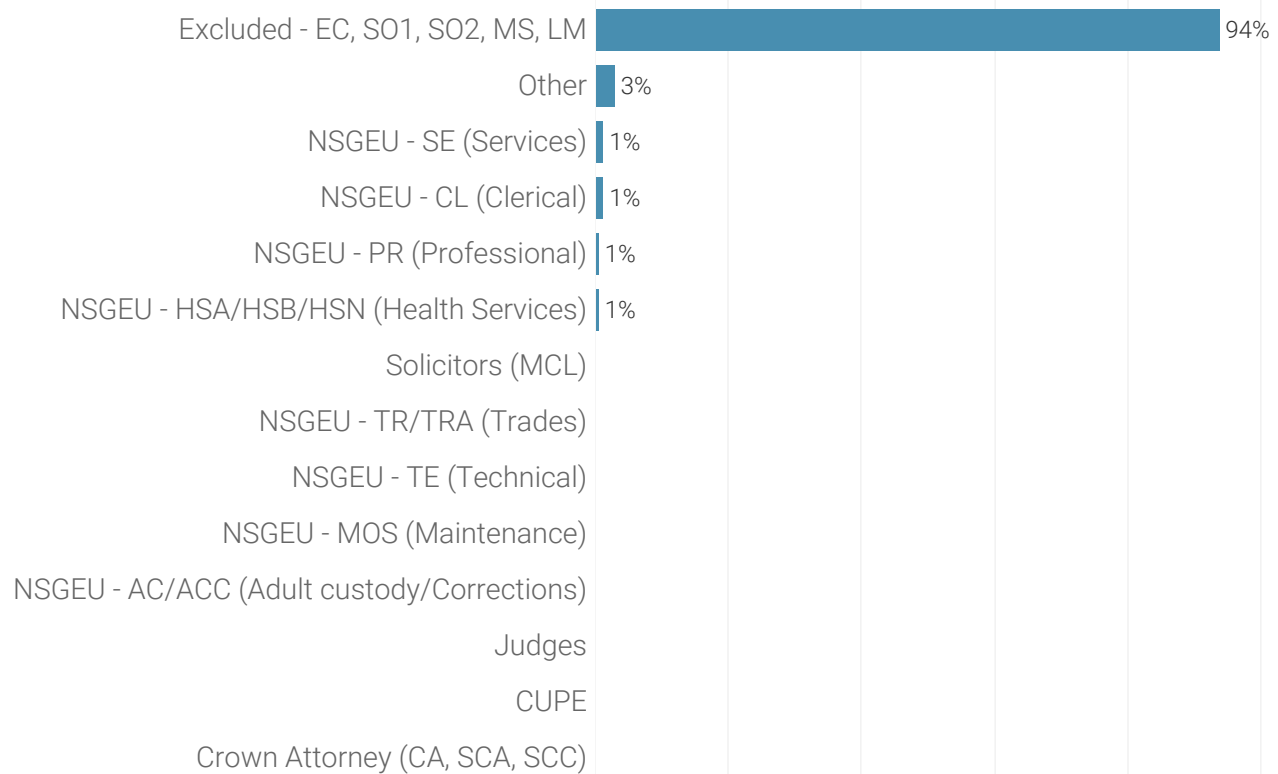
### Union Status of Respondents



### Respondents With Direct Reports

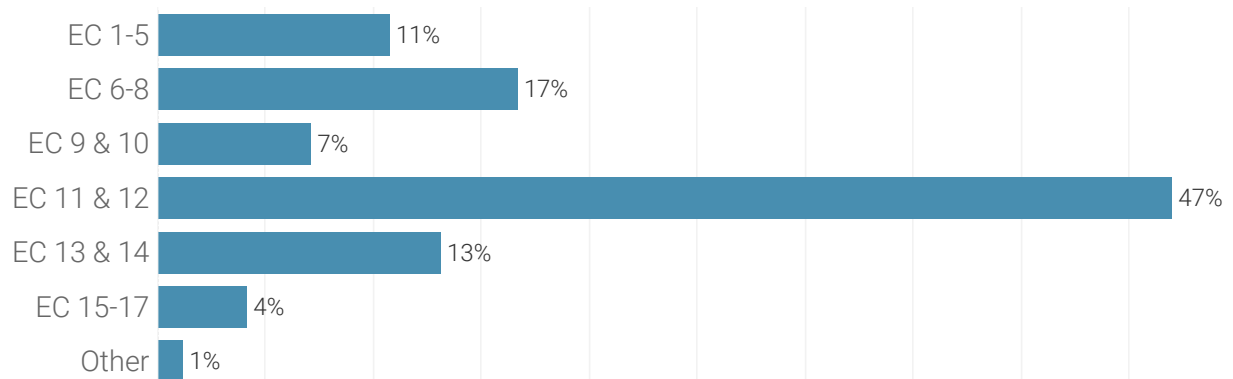


## Employee Group (Classification) of Respondents

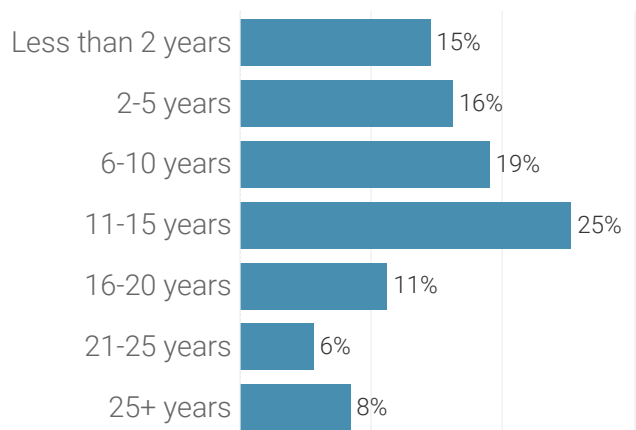


## EC Level of Respondents

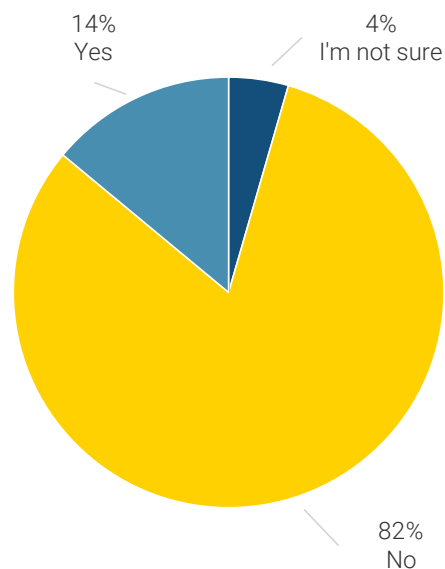
*Only respondents who selected 'Excluded' above were asked this question.*



## Years of Service of Respondents



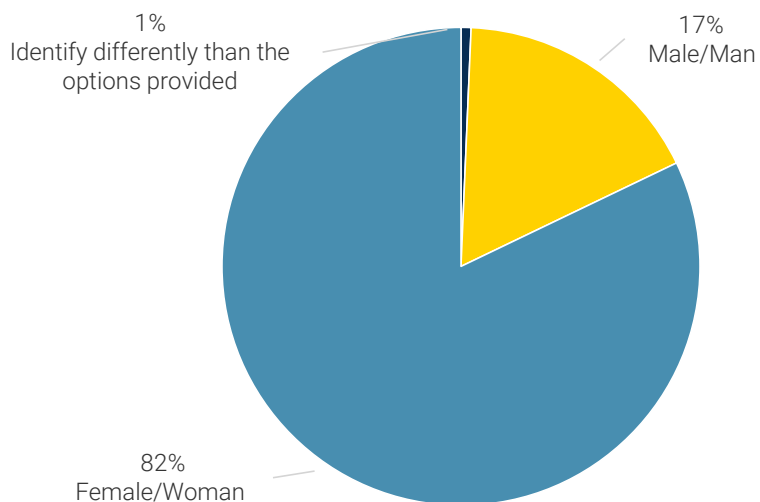
## Respondents Working in Designated Positions



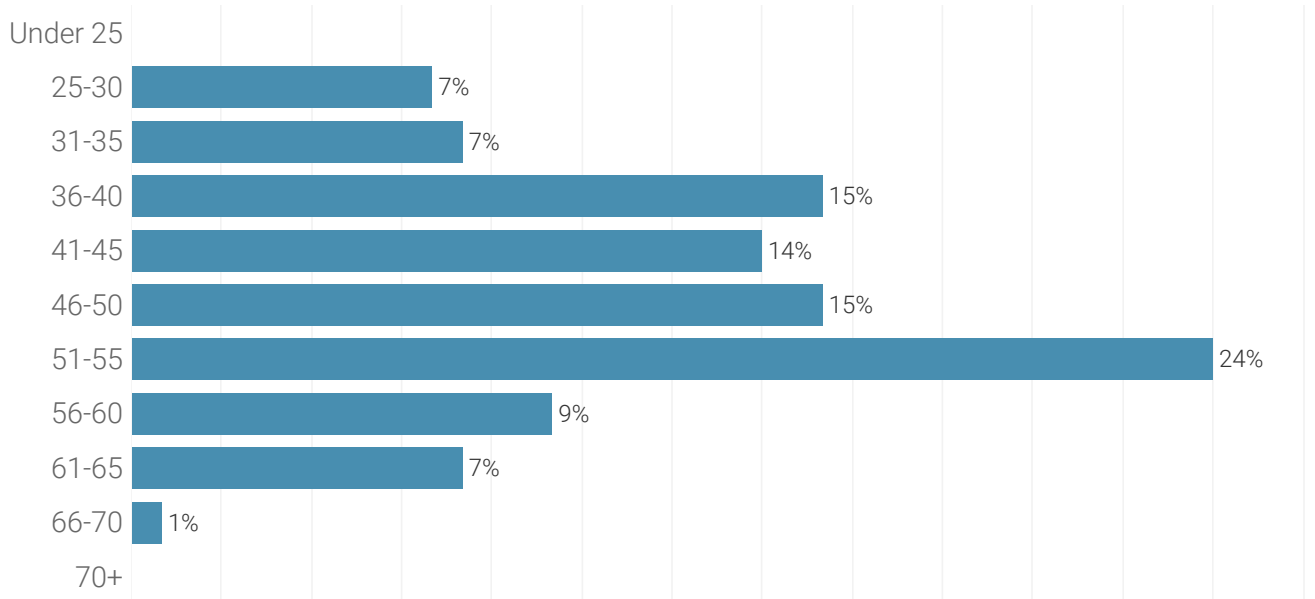
## Personal Demographics

*The following questions were voluntary. Employees could only select one option from each of the personal demographic questions (unless otherwise noted).*

### Gender Identity of Respondents

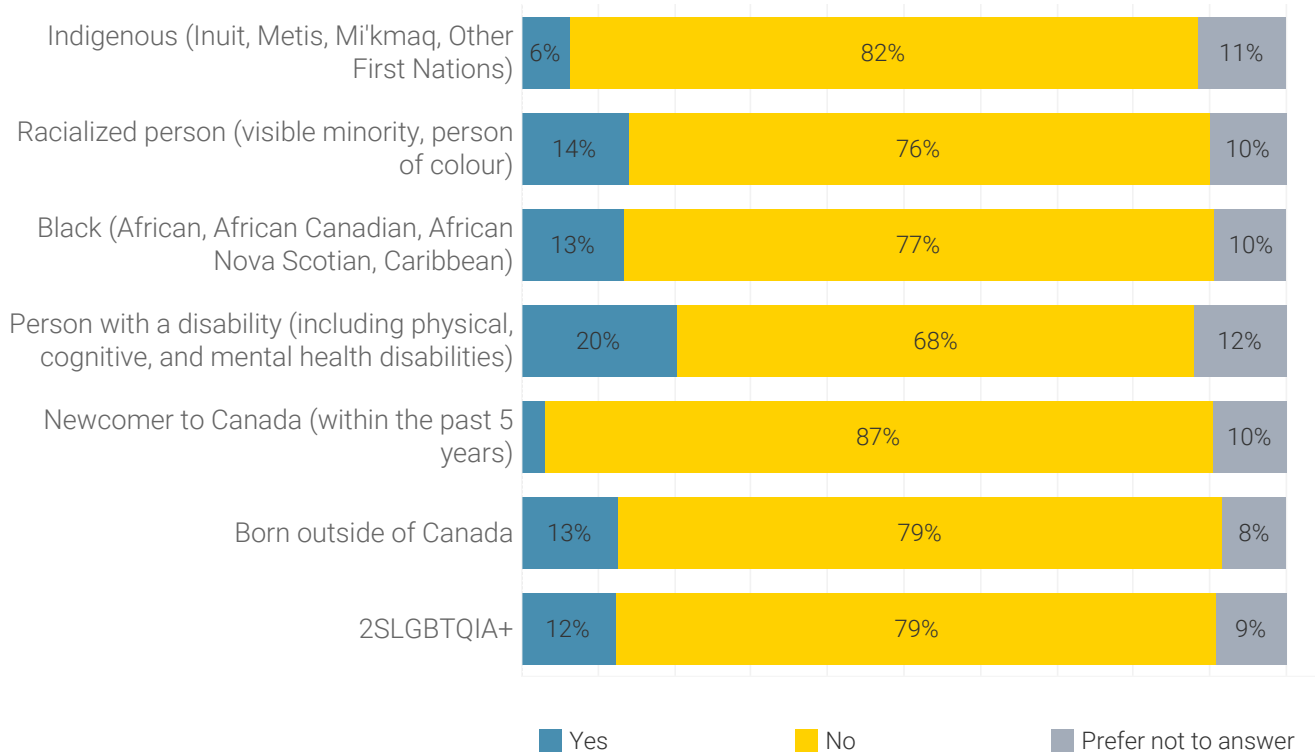


## Age of Respondents



## Diversity of Respondents

*Employees could select more than one option and as such, the percentages will not sum to 100%.*



# Nova Scotia’s Employee Experience Model

The *How’s Work Going?* survey is developed based on the Nova Scotia Experience Model. The model measures key elements in the work environment that have a significant impact on an employee’s work experience and engagement. The Nova Scotia model is based on the Canadian Interjurisdictional Engagement Model.

The Lighthouse represents the Model’s three main characteristics.

- Lens** – The engagement index is located at the top of the Lighthouse.
- Structure** – Key elements and drivers of employee engagement measured by the model are presented in the 'Body' or main structure of the Lighthouse.
- Foundation** – Leadership is the foundation on which the model is built.

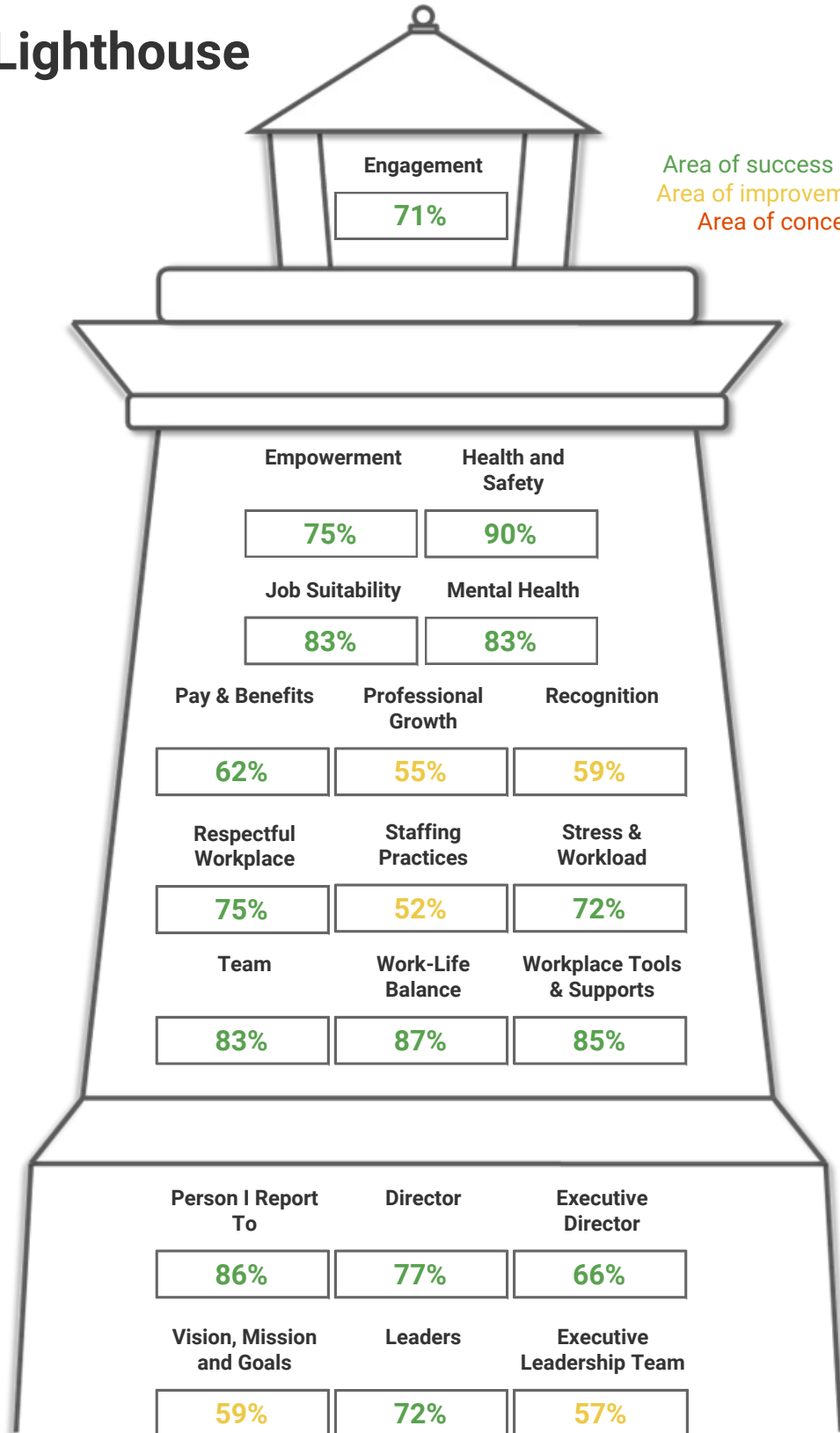
The drivers are colour coded to indicate overall satisfaction with the category.



Results in the Lighthouse are calculated by taking an average of the favourable scores to the questions included in each Lighthouse category.

The specific questions and responses making up the individual lighthouse categories are presented graphically on pages immediately following the Lighthouse. Additionally, the responses to all questions are found in the Appendix in a visually accessible table format.

# 2022 Lighthouse

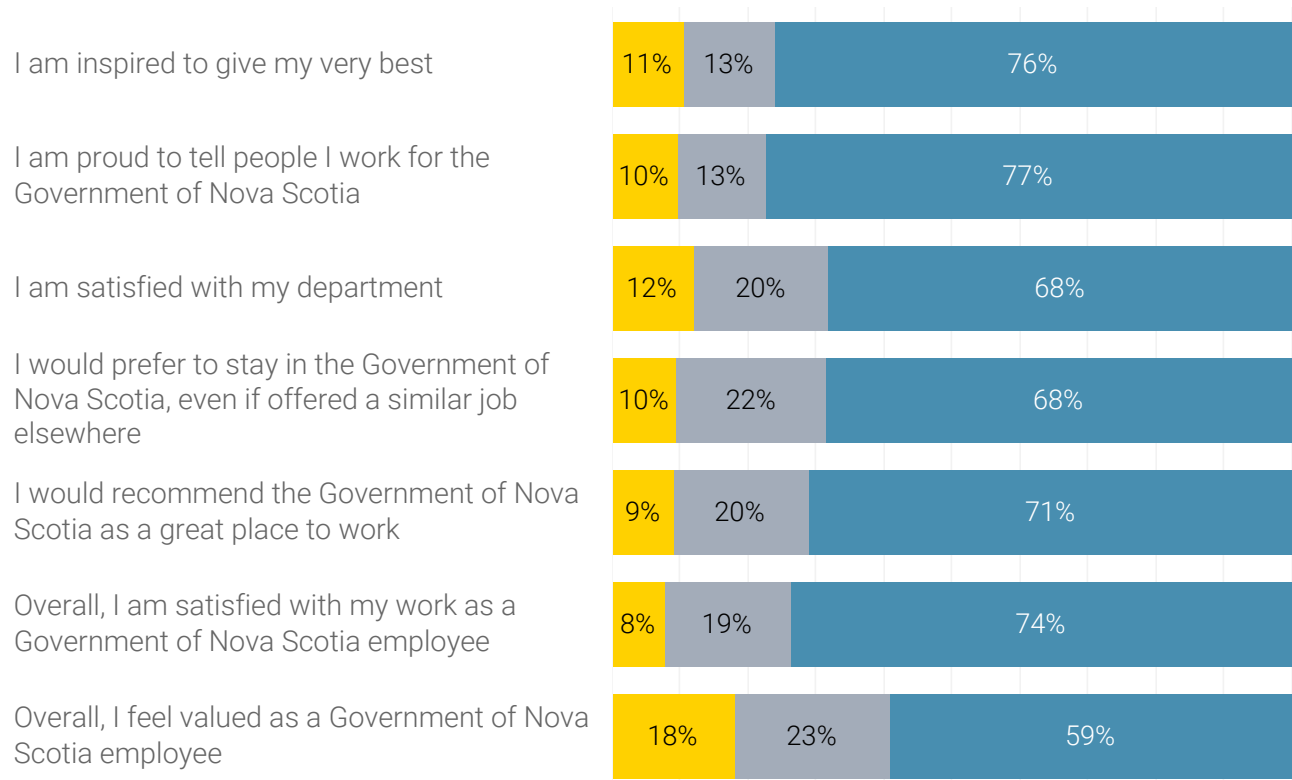




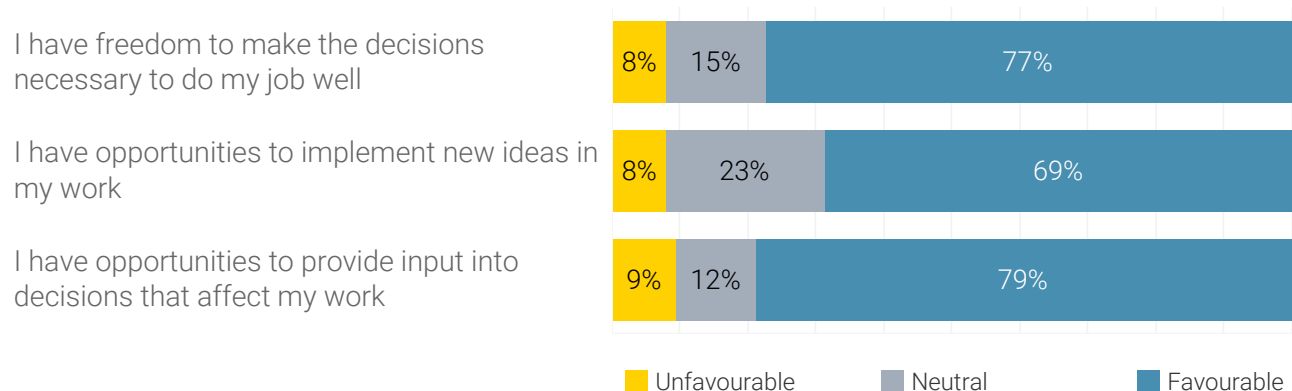
## 2022 Lighthouse - Detailed Results

The following horizontal bar charts summarize the likert questions that comprise the Lighthouse categories. Employees could only select one option from each of the likert questions.

### Engagement

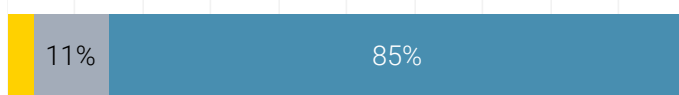


### Empowerment

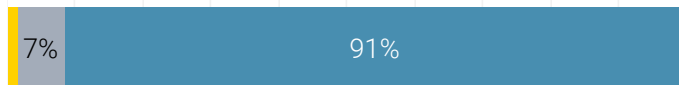


## Health and Safety

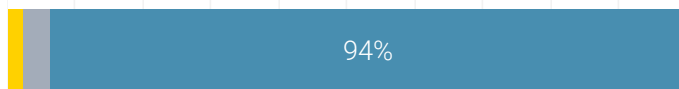
I feel confident health and safety concerns will be addressed by my department



I feel safe working in my job

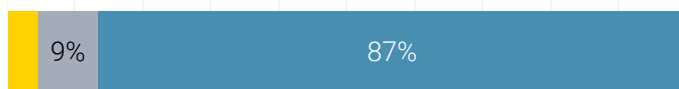


The necessary processes and procedures are in place to ensure my safety at work



## Job Suitability

My job is a good fit for my skills and interests

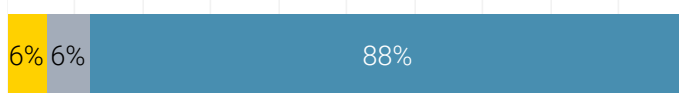


The work I do gives me a sense of accomplishment



## Mental Health

I feel supported in my workplace when dealing with personal or family issues



My workplace is supportive of my mental health



## Pay & Benefits

I am paid fairly for the work I do



My benefits meet my (and my family's) needs well



My pay is competitive with similar jobs in the region



Unfavourable Neutral Favourable

## Professional Growth

I believe I will be able to reach my full potential at the Government of Nova Scotia



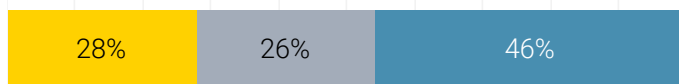
I feel there are equitable opportunities to advance my career



I have adequate opportunities to develop my skills



I see myself growing and developing my career with my department



## Recognition

I receive meaningful recognition for work well done

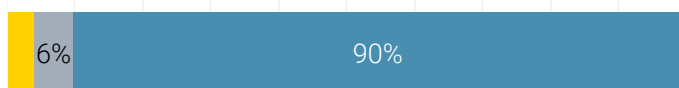


In my department, recognition is based on performance



## Respectful Workplace

I am treated respectfully at work



I can be myself at work



I feel free to express opinions that differ from those of leaders without fear of reprisal



My department values diversity of ideas



Unfavourable Neutral Favourable

## Staffing Practices

In my department, the best person with the right skills is hired for the job



In my department, the process of selecting a person for a position is fair



In my department, the selection of a person for a position is based on merit



## Stress & Workload

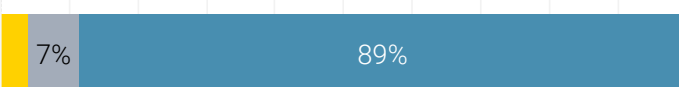
My workload is reasonable



The amount of stress I experience at work is reasonable

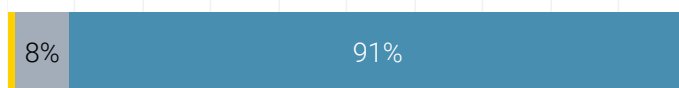


The person I report to supports me when dealing with work-related issues



## Team

I have positive working relationships with my co-workers



Members of my team communicate effectively with each other

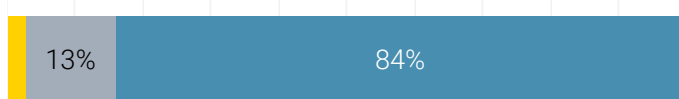


The morale in my work unit is positive

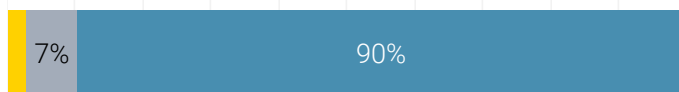


## Work-Life Balance

I feel supported to place boundaries on my work time



I have support at work to balance my work and personal life



Unfavourable Neutral Favourable

## Workplace Tools & Supports

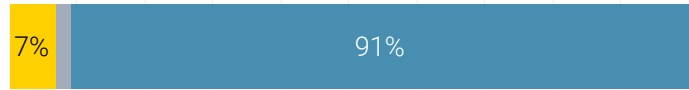
I get the information I need, when I need it, to do my job



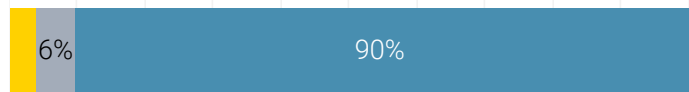
I have support at work to provide a high level of service



I have the technology I need to do my job well

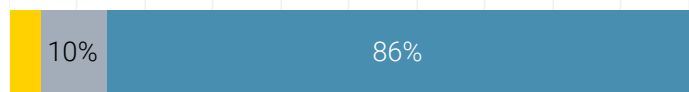


I have the tools and equipment I need to do my job well

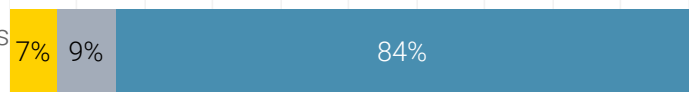


## Person I Report To

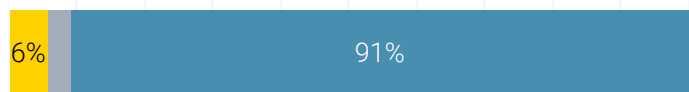
I am satisfied with the quality of supervision I receive



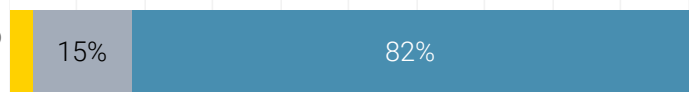
The person I report to consults me on decisions that affect my work



The person I report to keeps me informed of the things that I need to know to do my job well



The person I report to provides opportunities to apply new knowledge and skills



## Director

Essential information flows effectively from my director to staff



My director provides clear direction



Unfavourable Neutral Favourable

## Executive Director

Essential information flows effectively from my executive director to staff



My executive director provides clear direction



## Vision, Mission and Goals

Leaders provide the support necessary to achieve the department's strategic goals



My department is on the right path in its planning for the future



The vision, mission and goals of my department are communicated well



## Leaders

My leaders empower everyone to realize their full potential



My leaders encourage the continuous improvement of work practice and processes



My leaders support me to collaborate with others to help deliver the best solutions



## Executive Leadership Team

Essential information flows effectively from the executive leadership team to staff



I have confidence in the executive leadership team of my department



The executive leadership team in my department leads by example demonstrating the Public Service Values



The executive leadership team in my department makes timely decisions



■ Unfavourable ■ Neutral ■ Favourable

## In Focus: Flexible Work Arrangements

Many workplaces have adapted since the Covid-19 pandemic, and many employees are working more flexibly. As flexibility has become part of the everyday way of working for many employees, it is important to measure employee use and satisfaction with current flexible work arrangements.

Below are the results of the questions related to flexible work arrangements. Note that some of these questions were asked in the 2020 *Back to Better* survey and those results could be used for comparison for some departments.

### What is your current workplace setting?

*Employees could only select one option to this question.*

A mix of my regular worksite and working from home	83%
Primarily working from home	12%
Working from my regular worksite	4%
Working from a worksite different from my usual worksite	1%
Other	

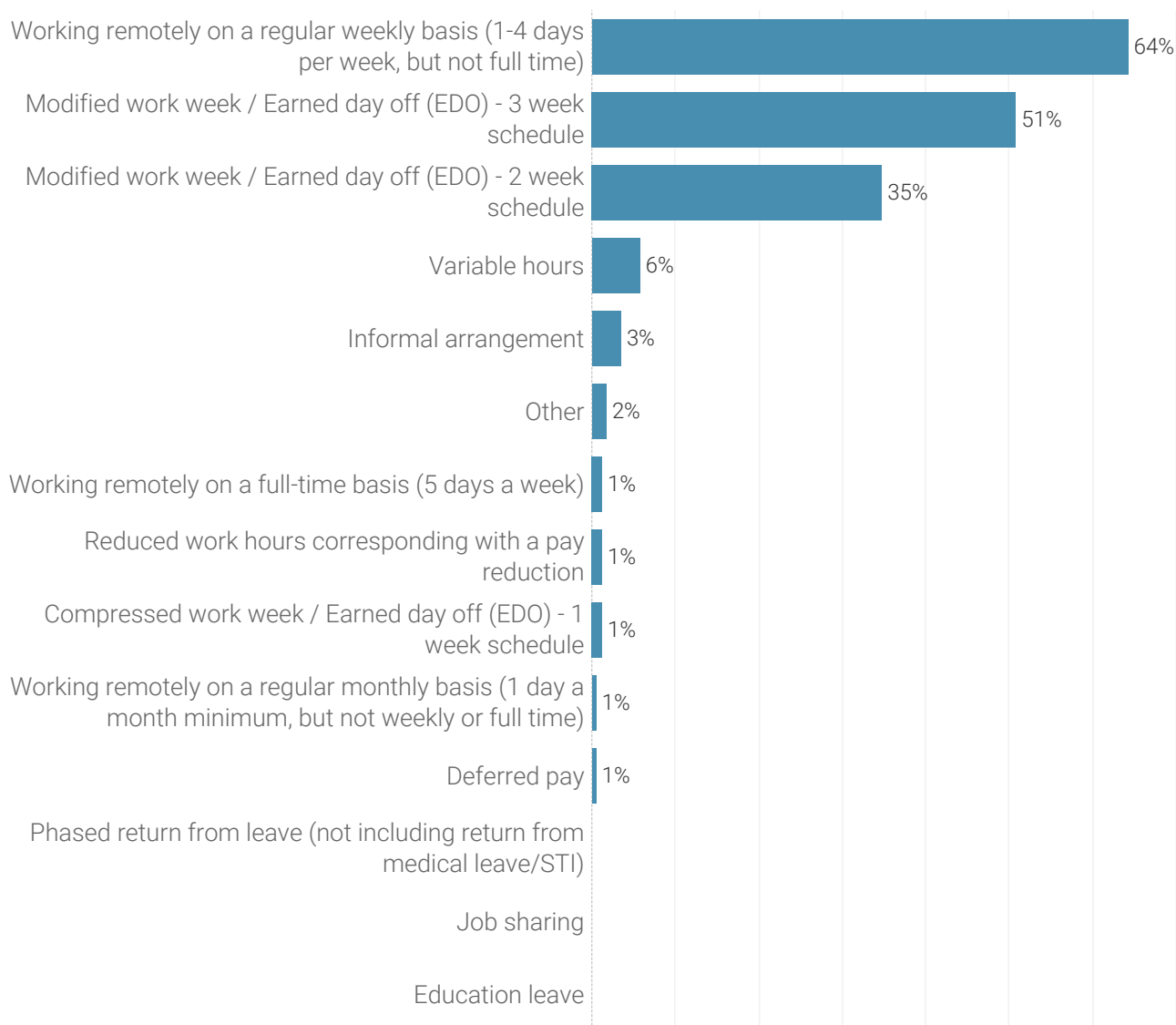
### Are you currently on a flexible work arrangement?

*Employees could only select one option to this question.*

Yes, I am in my preferred flexible work arrangement	88%
Yes, but I am not in my preferred flexible work arrangement	9%
No, I don't want a flexible work arrangement	2%
No, but I would like to have a flexible work arrangement	2%

## In what flexible work arrangements do you participate?

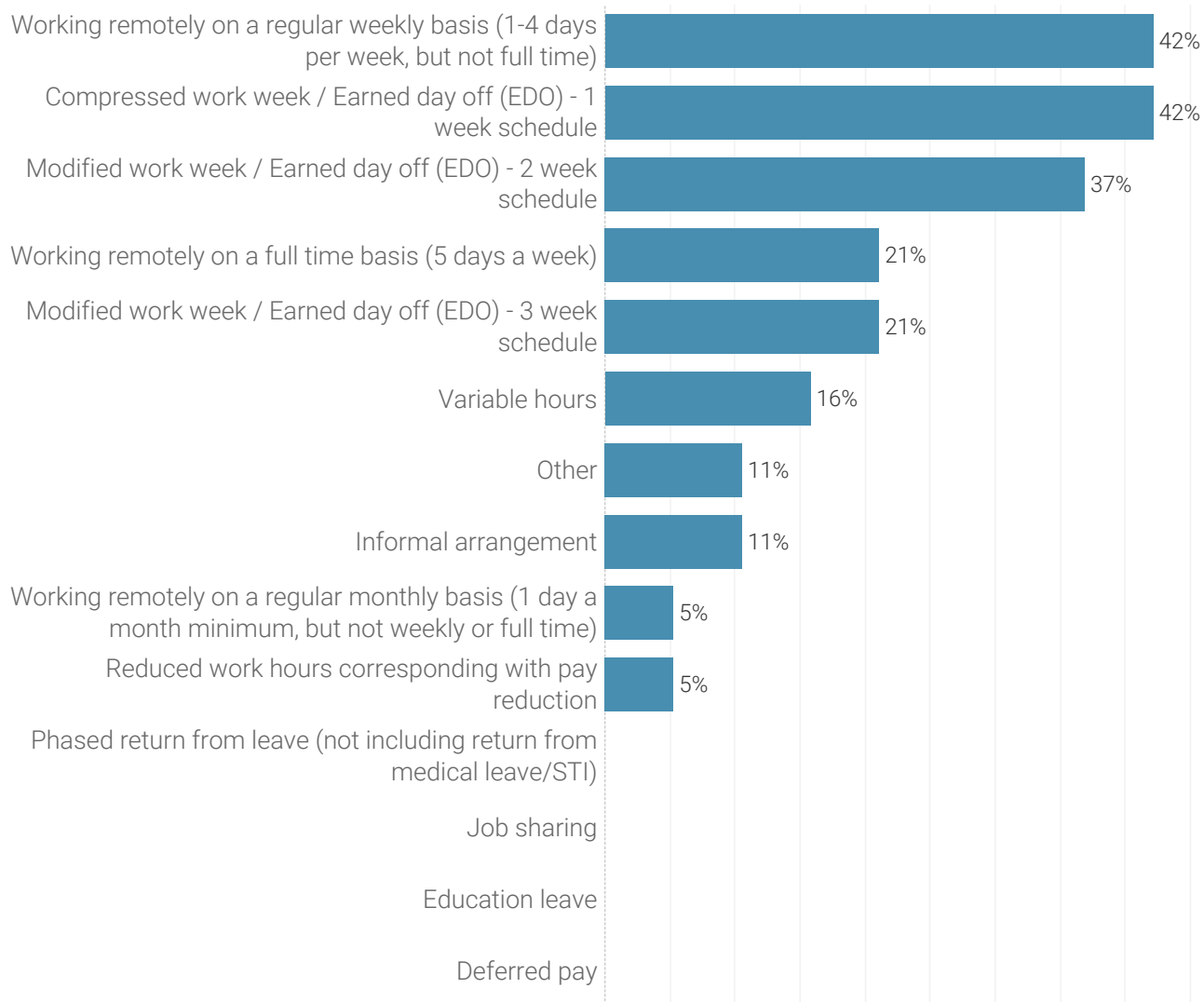
*Only those employees who identified in the previous question that they were on a flexible work arrangement were asked to respond to the following question. Employees could select more than one option and as such, the percentages will not sum to 100%.*





## What is your preferred/desired flexible work arrangement?

*This question was posed only to those employees who identified that they were on a flexible work arrangement but not in their preferred arrangement OR those that indicated that they were not on a flexible work arrangement but wanted to be. Employees could select more than one option and as such, the percentages will not sum to 100%.*



# In Focus: Retention and Staffing

Skilled employees are the assets that drive organizational success. Thus, organizations must learn from them - why they stay, why they leave, and how the organization needs to change.

Below are the results of the retention and staffing questions asked on the survey.

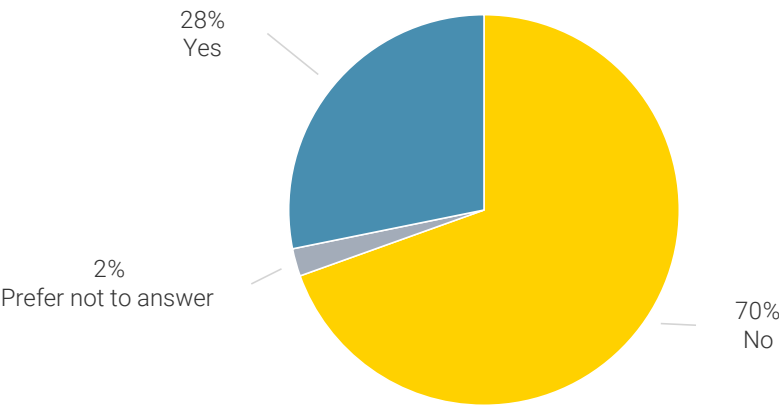
## Your concerns with the hiring process are?

Employees could select more than one option and as such, the percentages will not sum to 100%.

Transparency in hiring process	51%
Couldn't apply to job opportunities due to job-ad restrictions	39%
Prefer not to answer	29%
Discrimination in hiring process	24%
Appointments	20%
Length of process	17%
Feedback, if interviewed	17%
Other	15%
Job requirements that are too narrow and specific, unclear job specifications	15%
How to use SuccessFactors to apply	7%
Expression of Interest (EOI)	7%
Couldn't apply to job opportunities due to geographic restrictions	2%

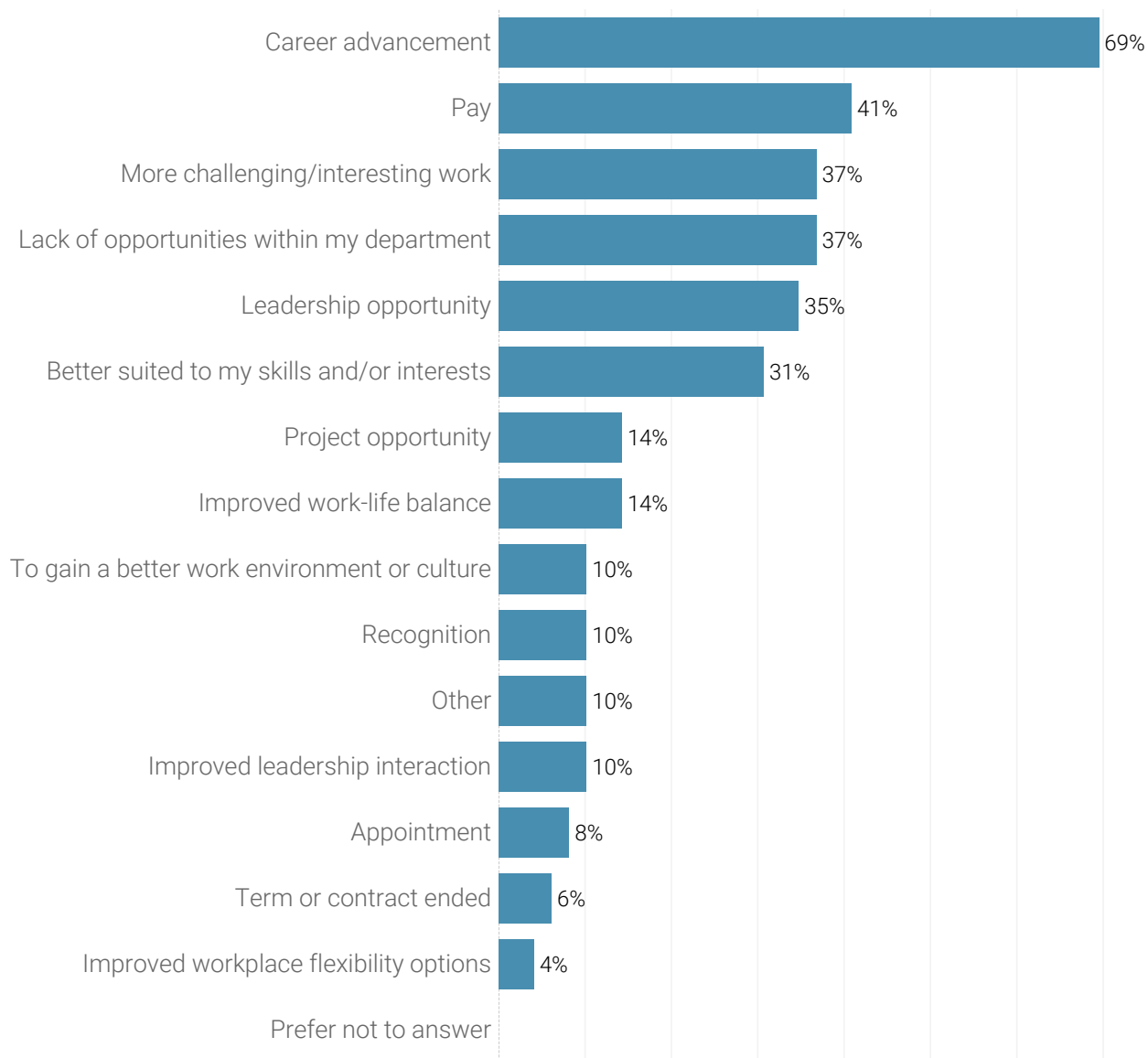
## In the past 12 months, did you apply for and/or change jobs?

Employees could only select one option to this question.



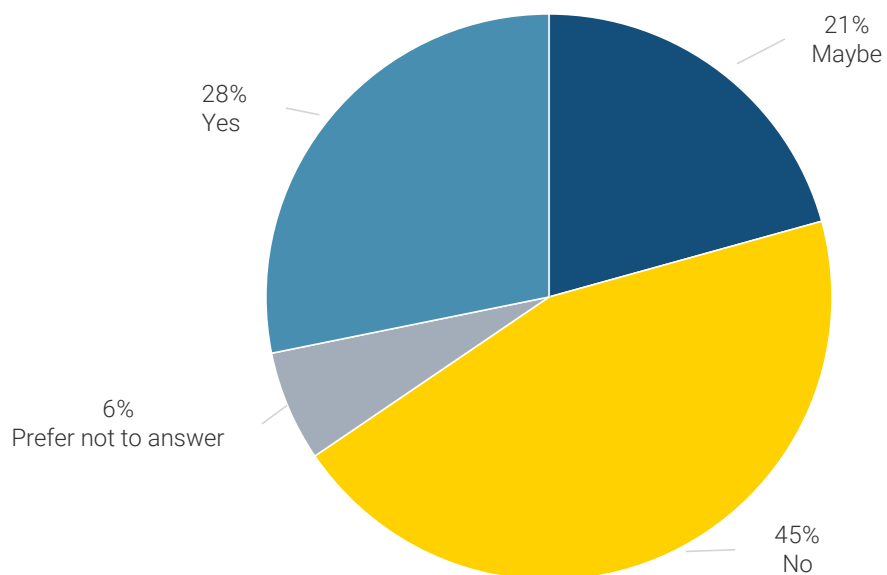
## What was the reason for applying for or changing jobs?

*Employees could select more than one option and as such, the percentages will not sum to 100%.*



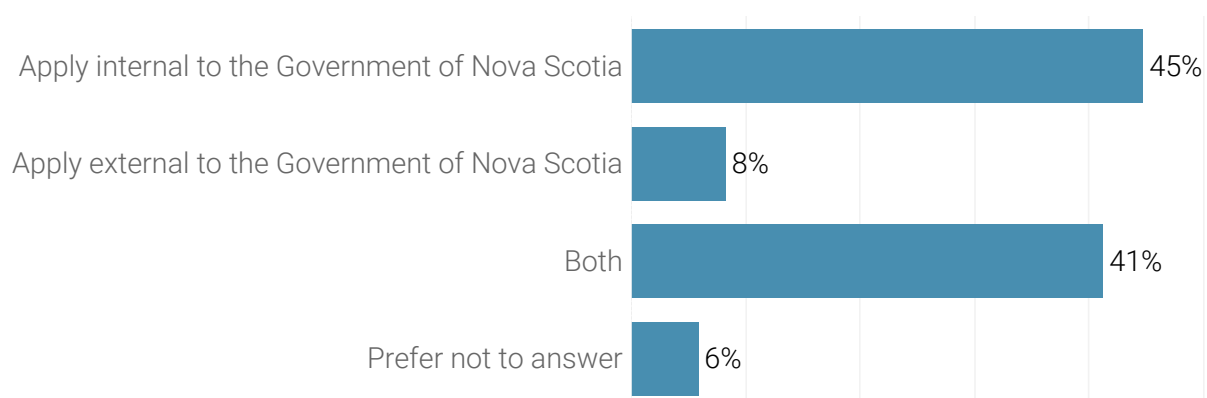
## In the next 12 months, are you considering applying for and/or changing jobs?

*Employees could only select one option to this question.*



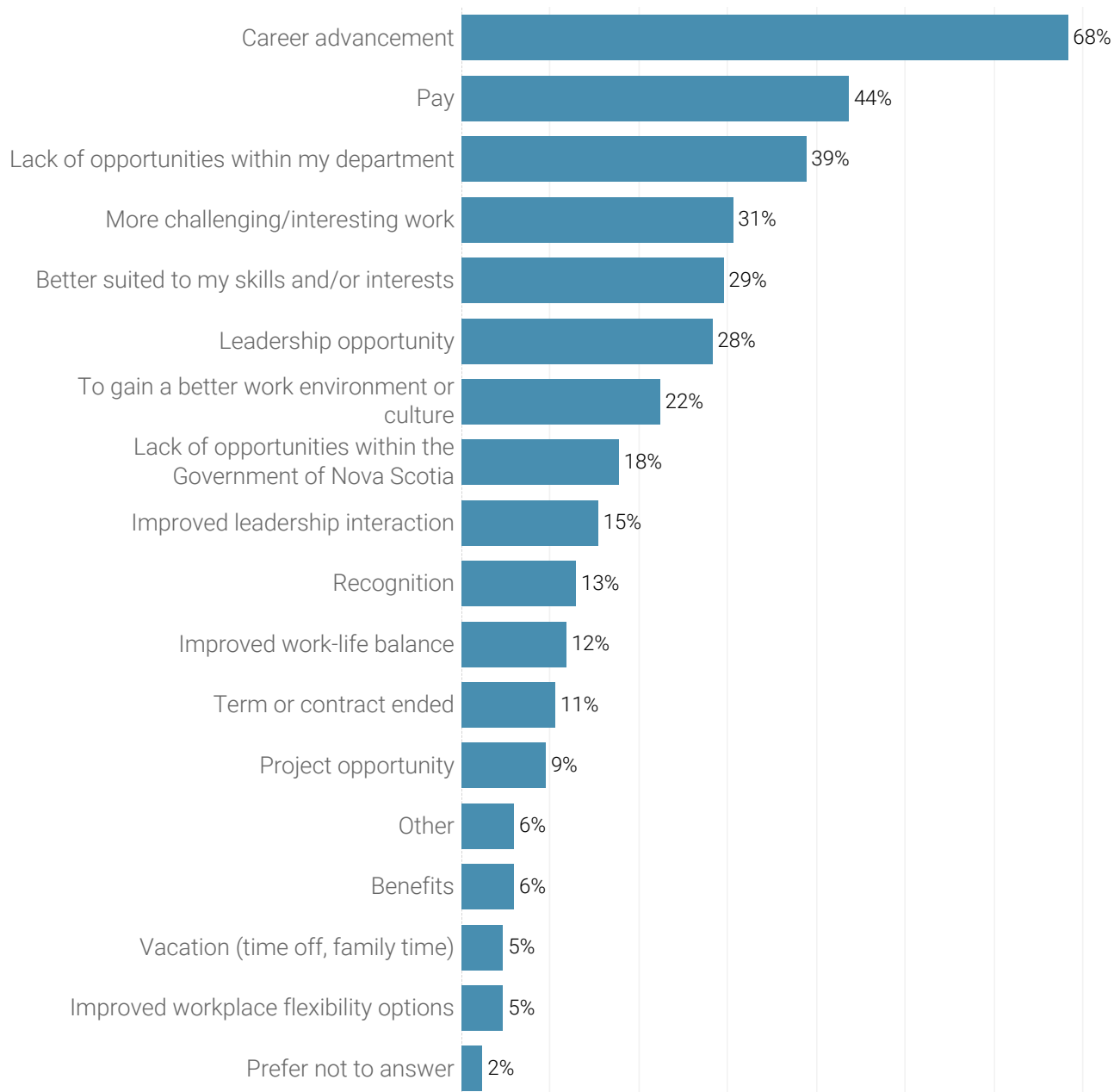
## If you considering applying for and/or changing jobs in the next 12 months, do you plan to:

*Employees could only select one option to this question.*



## What is the reason for applying for or changing jobs?

*Employees could select more than one option and as such, the percentages will not sum to 100%.*

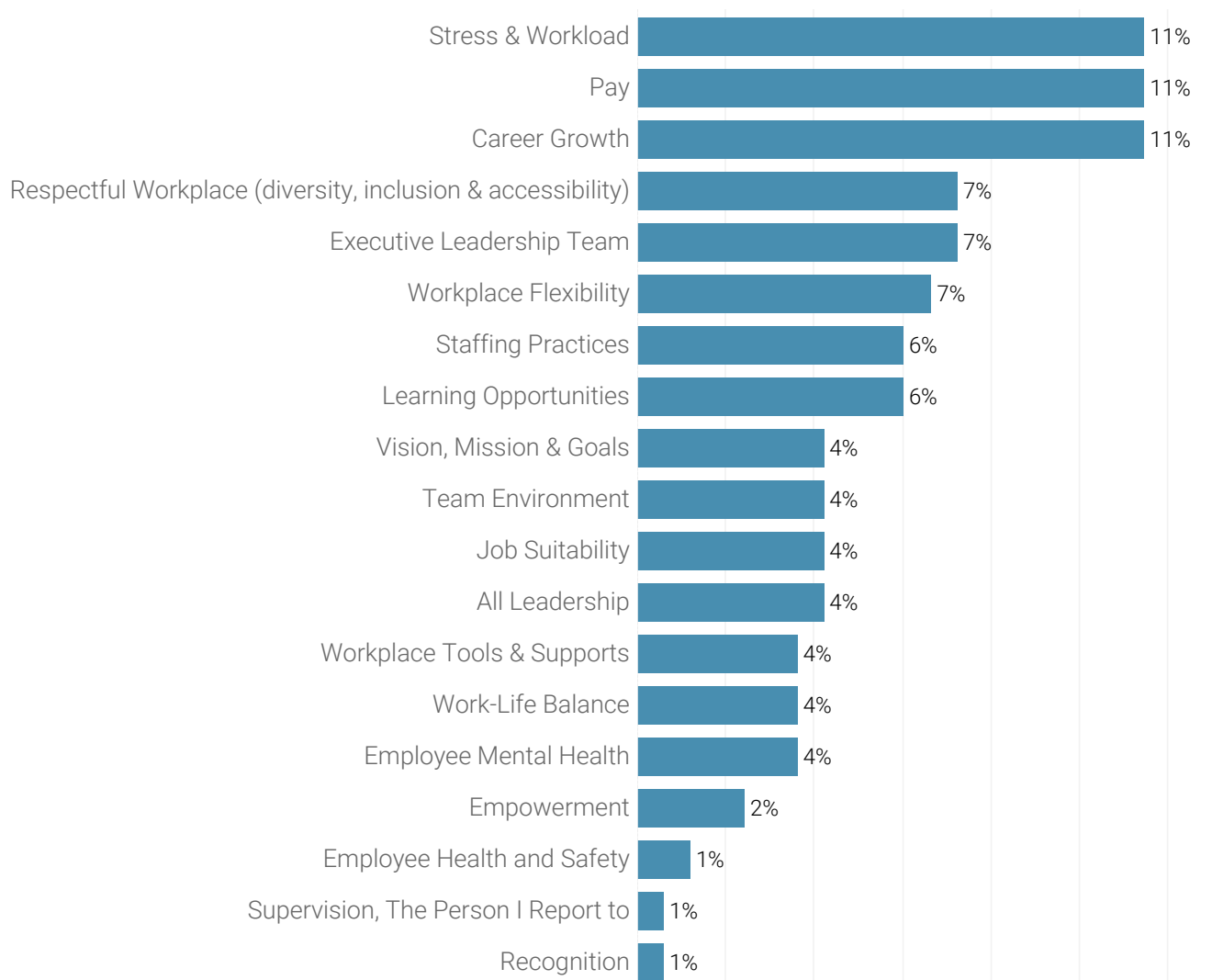


## Future Planning

The 2022 *How's Work Going?* survey asked employees to identify the one thing that they feel the Government of Nova Scotia and, separately, their department should focus on to improve the work environment. Below are the areas identified by employees as most important to them.

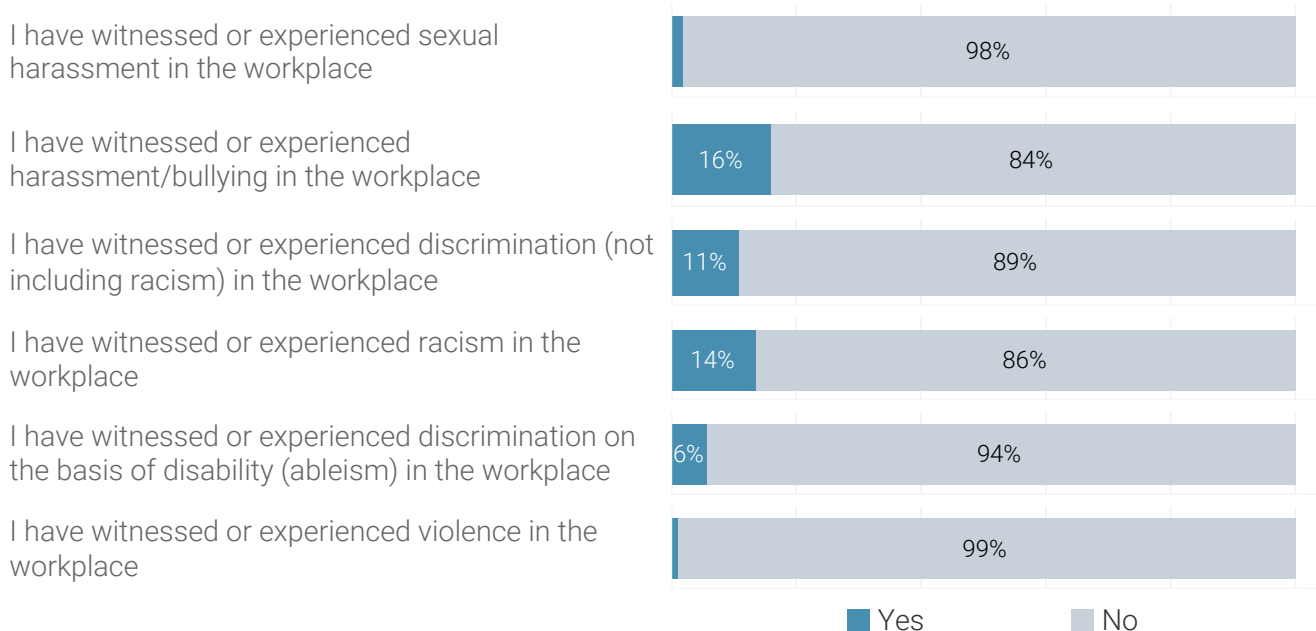
**Considering the survey focus areas below, in your opinion, what one thing should your Department focus on to improve the work environment over the next two years?**

*Employees could only select one option to this question.*



## Discrimination and Harassment\*

Respondents were asked to consider their experiences over the past 12 months when responding to the following questions regarding discrimination and harassment in the workplace. Each of these questions is a single response question; therefore, employees who chose to respond to these questions, could only select yes or no.



The Respectful Workplace Policy and Guidelines are a key resource if you have experienced or witnessed discrimination or harassment at work. The Guidelines provide greater detail on resolution options and set out other resources and supports that may assist with the impacts of witnessing or experiencing such conduct.

Please refer to the Respectful Workplace Policy or Respectful Workplace Policy Guidelines or contact Workplace Resolution.

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*\*Discrimination occurs when a person makes a distinction based on a protected characteristic under the Nova Scotia Human Rights Act, that imposes burdens, obligations or disadvantages not imposed upon others or which withholds or limits access to opportunities, benefits and advantages available to others. Racism is a specific form of discrimination based on race.*

*\*Harassment is derogatory (e.g., condescending, insulting, belittling) or vexatious (e.g., aggressive, angry, antagonistic) conduct or comments that are offensive or unwelcome, and includes actions or comments that create an intimidating, demeaning or offensive work environment. Harassment may be a serious one-time incident but usually is a course of conduct or pattern of behaviour over time. Sexual harassment is a specific form of harassment based on gender/sex/sexuality.*



## Contact Us

For more information, please email [workinsights@novascotia.ca](mailto:workinsights@novascotia.ca)



## Appendix

The following pages present the results of all likert questions. Questions that make up the Lighthouse categories are presented first and are sorted alphabetical by category name. All remaining likert questions are then presented in the order in which they appeared on the survey. The favourable scores from the 2019 *How's Work Going?* survey are provided, where available. Questions that did not appear in both surveys will not have a comparator from 2019.

		2022			2019
		Unfavourable	Neutral	Favourable	Favourable
Director	Essential information flows effectively from my director to staff	9%	13%	78%	75%
	My director provides clear direction	9%	14%	77%	73%
Empowerment	I have freedom to make the decisions necessary to do my job well	8%	15%	77%	
	I have opportunities to implement new ideas in my work	8%	23%	69%	77%
	I have opportunities to provide input into decisions that affect my work	9%	12%	79%	75%
Engagement	I am inspired to give my very best	11%	13%	76%	80%
	I am proud to tell people I work for the Government of Nova Scotia	10%	13%	77%	80%
	I am satisfied with my department	12%	20%	68%	74%
	I would prefer to stay in the Government of Nova Scotia, even if offered a similar job elsewhere	10%	22%	68%	73%
	I would recommend the Government of Nova Scotia as a great place to work	9%	20%	71%	78%
	Overall, I am satisfied with my work as a Government of Nova Scotia employee	8%	19%	74%	82%
	Overall, I feel valued as a Government of Nova Scotia employee	18%	23%	59%	76%

		2022			2019
		Unfavourable	Neutral	Favourable	Favourable
Executive Director	Essential information flows effectively from my executive director to staff	15%	19%	66%	
	My executive director provides clear direction	14%	19%	67%	
Executive Leadership Team	Essential information flows effectively from the executive leadership team to staff	15%	29%	57%	
	I have confidence in the executive leadership team of my department	17%	24%	59%	67%
	The executive leadership team in my department leads by example demonstrating the Public Service Values	15%	20%	65%	
	The executive leadership team in my department makes timely decisions	18%	34%	49%	49%
Health and Safety	I feel confident health and safety concerns will be addressed by my department	4%	11%	85%	
	I feel safe working in my job	2%	7%	91%	
	The necessary processes and procedures are in place to ensure my safety at work	2%	4%	94%	
Job Suitability	My job is a good fit for my skills and interests	4%	9%	87%	86%
	The work I do gives me a sense of accomplishment	10%	10%	80%	86%
Leaders	My leaders empower everyone to realize their full potential	14%	22%	64%	
	My leaders encourage the continuous improvement of work practice and processes	8%	16%	76%	
	My leaders support me to collaborate with others to help deliver the best solutions	8%	16%	76%	

		2022			2019
		Unfavourable	Neutral	Favourable	Favourable
Mental Health	I feel supported in my workplace when dealing with personal or family issues	6%	6%	88%	86%
	My workplace is supportive of my mental health	7%	14%	78%	
Pay & Benefits	I am paid fairly for the work I do	18%	20%	62%	71%
	My benefits meet my (and my family's) needs well	14%	17%	69%	
	My pay is competitive with similar jobs in the region	23%	23%	54%	
Person I Report To	I am satisfied with the quality of supervision I receive	5%	10%	86%	80%
	The person I report to consults me on decisions that affect my work	7%	9%	84%	76%
	The person I report to keeps me informed of the things that I need to know to do my job well	6%	3%	91%	83%
	The person I report to provides opportunities to apply new knowledge and skills	3%	15%	82%	
Professional Growth	I believe I will be able to reach my full potential at the Government of Nova Scotia	22%	24%	54%	
	I feel there are equitable opportunities to advance my career	27%	27%	47%	
	I have adequate opportunities to develop my skills	13%	13%	74%	
	I see myself growing and developing my career with my department	28%	26%	46%	

		2022			2019
		Unfavourable	Neutral	Favourable	Favourable
Recognition	I receive meaningful recognition for work well done	16%	15%	69%	73%
	In my department, recognition is based on performance	21%	30%	49%	
Respectful Workplace	I am treated respectfully at work	4%	6%	90%	89%
	I can be myself at work	9%	15%	76%	
	I feel free to express opinions that differ from those of leaders without fear of reprisal	18%	23%	59%	
	My department values diversity of ideas	9%	18%	73%	
Staffing Practices	In my department, the best person with the right skills is hired for the job	24%	23%	53%	
	In my department, the process of selecting a person for a position is fair	25%	21%	54%	
	In my department, the selection of a person for a position is based on merit	25%	24%	50%	
Stress & Workload	My workload is reasonable	18%	22%	60%	68%
	The amount of stress I experience at work is reasonable	18%	15%	66%	70%
	The person I report to supports me when dealing with work-related issues	4%	7%	89%	
Team	I have positive working relationships with my co-workers	1%	8%	91%	91%
	Members of my team communicate effectively with each other	5%	12%	83%	
	The morale in my work unit is positive	10%	13%	77%	

		2022			2019
		Unfavourable	Neutral	Favourable	Favourable
Vision, Mission and Goals	Leaders provide the support necessary to achieve the department's strategic goals	11%	29%	60%	
	My department is on the right path in its planning for the future	15%	31%	54%	
	The vision, mission and goals of my department are communicated well	14%	24%	62%	71%
Work-Life Balance	I feel supported to place boundaries on my work time	3%	13%	84%	
	I have support at work to balance my work and personal life	3%	7%	90%	87%
Workplace Tools & Supports	I get the information I need, when I need it, to do my job	8%	13%	78%	
	I have support at work to provide a high level of service	6%	13%	81%	80%
	I have the technology I need to do my job well	7%	2%	91%	83%
	I have the tools and equipment I need to do my job well	4%	6%	90%	83%

		Unfavourable	Neutral	Favourable	Favourable
Other Questions	A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit	10%	11%	79%	
	I am able to deliver what is expected of me on time within my work hours	15%	22%	63%	
	I am motivated by my department to help achieve its objectives	13%	31%	56%	
	I am satisfied with my job	11%	18%	71%	80%
	I enjoy the type of work I do	5%	9%	86%	

		2022			2019
		Unfavourable	Neutral	Favourable	Favourable
Other Questions	I feel connected to my department's vision, mission and goals	13%	28%	59%	
	I feel energized by my work	13%	15%	72%	
	I feel like I belong in my work unit	6%	13%	80%	
	I feel my job is secure	12%	17%	71%	76%
	I feel results of this survey will be addressed	26%	23%	51%	
	I feel safe to speak up about health and safety concerns	2%	7%	91%	
	I have a positive relationship with the person I report to	3%	8%	89%	
	I have opportunities for career growth within the Government of Nova Scotia	27%	21%	52%	64%
	I have the training and equipment I need to work safely	2%	7%	91%	
	I know how my work contributes to the achievement of my department's goals	7%	23%	70%	
	Innovation is valued in my work	10%	25%	65%	77%
	My department does a good job of supporting persons with permanent, temporary or episodic disabilities	7%	24%	69%	
	My department implements policies, activities, and practices that support an equitable, diverse, and inclusive workpla..	8%	17%	75%	
	My department values diversity of people, cultures, and backgrounds	5%	11%	83%	
	My director follows through with their commitments	8%	14%	78%	

		2022			2019
		Unfavourable	Neutral	Favourable	Favourable
Other Questions	My executive director follows through with their commitments	12%	17%	72%	
	My immediate supervisor supports the use of flexible work arrangements	2%	5%	94%	93%
	My organization supports my work-related learning and development	6%	14%	80%	
	My work tends to leave me feeling mentally drained and/or exhausted	30%	25%	46%	39%
	The mental health and wellbeing programs that are available to me are appropriate for my needs	8%	20%	73%	
	The person I report to gives me constructive feedback on my work	8%	13%	80%	
	The person I report to maintains high standards of honesty and integrity	5%	6%	89%	
	The person I report to provides clear expectations regarding my work	6%	12%	82%	76%
	The person I report to supports learning as it relates to my career goals	4%	10%	86%	
	The person I report to supports me with navigating change in the work environment	10%	9%	81%	
	The person I report to takes health and safety concerns seriously	2%	5%	93%	