How's Work Going?

Employee Survey
Department Results

2007

Finance

NOVA SCOTIA
Public Service Commission
Evaluation and Audit

2007 EMPLOYEE SURVEY

Finance

The following report outlines your departmental results for the 2007 employee survey. We have broken down the survey questions and given you the detailed results in an effort to support you in achieving your goals.

Included are the following:

1.0 2007Agreement Results
2.0 2007 Average/Importance Category Scores
3.0 Priority Analysis
4.0 Employee Engagement
5.0 Comparison Table
6.0 Summary Results: The unfavourable, neutral, favourable, and importance percentages for each Question.
7.0 Detailed Results – Additional Questions
- 7.1 Barrier Question
- 7.2 Stress Question
- 7.3 Attraction to Work in Government Question
- 7.4 Intention to Stay Question
- 7.5 Disclosure of Wrongdoing Policy Question

Appendix A - Response Rate
Appendix B - Four Year Comparison of Results (2004-2007): A comparison table outlining favourable scores over time of all individual questions asked since 2004 including how and when and how they changed.

For further information about methodology, survey changes from previous years, and overall public service results, etc., please visit the survey website: www.gov.ns.ca/psc/survey.

For additional support and information regarding your department please do not hesitate to contact Nikki Holden at HOLDENJ@gov.ns.ca or feel free to call at 424-6655.

1.0 Finance – 2007 Agreement Results

1.1 Summary 2007 Department Results

The table below summarizes the results by identifying the number of questions in each of the favourable classifications in 2007 in comparison to the overall corporate 2007 favourable scores. Included are the survey questions asked for each category.

Category	2007 Department Results	Overall Corporate 2007 Results
Clear strengths to celebrate and build upon. *(Questions with a favourable score >= 80%)*	14	17
Moderate Areas of Strength to build upon. *(Questions with a favourable score of 60-79%)*	36	44
Improvement Areas *(Questions with a favourable score of 41-59%)*	28	23
Areas that require immediate attention *(Questions with a favourable score of <=40%)*	10	4
Total questions asked with favourable scores per survey year.	88	88

1.2 Summary of 2007 Results (by classification category) – Finance

Areas of clear strength include employee perceptions of;

- The people I work with make an effort to help each other out.
- I have a positive working relationship with my coworkers.
- I have the tools, equipment, support and information I need to do my job well.
- I can talk openly with my supervisor about my work.
- I have a positive working relationship with the person I report to.
- I have access to training opportunities.
- I have not experienced racism and/or discrimination in my workplace in the past 12 months.
- My department creates a safe work environment for its employees.
- I feel safe working in my job.
- I have not experienced harassment (sexual, racial) behaviour in my workplace in the past 12 months.
- Employees have access to job postings within the Government of Nova Scotia.
- I have the required qualifications to meet the needs of my job.
- I am proud to work as a public servant.
- I strive to improve my department's results.

Areas of moderate strength include employee perceptions of;

- Shared goals are developed for my workgroup.
- I have opportunities to provide input into decisions that affect my work.
- My supervisor considers my work-related ideas.
- Innovation is valued in my work.
- I am encouraged to share what I have learned with others in my workgroup.
- I get the training and related support I need to support my continuous learning.
- I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills.
- My organization supports my work-related learning and development.
- My job is a good fit with my skills and interests.
- I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts.
- I have support at work to balance my work and personal life.
- I have support at work to provide a high level of service.
- I can balance the demands of my work life with the demands of my personal/family life.
- I have not experienced bullying behaviour in my workplace in the past 12 months.
- I received communications about our department's business plan in the past 12 months.
- I know how my work contributes to the achievement of my department's goals.
- I receive the communications that I need to do my job well.
- Work-related information is shared within my department.
- I received communications regarding the results of last year's employee survey.
- I am aware of Government's corporate values.
- I receive recognition from my supervisor for a job well done.
- The person I report to is an effective leader.
- I am satisfied with the quality of supervision I receive.
- My supervisor gives me feedback about my work performance.
- The person I report to consults me on decisions that affect my work.

Areas of moderate strength (con't);

- The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.
- Employees in my department are respectful of employee differences.
- My department values diversity.
- I am provided with the accommodations I need to ensure my full participations in my workplace.
- I am proud to tell people I work for the Government of Nova Scotia.
- I am aware of Government's "Disclosure of Wrongdoing" policy.
- I am aware of the corporate healthy workplace policy.
- I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.
- I am inspired to give my very best.
- I am satisfied with my job.
- Overall, I am satisfied with my work as a Government of Nova Scotia employee.

Improvement Areas include;

- I can apply what I have learned in my training to my job.
- I can provide input into decisions that are made in my department.
- I have opportunities for career advancement within the Government of Nova Scotia.
- I have opportunities for career growth within the government of Nova Scotia.
- I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.
- I know who the Occupational Health and Safety representatives are for my work area.
- I am compensated fairly for my job.
- I feel valued for my contributions at work.
- I receive meaningful recognition for work well done.
- The senior leaders (comprised of: deputy ministers, assistant/associate deputy ministers, CEOs, directors and executive directors) in my department set a good example for employees.
- I have confidence in the senior leadership in my Department.
- Senior Management will try to resolve issues raised by employees in this survey.
- Essential information flows effectively from senior leadership to staff.
- The senior leadership of my department is genuinely interested in the well being of employees.
- Senior leadership in my department provides clear direction.
- My supervisor manages conflict in my workgroup.
- I have participated in performance appraisal/review with my supervisor in the past 12 months.
- Managers in my area make timely decisions.
- I would recommend the Government of Nova Scotia as a great place to work.
- I see a future for my career, working for the Government of Nova Scotia.
- I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.
- I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan.
- Hiring, promotion and other staffing processes in my department are conducted in a transparent manner.
- Hiring, promotion and other staffing process are fair and impartial.
- I know who to contact to make a disclosure of wrongdoing.
- I am aware of my department's healthy workplace initiatives.
- My department promotes a healthy and supportive workplace.

Improvement Areas (con't);

- I am satisfied with my department.

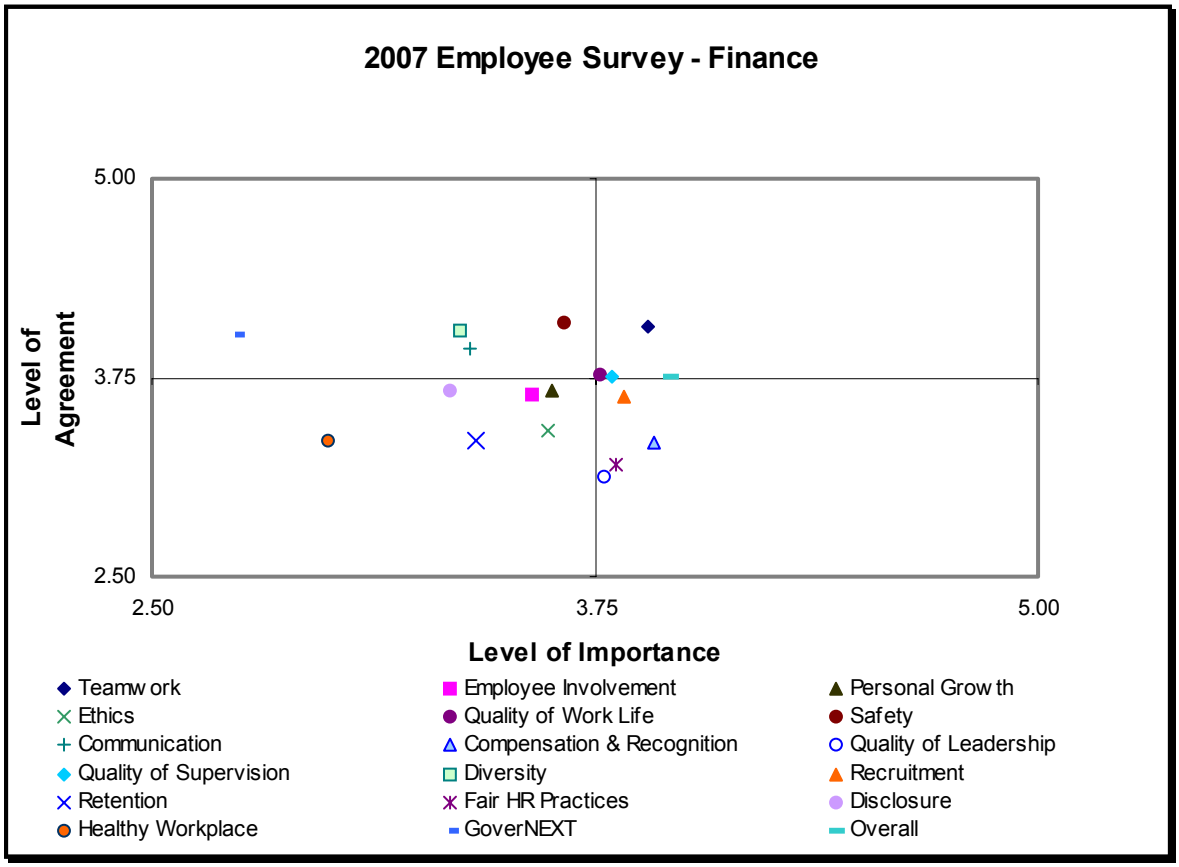
Areas that require immediate attention;

- My work environment is supportive of my involvement in community/volunteer activities.
- Senior leadership in my department makes timely decisions.
- I have opportunities for career growth within my department.
- My department is actively implementing activities and practices that support a diverse workplace.
- Hiring in the Government of Nova Scotia is based on merit.
- As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals.
- As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals.
- I would feel comfortable using the reporting process outlined in the “Disclosure of Wrongdoing” policy.
- I participate in healthy workplace initiatives.
- I am aware and read “@ the Window” healthy workplace newsletter.

2.0 – Finance – 2007 Average/Importance Category Scores

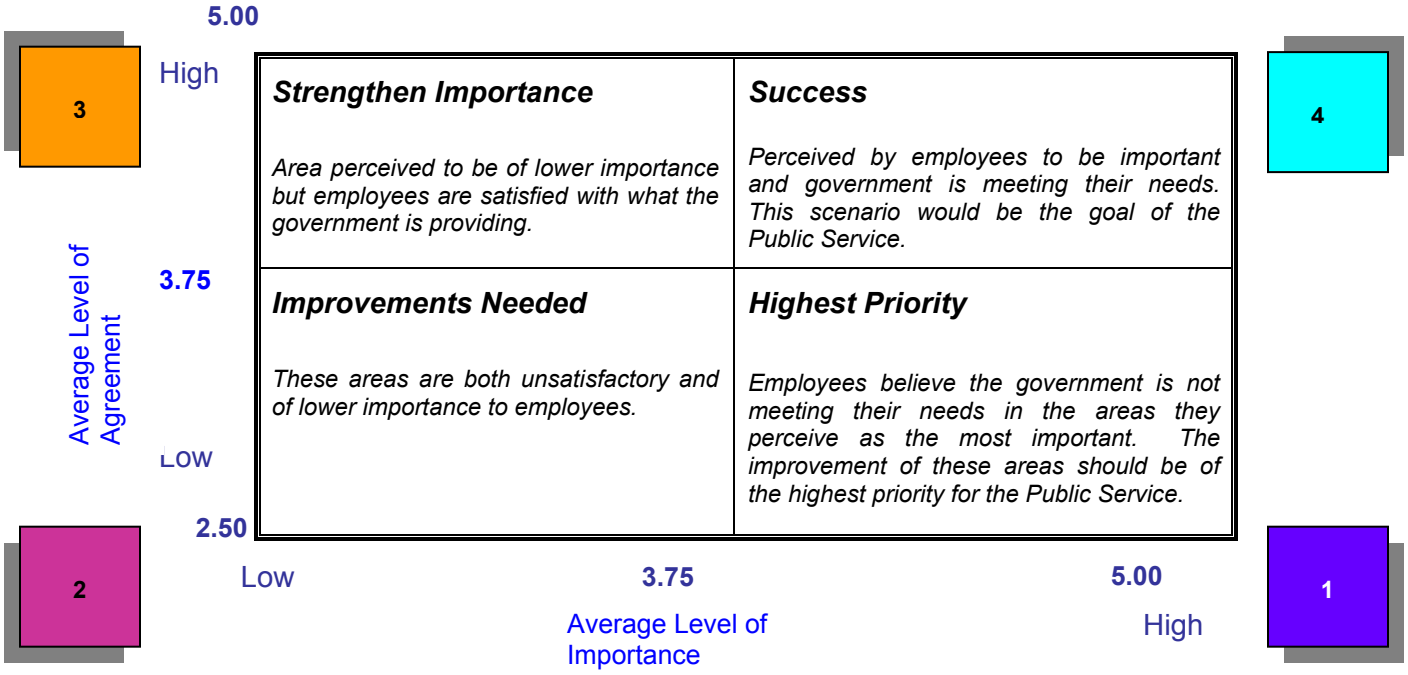
To provide a visual picture to illustrate with regards to how employees perceive their current work environment and what they consider as important to them the average scores for each question were used to calculate the overall average agreement and importance score for each category. These 18 category agreement and importance scores were then mapped on a scatter plot.

The following scatter plot shows the action grid results by category for your Department.



3.0 - Finance – Priority Analysis

To help identify where to focus response and action efforts, the quadrants are numbered. These quadrants are numbered one through four starting at the bottom right corner. The following table defines each of the four quadrants and how to interpret the data points.



Strengthen Importance *Area perceived to be of lower importance but employees are satisfied with what the government is providing.*	***Success*** *Perceived by employees to be important and government is meeting their needs. This scenario would be the goal of the Public Service.*
Improvements Needed *These areas are both unsatisfactory and of lower importance to employees.*	***Highest Priority*** *Employees believe the government is not meeting their needs in the areas they perceive as the most important. The improvement of these areas should be of the highest priority for the Public Service.*

Overall, employees' perception of their work environment in your department is summarized below. The table below will help determine what categories you need to perform further analysis to determine where to focus action planning for improvements.

Finance – Priority Analysis

Strengthen Importance ➢ Safety ➢ Diversity ➢ Communications ➢ GoverNEXT	***Success*** ➢ Quality of Work Life ➢ Teamwork ➢ Overall Questions ➢ Quality of Supervision
Improvements Needed ➢ Disclosure of Wrongdoing ➢ Employee Involvement ➢ Ethics ➢ Personal Growth ➢ Retention ➢ Healthy Workplace	***Highest Priority*** ➢ Compensation and Recognition ➢ Quality of Leadership ➢ Fair Human Resource Practices ➢ Recruitment

4.1 Employee Engagement Index

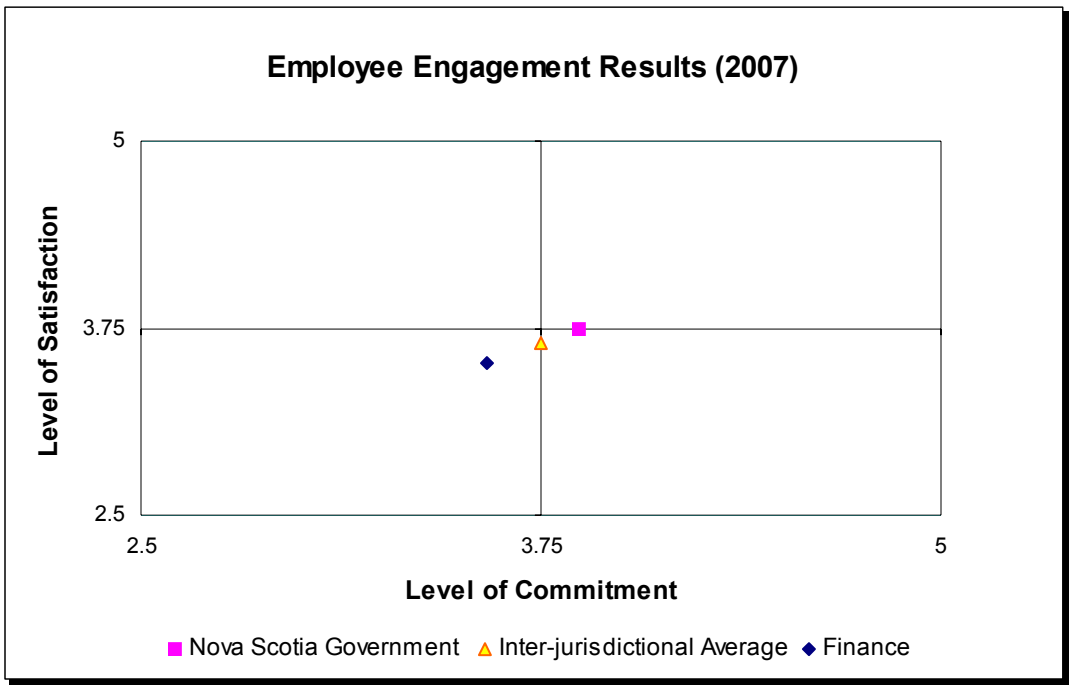
Determining the level of employee engagement is another way to measure progress. Employee engagement is the extent to which an individual feels connected to, and involved with, their job and the organization. Research shows that increased employee commitment, satisfaction and trust in leadership can positively impact the organization to help it reach its true potential. The conclusion can be made that overall employee satisfaction is evident in the level of engagement employees have in their work.

The Employee Engagement index was calculated to determine how engaged employees are in the public service. The following chart compares engagement scores from the overall Nova Scotia Government, the Inter-jurisdictional average and your department for 2007.

Employee Engagement Index	
Nova Scotia Government	71.6
Inter-jurisdictional Average	65.5
Finance	61.7

4.2 Level of Satisfaction and Level of Commitment

To determine where to focus to improve employee engagement, an analysis of employees' level of satisfaction and level of commitment can provide some insight.



5.0 Comparison Table – Finance

The table below summarizes the results by identifying the number of questions in each of the favourable classifications in 2004 and 2007 to show the increase in favourable scores. This is a straight comparison of questions that were asked in 2004 and again in 2007.

Category	2004 Department Results	2007 Department Results	Overall Corporate 2007 Results	Departmental Increase from 2004
Clear strengths to celebrate and build upon. *(Questions with a favourable score >= 80%)*	0	10	11	10
Moderate Areas of Strength to build upon. *(Questions with a favourable score of 60-79%)*	14	17	24	3
Improvement Areas *(Questions with a favourable score of 41-59%)*	26	15	8	-11
Areas that require immediate attention *(Questions with a favourable score of <=40%)*	3	1	0	-2
Total questions asked with favourable scores per survey year.	43	43	43	-

Note: Refer to Appendix B: Summary of Results 2004-2007 for details of significant changes and for comparison of all questions from 2004-2007.

6.0 Finance – 2007 Detailed Department Results

	Unfavourable		Neutral		Favourable		Importance		Mean Score
Questions	Count	%	Count	%	Count	%	Count	%	
1. The people I work with make an effort to help each other out.	11	15	2	3	60	82	72	99	4.12
2. Shared goals are developed for my workgroup.	10	14	11	15	52	71	62	85	3.77
3. I have a positive working relationship with my coworkers.	8	11	1	1	64	88	73	100	4.32
4. I have opportunities to provide input into decisions that affect my work.	14	19	4	6	55	75	70	96	3.64
5. My supervisor considers my work-related ideas.	10	14	6	8	57	78	67	92	4.08
6. I can provide input into decisions that are made in my Department.	28	38	7	10	38	52	65	89	3.14
7. Innovation is valued in my work	13	18	12	16	48	66	63	86	3.59
8. I have access to training opportunities.	10	14	5	7	58	80	68	93	4.06
9. I am encouraged to share what I have learned with others in my workgroup.	10	14	11	15	52	71	58	80	3.78
10. I can apply what I have learned in my training to my job.	2	3	11	15	60	52	68	93	4.29
11. I have opportunities for career advancement within the Government of Nova Scotia.	24	33	15	21	34	47	64	88	3.13
12.I have opportunities for career growth within the Government of Nova Scotia.	20	27	14	19	39	53	63	86	3.29
13. I have opportunities for career growth within my department.	33	45	12	16	28	38	57	78	2.79
14. I get the training and related support I need to support my continuous learning.	15	21	9	12	49	67	70	96	3.67
15. I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills.	18	25	8	11	47	64	65	89	3.61

	Unfavourable		Neutral		Favourable		Importance		Mean Score
Questions	Count	%	Count	%	Count	%	Count	%	
16. My organization supports my work-related learning and development.	14	19	8	11	51	70	66	90	3.70
17. My job is a good fit with my skills and interests	13	18	6	8	54	74	72	99	4.00
19. I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts.	16	22	13	18	44	60	66	90	3.51
20. I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.	20	27	19	26	34	47	68	93	3.31
21. I have support at work to balance my work and personal life.	14	19	9	12	50	69	71	97	3.68
22. I have the tools, equipment, support, and information I need to do my job well.	11	15	1	1	61	84	72	99	3.97
23. I have support at work to provide a high level of service.	9	12	9	12	55	75	71	97	3.79
24. I can balance the demands of my work life with the demands of my personal/ family life.	16	22	4	6	53	73	71	97	3.75
25. My work environment is supportive of my involvement in community/volunteer activities.	6	8	44	60	23	32	37	51	3.40
27. My department creates a safe work environment for its employees.	4	6	8	11	61	84	64	88	4.23
28. I feel safe working in my job.	3	4	5	7	65	89	66	90	4.51
29. I have not experienced harassment (sexual, racial) behaviour in my workplace in the past 12 months.	5	7	4	6	64	88	66	90	4.56
30. I have not experienced bullying behaviour in my workplace in the past 12 months.	18	25	4	6	51	70	68	93	3.95
31. I know who the Occupational Health and Safety representatives are for my work area.	21	29	16	22	36	49	54	74	3.35
32. I received communications about our department's business plan in the past 12 months.	9	12	8	11	56	77	58	80	4.18

	Unfavourable		Neutral		Favourable		Importance		Mean Score
Questions	Count	%	Count	%	Count	%	Count	%	
33. I know how my work contributes to the achievement of my department's goals.	6	8	11	15	56	77	66	90	4.07
34. I receive the communications that I need to do my job well.	21	29	4	6	48	66	68	93	3.49
35. Work-related information is shared within my department.	22	30	4	6	47	64	70	96	3.38
36. I received communications regarding the results of last year's employee survey.	4	6	19	26	50	69	49	67	4.34
37. I am aware of Government's corporate values.	9	12	18	25	46	63	55	75	3.68
38. I am compensated fairly for my job.	32	44	5	7	36	49	72	99	2.99
39. I feel valued for my contributions at work.	22	30	9	12	42	58	72	99	3.32
40. I receive meaningful recognition for work well done.	21	29	13	18	39	53	70	96	3.27
41. I receive recognition from my supervisor for a job well done.	14	19	7	10	52	71	70	96	3.79
42. The senior leaders (comprised of: deputy ministers, assistant/associate deputy ministers, CEOs, directors and executive directors) in my department set a good example for employees.	24	33	18	25	31	43	67	92	3.11
43. I have confidence in the senior leadership in my department.	20	27	14	19	39	53	68	93	3.39
44. Senior Management will try to resolve issues raised by employees in this survey.	21	29	18	25	34	47	65	89	3.07
45. Essential information flows effectively from senior leadership to staff.	25	34	13	18	35	48	70	96	3.10
46. The senior leadership of my department is genuinely interested in the well being of employees.	18	25	15	21	40	55	71	97	3.44
47. Senior leadership in my department provides clear direction.	22	30	20	27	31	43	69	95	3.13
48. Senior leadership in my department makes timely decisions.	28	38	17	23	28	38	70	96	2.93
49. I can talk openly with my supervisor about my work.	10	14	5	7	58	80	71	97	4.07

	Unfavourable		Neutral		Favourable		Importance		Mean Score
Questions	Count	%	Count	%	Count	%	Count	%	
50. The person I report to is an effective leader.	13	18	7	10	53	73	72	99	3.85
51. I have a positive working relationship with the person I report to.	7	10	2	3	64	88	73	100	4.29
52. My supervisor manages conflict in my workgroup.	13	18	27	37	33	45	64	88	3.48
53. I am satisfied with the quality of supervision I receive.	15	21	12	16	46	63	67	92	3.74
54. My supervisor gives me feedback about my work performance.	14	19	7	10	52	71	71	97	3.74
55. I have participated in performance appraisal/review with my supervisor in the past 12 months.	17	23	13	18	43	59	63	86	3.74
56. Managers in my area make timely decisions.	20	27	14	19	39	53	69	95	3.38
57. The person I report to consults me on decisions that affect my work.	14	19	11	15	48	66	72	99	3.68
58. The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.	5	7	18	25	50	69	55	75	3.97
59. Employees in my department are respectful of employee differences.	7	10	13	18	53	73	68	93	4.01
60. My department values diversity.	5	7	22	30	46	63	61	84	3.91
61. My department is actively implementing activities and practices that support a diverse workplace.	8	11	41	56	24	33	54	74	3.43
62. I am provided with the accommodations I need to ensure my full participation in my workplace.	5	7	18	25	50	69	64	88	3.97
63. I have not experienced racism and/or discrimination in my workplace in the past 12 months.	4	6	8	11	61	84	69	95	4.54
64. I would recommend the Government of Nova Scotia as a great place to work.	18	25	15	21	40	55	69	95	3.42
65. Hiring in the Government of Nova Scotia is based on merit.	38	52	12	16	23	32	71	97	2.61

	Unfavourable		Neutral		Favourable		Importance		Mean Score
Questions	Count	%	Count	%	Count	%	Count	%	
66. Employees have access to job postings within the Government of Nova Scotia.	5	7	2	3	66	90	70	96	4.49
67. I have the required qualifications to meet the needs of my job.	1	1	1	1	71	97	73	100	4.79
68. As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals.	12	43	6	21	10	36	59	81	2.69
70. I see a future for my career, working for the Government of Nova Scotia.	20	27	12	16	41	56	67	92	3.35
71. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.	24	33	12	16	37	51	58	80	3.23
72. I am proud to work as a public servant.	5	7	10	14	58	80	60	82	4.05
73. I am proud to tell people I work for the Government of Nova Scotia.	8	11	16	22	49	67	53	73	3.78
74. I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan.	8	11	28	38	37	51	64	88	3.65
75. As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals.	16	57	8	29	4	14	61	84	2.41
78. Hiring, promotion and other staffing processes in my department are conducted in a transparent manner.	23	32	19	26	31	43	70	96	3.14
79. Hiring, promotion and other staffing processes are fair and impartial.	20	27	22	30	31	43	69	95	3.23
80. I am aware of Government's "Disclosure of Wrongdoing" policy.	12	16	13	18	48	66	62	85	3.80
81. I know who to contact to make a disclosure of wrongdoing.	22	30	16	22	35	48	65	89	3.25
82. I would feel comfortable using the reporting process outlined in the "Disclosure of Wrongdoing" policy.	12	16	35	48	26	36	60	82	3.42

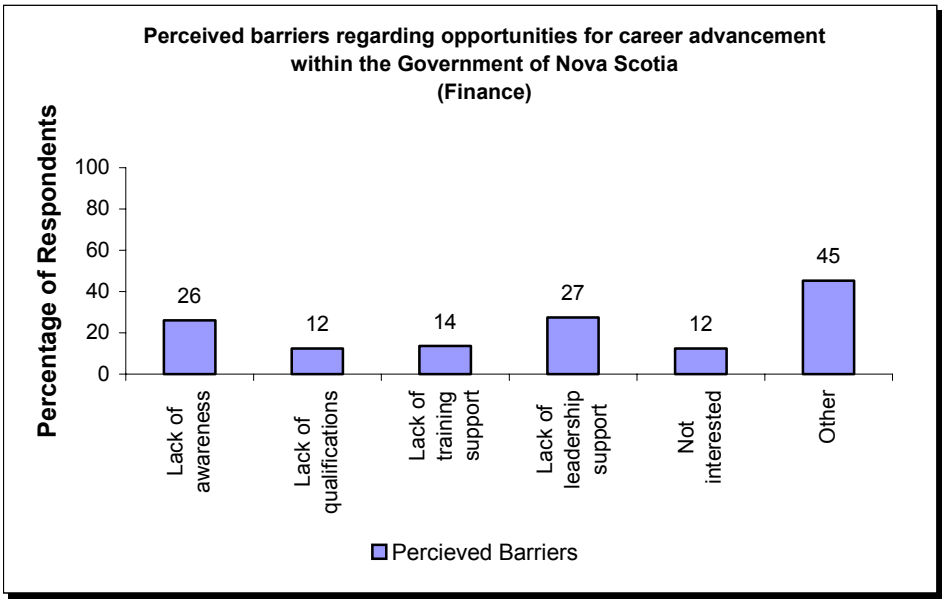
	Unfavourable		Neutral		Favourable		Importance		Mean Score
Questions	Count	%	Count	%	Count	%	Count	%	
85. I am aware of the corporate healthy workplace policy.	8	11	10	14	55	75	64	88	3.88
86. I am aware of my department's healthy workplace initiatives.	19	26	16	22	38	52	60	82	3.24
87. I participate in healthy workplace initiatives.	19	26	27	37	27	37	55	75	3.03
88. My department promotes a healthy and supportive workplace.	16	22	22	30	35	48	60	82	3.20
89. I am aware and read "@ the Window" healthy workplace newsletter.	24	33	22	30	27	37	31	43	3.13
90. I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.	9	12	15	21	49	67	40	55	4.02
91. I am inspired to give my very best.	13	18	6	8	54	74	72	99	3.90
92. I strive to improve my department's results.	1	1	8	11	64	88	68	93	4.38
93. I am satisfied with my job.	23	32	5	7	45	62	73	100	3.36
94. I am satisfied with my department.	22	30	13	18	38	52	71	97	3.23
95. Overall, I am satisfied with my work as a Government of Nova Scotia employee.	13	18	8	11	52	71	71	97	3.79

Finance – Additional Questions

The following are the results of the questions regarding Barriers, Stress, Attraction to work in Government, Intention to Stay with Government, and the Disclosure of Wrongdoing policy. We have given you the detailed results of these questions along with a chart for your comparison.

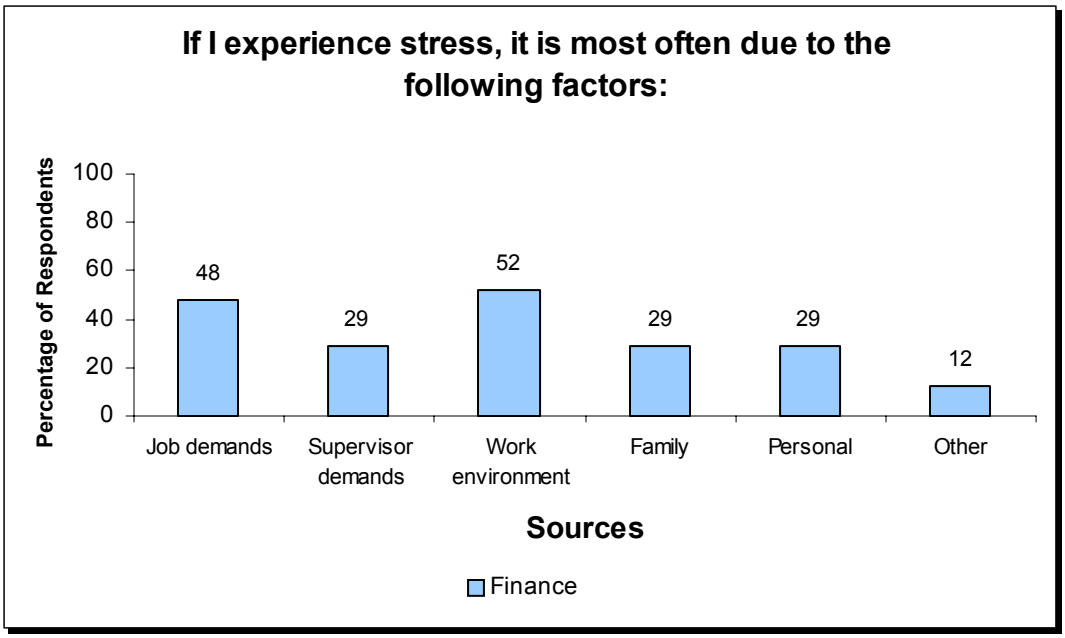
7.1 Barrier Question

Barrier Question	Response	
Please identify the barriers you perceive regarding having opportunities for career advancement within the Government of Nova Scotia	**Count**	**%**
Lack of awareness	19	26
Lack of qualifications	9	12
Lack of training support	10	14
Lack of leadership support	20	27
Not interested	9	12
Other	33	45



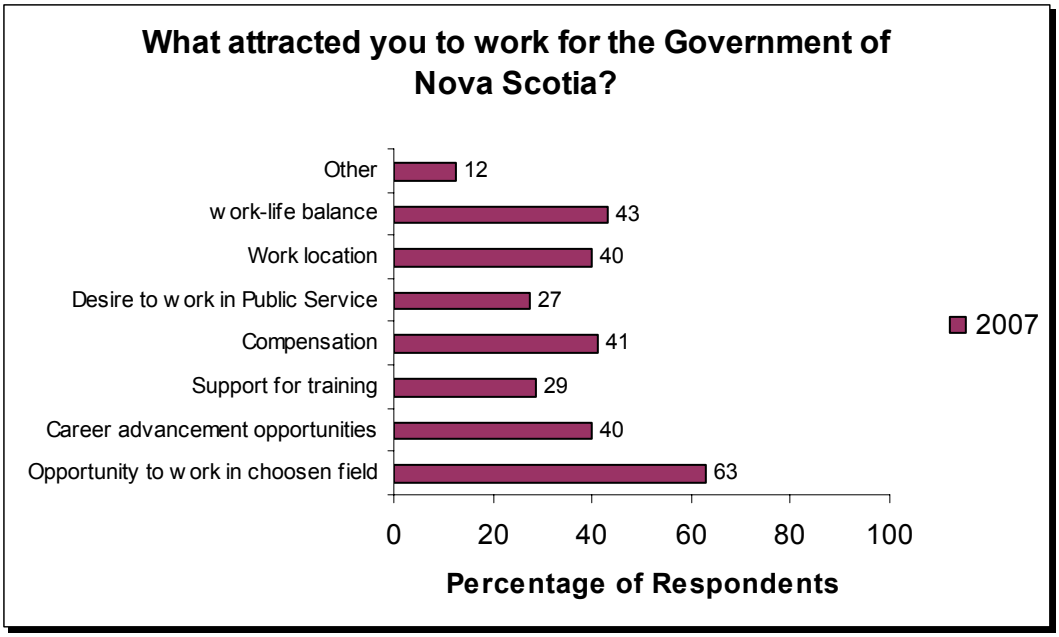
7.2 Stress Question

Stress Question	Response	
If I experience stress, it is most often due to the following factors:	Count	%
Job Demands	35	48
Supervisor demands	21	29
Work environment	38	52
Family	21	29
Personal	21	29
Other	9	12



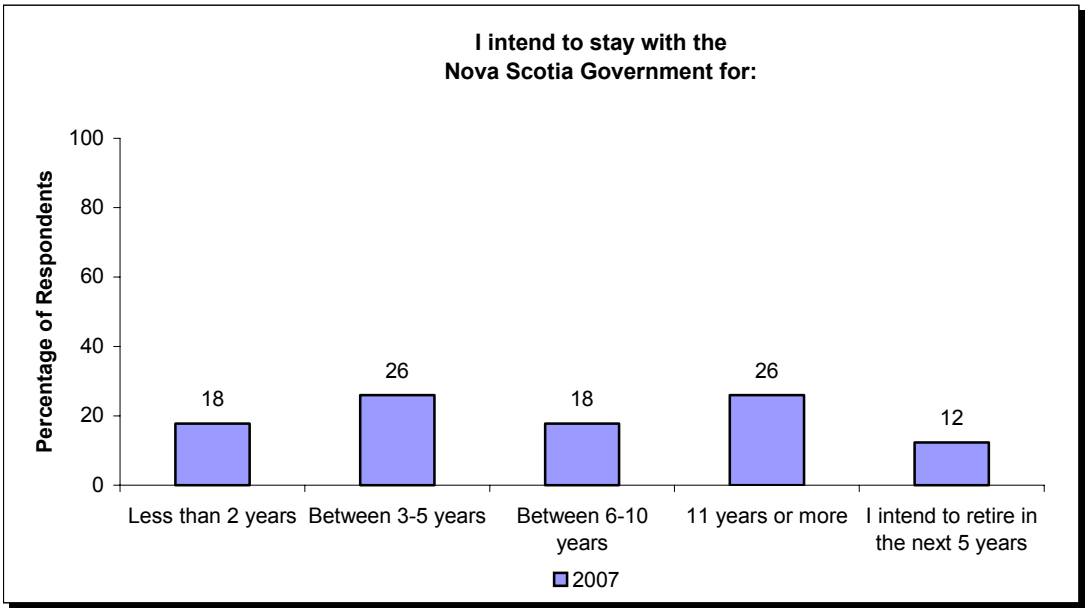
7.3 Attraction to Work in Government Question

Attraction Question	Response	
What attracted you to work for the Government of Nova Scotia?	Count	%
Opportunity to work in choosen field	46	63
Career advancement opportunities	29	40
Support for training	21	29
Compensation	30	41
Desire to work in Public Service	20	27
Work location	29	40
Work-life balance	31	43
Other	9	12



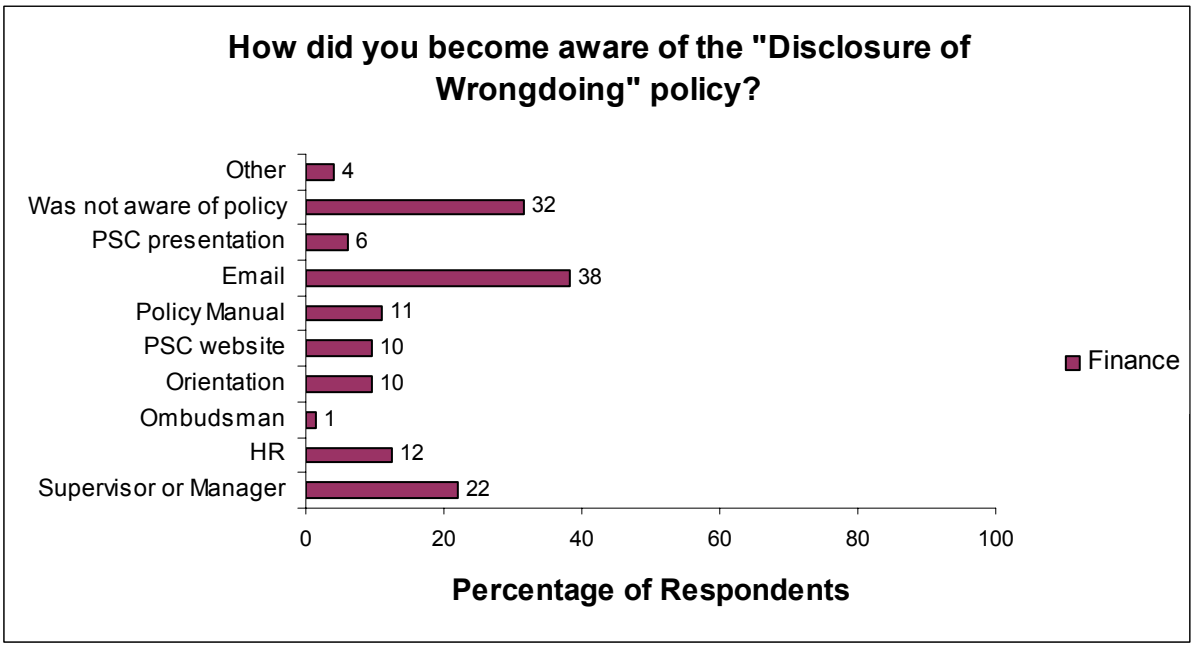
7.4 Intention to Stay Question

Intention to Stay Question	Response	
I intend to stay with the Nova Scotia Government for:	Count	%
Less than 2 years	13	18
Between 3-5 years	19	26
Between 6-10 years	13	18
11 years or more	19	26
I intend to retire in the next 5 years	9	12



7.5 Disclosure of Wrongdoing Policy Question

Disclosure of Wrongdoing Policy Question	Response	
How did you become aware of the "Disclosure of Wrongdoing" policy?	Count	%
Supervisor or Manager	16	22
HR	9	12
Ombudsman	1	1
Orientation	7	10
PSC website	7	10
Policy Manual	8	11
Email	28	38
PSC presentation	4	6
Was not aware of policy	23	32
Other	3	4



Appendix A - Finance – Response Rate

Department / Agency / PSE Category in the Survey	Total Population	# of Surveys Returned	Total # of Surveys Sent Out	Response Rate (%)
Finance	173	73	173	42%
Total Population	9020	3296	9020	37%

Appendix B – Finance – 4 Year Comparison of all Questions

This summary includes all questions asked in all four surveys. It is designed to compare original favourable question scores in 2004 with subsequent years, while indicating new questions that were added and when certain questions were dropped or changed.

- Questions that were not asked in that year are indicated by a dash '-'.
- Questions that have changed wording are indicated by footnotes.
- Unless otherwise indicated, wording changes of questions in 2005 were carried over to 2006 as well.
- Categories are indicated as represented in 2004. Please note that questions have changed categories, and categories have split (Recruitment/Retention) or disappeared (Other Questions) in subsequent years.
- Shaded areas in the last column represent no grounds for comparison.
- Percentage change calculated by using the oldest survey data and the newest survey data for each question.

CATEGORY	Question Wording	2004		2005		2006		2007		% change[1]
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
Teamwork	The people I work with make an effort to help each other out	1	64%	1	89%	1	91%	1	82%	28.1%
	The people I work with work as a team	2	65%	-	-	-	-			
	Shared goals are developed for my workgroup	3	58%	2	65%	2	64%	2	71%	22.4%
	I have positive working relationships with my coworkers	-	-	-	-	3	91%	3	88%	-3.3%
Employee Involvement	I am given an opportunity to provide input on decisions that affect my job	4	67%	3	67%	4	82%	4	75%	11.9%
	My supervisor considers my work-related ideas	5	64%	4	78%	5	73%	5	78%	21.9%
	I can provide input into decisions that are made in my Department	6	50%	5	50%	6[2]	64%	6	52%	4%
	Innovation is valued in my work	-	-	-	-	-	-	7	66%	
Communications (Category split into Communications and Workplace Ethics in 2005 Supervisory questions moved to new category in 2007)	I received communications about our Department's business plan in the past 12 months.	7	54%	27	94%	28	64%	32	77%	42.6%
	I know how my work contributes to our Department's priorities/ purpose	8	60%	28	94%	29[3]	82%	33	77%	28.3%
	I receive the communications I need in order to do my job well	9	61%	29[4]	78%	30	64%	34	66%	8.2%
	My supervisor gives me feedback about my work performance[5]	10	55%	30	61%	31	46%	54	71%	29.1%
	I participate in an annual performance appraisal/review with my supervisor[6]	11	52%	31	67%	32	46%	55	59%	2.2%
	Work-related information is shared within my Department	12	52%	32	78%	33	55%	35	64%	23.1%
	I know where to get information within the Government of Nova Scotia in order to do my job well	13	61%	-	-	-	-	-	-	-

[1] By definition, percentage is a fraction or ratio expressed as part of 100. Percentage change is that action over time, long term, brief or momentary. Percentage change from one number to another number is determined by dividing the difference of the two numbers by the original number. There are two types of change, increase and decrease.
[2] Changed wording to ' I have opportunity to provide input into decisions that affect my job' in 2006.
[3] Changed wording to 'I know how my work contributes to the achievement of my department's goals' in 2006.
[4] Changed wording to 'I receive the communications that I need to do my job well' in 2005.
[5] Question moved to Quality of Supervision category in 2007
[6] Question moved to Quality of Supervision category in 2007

CATEGORY	Question Wording	2004		2005		2006		2007		% change[7]
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts[8]	14	52%	20	67%	16	64%	19	60%	15.4%
	I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal[9]	15	44%	21	33%	17	46%	20	47%	6.8%
	I received communications regarding the results of last year's Government-wide employee survey	-	-	33	94%	34[10]	73%	36	69%	-26.6%
	I am aware of Government's corporate values	-	-	34	61%	35	46%	37	63%	3.3%
Quality of Work Life	I am provided with support to balance my work and family life	16	44%	12[11]	44%	18[12]	64%	21	66%	50%
	I have the resources (tools, equipment, support and information) I need to do my job well	17	65%	13[13]	72%	19	91%	22	84%	29.2%
	I can balance the demands of my work life with the demands of my personal life	18	58%	14[14]	72%	21	73%	24	73%	25.9%
	My work environment is supportive of my involvement in community/volunteer activities	-	-	15	22%	22	36%	25	32%	45.5%
	I am familiar with the Employee Assistance Program (EAP)	-	-	16	72%	-	-	-	-	-
	I know how to contact EAP for assistance	-	-	17	67%	-	-	-	-	-
	I would feel comfortable using EAP services	-	-	18	59%	-	-	-	-	-
	I have support at work to provide a high level of service	-	-	-	-	20	73%	23	75%	2.7%
Compensation/ Recognition	I am compensated (salary and benefits) fairly for my job	19	54%	35[15]	61%	36	73%	38	49%	-9.3%
	I feel valued for my contributions at work	20	56%	36	56%	37	82%	39	58%	3.6%
	I receive recognition from my supervisor for a job well done	21	53%	37	67%	39	55%	41	71%	34%
	I have a good understanding of my benefits in the following areas: - Life Insurance - Vision Care - Prescription Drugs - Paramedical Practitioners - Dental Care	22	63%[16]	-	-	-	-	-	-	-
	I know who to contact regarding questions about my benefits coverage	23	65%	-	-	-	-	-	-	-

[7] By definition, percentage is a fraction or ratio expressed as part of 100. Percentage change is that action over time, long term, brief or momentary. Percentage change from one number to another number is determined by dividing the difference of the two numbers by the original number. There are two types of change, increase and decrease.
[8] This question was grouped under new category 'Workplace Ethics' in 2005.
[9] This question was grouped under new category 'Workplace Ethics' in 2005.
[10] Changed wording to 'I received communications regarding the results of last year's mini-employee survey' in 2006.
[11] Changed wording to 'I am provided with support to balance my work and personal/family life' in 2005.
[12] Changed wording to 'I have support at work to balance my work and personal life' in 2006.
[13] Changed wording to 'I have the tools, equipment, support and information I need to do my job well' in 2005.
[14] Changed wording to 'I can balance the demands of my work life with the demands of my personal/family life' in 2005.
[15] Changed wording to 'I am compensated fairly for my job' in 2005.
[16] Results are averaged over the five areas with corresponding values of: 61, 66, 67, 52, 67.

CATEGORY	Question Wording	2004		2005		2006		2007		% change[17]
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	I receive meaningful recognition for work well done	-	-	-	-	38	55%	40	53%	-3.6%
Leadership (Category split into Quality of Leadership and Quality of Supervision in 2007)	I can talk openly with my supervisor about my work[18]	24	68%	38	89%	42	64%	49	80%	17.6%
	The leaders (Directors and Executive Directors) in my department set a good example for employees	25	44%	39[19]	61%	40	64%	42	43%	-2.3%
	I have confidence in the leadership in my Department	26	47%	40[20]	72%	41[21]	64%	43	53%	12.8%
	My supervisor manages conflict in my workgroup[22]	27	44%	41	61%	45	46%	52	45%	2.3%
	Senior Management will try to resolve issues raised by employees in this survey	28	41%	42	67%	46	55%	44	47%	14.6%
	The person I report to is an effective leader[23]	-	-	-	-	43	64%	50	73%	14%
	I have a positive working relationship with the person I report to[24]	-	-	-	-	44	73%	51	88%	20.5%
	Essential information flows effectively from senior leadership to staff	-	-	-	-	-	-	45	48%	-
	The senior leadership of my department is genuinely interested in the well being of employees	-	-	-	-	-	-	46	55%	-
	Senior leadership in my department provides clear direction	-	-	-	-	-	-	47	43%	-
	Senior leadership in my department makes timely decisions	-	-	-	-	-	-	48	38%	-
Quality of Supervision	I am satisfied with the quality of supervision I receive	-	-	-	-	-	-	53	63%	-
	Managers in my area make timely decisions	-	-	-	-	-	-	56	53%	-
	The person I report to consults me on decisions that affect my work	-	-	-	-	-	-	57	66%	-
Personal Growth	I have access to training opportunities	29	66%	6	94%	7	82%	8	80%	21.2%
	I am encouraged to share what I have learned with others in my workgroup	30	52%	7	61%	8	73%	9	71%	36.5%
	I can apply what I have learned in my training to my job	31	60%	8	78%	9	91%	10	82%	36.7%
	I have opportunities for career advancement within the Government of Nova Scotia	32	44%	9	47%	10	36%	11	47%	6.8%
	I get the training and related support I need to meet the demands of my job	33	58%	10[25]	78%	12	82%	14	67%	15.5%

[17] By definition, percentage is a fraction or ratio expressed as part of 100. Percentage change is that action over time, long term, brief or momentary. Percentage change from one number to another number is determined by dividing the difference of the two numbers by the original number. There are two types of change, increase and decrease.
[18] Question moved to Quality of Supervision category in 2007.
[19] Changed wording to 'The senior leaders (comprised of: Deputy Ministers, Assistant/Associate Deputy Ministers, CEO's, Directors and Executive Directors) in my Department set a good example for employees' in 2005.
[20] Changed wording to 'I have confidence in my Department's senior leaders' in 2005.
[21] Changed wording to 'I have confidence in the senior leadership of my department' in 2006.
[22] Question moved to Quality of Supervision category in 2007.
[23] Question moved to Quality of Supervision category in 2007.
[24] Question moved to Quality of Supervision category in 2007.
[25] Changed wording to 'I get the training and related support I need to support my continuous learning' in 2005.

CATEGORY	Question Wording	2004		2005		2006		2007		% change[26]
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills	-	-	11	83%	13	73%	15	64%	-22.9%
	I have opportunities for career growth within the Government of Nova Scotia	-	-	-	-	11	46%	12	53%	15.2%
	My organization supports my work-related learning and development	-	-	-	-	14	82%	16	70%	-14.6%
	My job is a good fit with my skills and interests	-	-	-	-	15	82%	17	74%	-9.8%
	Please identify the barriers you perceive regarding having opportunities for career advancement within the Government of Nova Scotia	-	-	-	-	Barrier[27]	-		-	
	I have opportunities for career growth within my department	-	-	-	-	-	-	13	38%	-
Diversity	The Government of Nova Scotia demonstrates its commitment to diversity in the workplace	34	47%	43	50%	47	64%	58	69%	46.8%
	Employees in my Department are respectful of employee differences	35	56%	44	83%	48	46%	59	73%	30.4%
	My department values diversity	36	38%	45	44%	49	64%	60	63%	65.8%
	My department is actively implementing activities and practices that support a diverse workplace	-	-	-	-	-	-	61	33%	-
	I am provided with the accommodations I need to ensure my full participation in my workplace	-	-	-	-	-	-	62	69%	-
	I have not experienced racism and/or discrimination in my workplace in the pas 12 months	-	-	-	-	-	-	63	84%	-
Safety/Security (Changed to Safety in 2005)	My Department creates a safe work environment for its employees	37	67%	22	89%	23	82%	27	84%	25.4%
	I feel safe working in my job	38	68%	23	94%	24	91%	28	89%	30.9%
	Harassment is not tolerated in my workplace	39	60%	24[28]	94%	25	100%	29	88%	46.7%
	I know who the Occupational Health and Safety representatives are for my work area	40	56%	26	78%	27	73%	31	49%	-12.5%
	I have not experience bullying behaviour in my workplace	-	-	25	78%	26	91%	30	70%	-10.3%
Recruitment/ Retention (Split into two categories in 2005 as indicated: REC – Recruitment RET - Retention)	I would recommend the Government of Nova Scotia as one of the best places to work in my community(REC)	41	51%	46	67%	50[29]	73%	64	55%	7.8%
	I intend to stay with the Government of Nova Scotia for:(RET) - The next five years - The next ten years	42	 51% 35%	56[30]	-	61	-	76	-	-

[26] By definition, percentage is a fraction or ratio expressed as part of 100. Percentage change is that action over time, long term, brief or momentary. Percentage change from one number to another number is determined by dividing the difference of the two numbers by the original number. There are two types of change, increase and decrease.
[27] This question did not use the agreement-importance scale; therefore it is not available for comparison. This question was introduced in 2006. This question did not have an assigned number but was placed after question 15. For the purposes of analysis it was referred to as 'Barrier'.
[28] Changed wording to 'I have not experienced harassment (sexual, racial) behaviour in my workplace' in 2005.
[29] Changed wording to 'I would recommend the Government of Nova Scotia as a great place to work' in 2006.
[30] Changed format to checkboxes with instructions to select only one choice in 2005, therefore it is not available for comparison. Choices were expanded to include: Less than 2 years, Between 3-5 years, Between 6-10 years, 11 years or more and I intend to retire within the next 5 years.

CATEGORY	Question Wording	2004		2005		2006		2007		% change[31]
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	I see a future for my career, working for the Government of Nova Scotia (RET)	43	48%	51	83%	55	73%	70	56%	16.7%
	Hiring in the Government of Nova Scotia is based on merit (REC)	44	32%	47	33%	51	27%	65	32%	0%
	Employees have access to job postings within the Government of Nova Scotia (REC)	45	66%	48	89%	52	100%	66	90%	36.4%
	Even if offered a similar job with slightly higher pay elsewhere in my community, I would stay with the Government of Nova Scotia (RET)	46	47%	52	61%	56[32]	55%	71	51%	8.5%
	I have the required qualifications to meet the needs of my job (REC)	47	73%	49	94%	53	91%	67	97%	32.9%
	I work for an effective organization; in other words, my Department regularly achieves the goals set out in our business plan (RET)	48	37%	54	67%	59	73%	74	51%	37.8%
	As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals[33] (REC)	-	-	50	44%	54	50%	68	36%	-18.2%
	I am proud to work as a public servant(RET)	-	-	53	78%	57	73%	72	80%	2.6%
	As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals[34] (RET)	-	-	55	44%	60	50%	75	14%	-68.2%
	I am proud to tell people I work for the Government of Nova Scotia (RET)	-	-	-	-	58	73%	73	67%	-8.2%
Other Questions (2004 category only)	If I experience stress, it is most often due to following factors: - Job Demands - Supervisor Demands - Work Environment - Family - Personal - Other	49[35]	-	19[36]	-	Stress[37]	-			
	What attracted you to work for the Government of Nova Scotia?	50[38]	-	-	-	-	-	69		
Fair HR Practices	Hiring, promotion and other staffing processes in my department are conducted in a transparent manner	-	-	-	-	-	-	78	43%	-
	Hiring, promotion and other staffing processes are fair and impartial	-	-	-	-	-	-	79	43%	-
Disclosure of Wrongdoing	I am aware of Government's "Disclosure of Wrongdoing" policy	-	-	-	-	-	-	80	66%	-
	I know who to contact to make a disclosure of wrongdoing	-	-	-	-	-	-	81	48%	-

[31] By definition, percentage is a fraction or ratio expressed as part of 100. Percentage change is that action over time, long term, brief or momentary. Percentage change from one number to another number is determined by dividing the difference of the two numbers by the original number. There are two types of change, increase and decrease.
[32] Changed wording to 'I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere' in 2006.
[33] This question targeted managers and supervisors only. (Managers of staff)
[34] This question targeted managers and supervisors only. (Managers of staff)
[35] This question did not use the agreement-importance scale; therefore it is not available for comparison. This question was placed in the 'Quality of Work Life' category in 2005.
[36] This question was placed in the 'Quality of Work Life' category in 2005.
[37] This question did not have an assigned number but was placed after question 22. For the purposes of analysis it was referred to as 'Stress'.
[38] This question did not use the agreement-importance scale; therefore it is not available for comparison.

CATEGORY	Question Wording	2004		2005		2006		2007		% change[39]
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	I would feel comfortable using the reporting process outlined in the "Disclosure of Wrongdoing" policy	-	-	-	-	-	-	82	36%	-
	How did you become aware or the "Disclosure of Wrongdoing" policy	-	-	-	-	-	-	84[40]		-
Healthy Workplace	I am aware of the corporate healthy workplace policy	-	-	-	-	-	-	85	75%	-
	I am aware of my department's healthy workplace initiatives	-	-	-	-	-	-	86	52%	-
	I participate in healthy workplace initiatives	-	-	-	-	-	-	87	37%	-
	My department promotes a healthy and supportive workplace	-	-	-	-	-	-	88	48%	-
	I am aware and read "@ the Window" healthy workplace newsletter	-	-	-	-	-	-	89	37%	-
Additional Question	I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia	-	-	-	-	-	-	90	67%	-
Overall Questions	I am inspired to give my very best	-	-	-	-	62	100%	91	74%	-26%
	I strive to improve my department's results	-	-	-	-	63	64%	92	88%	37.5%
	I am satisfied with my job	-	-	-	-	64	82%	93	62%	-24.4%
	I am satisfied with my department	-	-	-	-	65	73%	94	52%	-28.8%
	Overall, I am satisfied with my work as a Government of Nova Scotia employee	-	-	-	-	66	91%	95	71%	-22%

[39] By definition, percentage is a fraction or ratio expressed as part of 100. Percentage change is that action over time, long term, brief or momentary. Percentage change from one number to another number is determined by dividing the difference of the two numbers by the original number. There are two types of change, increase and decrease.
[40]This question did not use the agreement-importance scale.