

Action/Response

How's Work Going?: A Journey of Ongoing Improvement Progress on the 2004 Employee Survey

Since the results of the 2004 Employee Survey were released, teams and individuals have been working on those issues identified by employees as needing improvement. Work has been done at both corporate and departmental levels depending on the issue and where it is best dealt with.

Work at the corporate level is being carried out in response to the survey or using information from the survey to validate and inform initiatives already underway. Examples of corporate initiatives are as follows:

Employees concerns from 2004 Survey	Response (including work that was underway prior to survey, but which used information from the survey for direction)
Thirty-six % of employees felt that senior management would try to resolve issues raised by the employee survey.	<ul style="list-style-type: none"> • Departmental briefings on the results of the 2004 employee survey have been provided to departments that requested presentations. • A corporate advisory committee to oversee government's response to the survey has been formed with representation from departments. The group is chaired by Howard Windsor.
Employees feel that they can balance the demands of their personal lives with work demands; one exception is the management group.	<ul style="list-style-type: none"> • A framework for a government-wide healthy workplace initiative has been developed. Justice is participating in a four-year research project to implement a comprehensive workplace health program and to evaluate the benefits of such a program. This project is being led by the Atlantic Health and Wellness Institute and is being funded by the Office of Promotional Health and the PSC as well as private-sector partners. For more information on the Wellness Initiative, please contact Jane Allt, Director HR Support Services at 424-4145.
A substantial portion of employees indicate they are not planning on staying with the Government of	<ul style="list-style-type: none"> • We have developed the first Corporate Human Resources Plan to build on our strengths and address issues such as

<p>Nova Scotia. More attention needs to be directed to effective leadership and strengthening the supports available to leaders.</p>	<p>workplace wellness, succession management, attraction and retention, rewards and recognition, and improved communication.</p> <ul style="list-style-type: none"> • The Leadership Continuity Program (LCP) was introduced in November 2004 to help address succession issues as many of our employees enter retirement. For more information on LCP, please contact Valerie Hearn, HR Planning and Succession Management Consultant at 424-3177.
<p>Employees expressed concerns regarding the process for resolving work-related ethical dilemmas or concerns.</p>	<ul style="list-style-type: none"> • Policy and regulations to support employees who report wrongdoing were released September 17, 2004.
<p>More attention needs to be directed towards the commitment by departments to diversity.</p>	<ul style="list-style-type: none"> • A Diversity Management Advisor has been seconded to the PSC for a two-year period to work with departments to create and implement diversity management plans. For more information contact Candy Palmater, Diversity Management Advisor at 424-8625. • A Diversity Task Force has been established.
<p>A negative perception regarding the application of merit hiring is influencing employee perceptions of career advancement opportunities within the Government of Nova Scotia.</p>	<ul style="list-style-type: none"> • Audits of government's merit hiring practices are currently being conducted by the Evaluation and Audit division at the PSC. For more information contact Katharine Cox-Brown, Director Evaluation and Audit at 424-8383.

At the local level, departments have been working on various issues using different approaches. A few examples of what has been happening in some departments are as follows:

- Working groups have been established in some departments.
- [TPW](#) is planning on how to improve communication around business plans to help employees understand how they fit into departmental objectives.
- Tourism, Culture and Heritage has a recognition and motivation task team and has improved communication around its business plan.
- A Finance review team has prepared a Department of Finance Response Report, and is setting up a workplace health committee and examining the issue of

- succession management.
- Education has conducted focus groups to better understand results of the 2004 survey. From this action and communication plans have been developed.
 - CNS has established regular team and cross-functional meetings to improve teamwork and coordination.
 - PSC has established a working group and is undertaking focus groups for further analysis of last year's results.
 - Community Services has been meeting with staff across the province in a series of Dialogue with the Deputy Sessions. [Community Services update](#).

For specific information on what is happening in your department, please contact the representatives listed below.

Service Nova Scotia

PMCS - Anne Josey; Service Delivery - Donna MacRury; Municipal Services - Dianne Grant; Assessment Services - Elizabeth Haggart. Sonya Dewar from the Truro Land Registration Office will be the RIMS representative.

Department of Education

Deborah Pellerin (Youth Secretariat, Skills and Learning) and Carol Dayment (Apprenticeship, Training & Skill Development, Skills and Learning). Don Goss (Higher Education); Bobbi Boudreau (Skills and Learning Branch); Charlett Brine (Skills and Learning); Richard Sharpe (Skills and Learning); Helen Desmond-Morris (Public Schools & Corporate Action Committee); Chris Keefe (Human Resources); Mary Beth Gillis (Human Resources); Richard Poirier (Corporate Services); Roger Peters (Higher Education); Tara Walsh (Communications); Shannon Delbridge (Policy); Donna Hendy (Human Resources).

Department of Health

Barb Oke and Jim Baker

Department of Transportation

Barbara Baillie
Donald V Ross
Eryn Whitehead
Shelly A Comeau
David Oxner

Department of Finance

Dennis Pilkey
Kim Blinn
Cathy Saulnier

Department of Community Services

Kate Martin, Susan Logue

Public Service Commission

Valerie Hearn, Barb Baldwin, Tina Sanford, Effie Anderson, Carla Ellis, Colleen Gareau,
Colleen Hartling, Joan Hensler, Rebecca MacKay, Lisa Palermo, Darlene Smith Spears,
Jeannette Smith