

How's Work Going?



*Employee Survey
Department Results*

2007

Transportation &
Public Works


NOVA SCOTIA
Public Service Commission
Evaluation and Audit

2007 EMPLOYEE SURVEY

Transportation & Public Works

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 2007 Agreement 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 Transportation & Public Works – 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
<i>Clear strengths to celebrate and build upon.</i> (Questions with a favourable score $\geq 80\%$)	8	17
<i>Moderate Areas of Strength to build upon.</i> (Questions with a favourable score of 60-79%)	32	44
<i>Improvement Areas</i> (Questions with a favourable score of 41-59%)	28	23
<i>Areas that require immediate attention</i> (Questions with a favourable score of $\leq 40\%$)	20	4
<i>Total questions asked with favourable scores per survey year.</i>	88	88

1.2 Summary of 2007 Results (by classification category) –Transportation & Public Works

Areas of clear strength include employee perceptions of;

- I have a positive working relationship with my coworkers.
- I can apply what I have learned in my training to my job.
- My department creates a safe work environment for its employees.
- I feel safe working in my job.
- I know who the Occupational Health and Safety representatives are for my work area.
- 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 strive to improve my department's results.

Areas of moderate strength include employee perceptions of;

- The people I work with make an effort to help each other out.
- 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 have access to training opportunities.
- I am encouraged to share what I have learned with others in my workgroup.
- 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 the tools, equipment, support and information I need to do my job well.
- 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 harassment (sexual, racial) behaviour in my workplace in the past 12 months.
- I have not experienced bullying behaviour in my workplace 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 can talk openly with my supervisor about my work.
- The person I report to is an effective leader.
- I have a positive working relationship with the person I report to.
- Employees in my department are respectful of employee differences.
- I am provided with the accommodations I need to ensure my full participation in my workplace.
- I have not experienced racism and/or discrimination in my workplace in the past 12 months.
- I would recommend the Government of Nova Scotia as a great place to work.
- I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.
- I am proud to work as a public servant.
- I am aware of the corporate healthy workplace policy.
- I am aware of my department's healthy workplace initiatives.

Areas of moderate strength (con't);

- My department promotes a healthy and supportive workplace.
- 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;

- Shared goals are developed for my workgroup.
- I can provide input into decisions that are made in my department.
- 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 my skills.
- My organization supports my work-related learning and development.
- I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.
- I received communications regarding the results of last year's employee survey.
- I am compensated fairly for my job.
- I feel valued for my contributions at work.
- I receive meaningful recognition for work well done.
- I receive recognition from my supervisor for a job well done.
- I have confidence in the senior leadership in my department.
- The senior leadership in my department is genuinely interested in the well being of employees.
- My supervisor manages conflict in my workgroup.
- I am satisfied with the quality of supervision I receive.
- My supervisor gives me feedback about my work performance.
- Managers in my area make timely decisions.
- The person I report to consults me on decisions that affect my work.
- The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.
- My department values diversity.
- I see a future for my career, working for the Government of Nova Scotia.
- I am proud to tell people I work for the Government of Nova Scotia.
- 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.
- I am aware of Government's "Disclosure of Wrongdoing" policy.
- I know who to contact to make a disclosure of wrongdoing.
- I participate in healthy workplace initiatives.
- I am satisfied with my department.

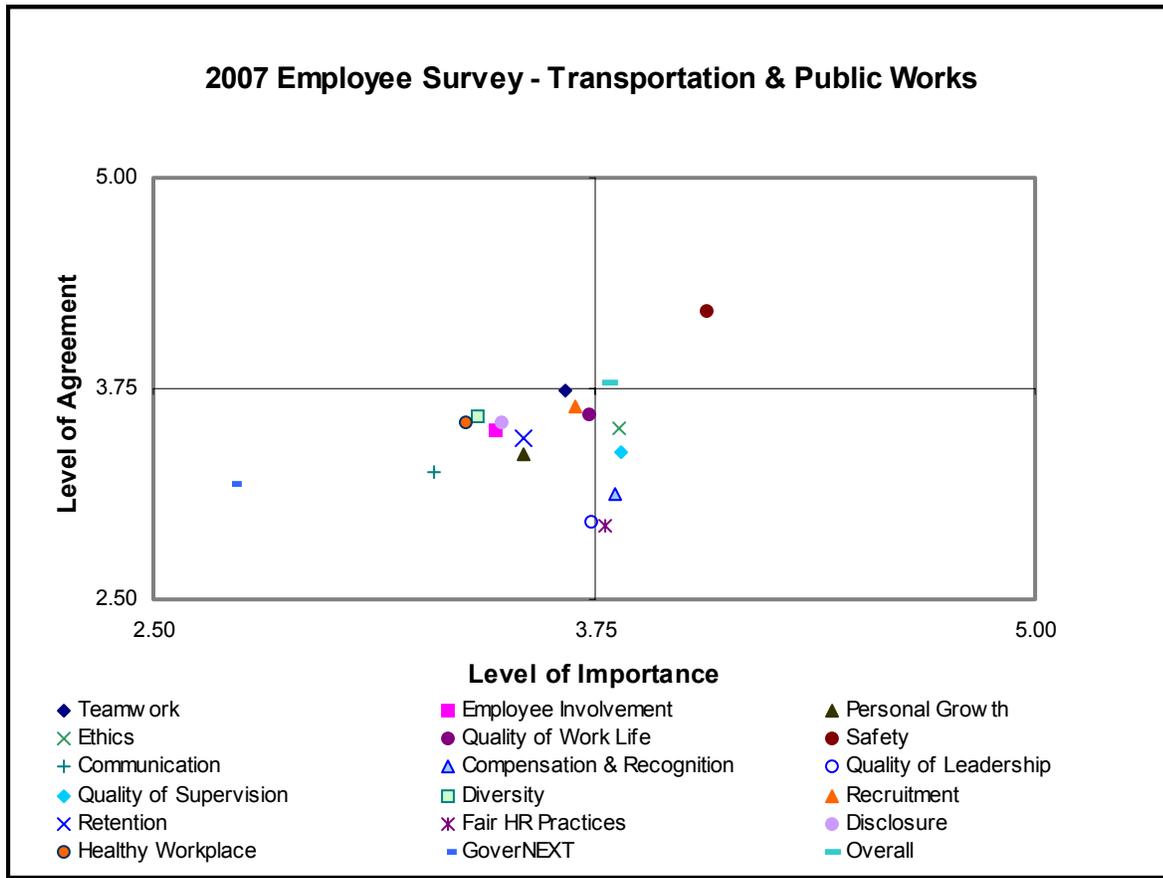
Areas that require immediate attention;

- I received communications about our department's business plan in the past 12 months.
- I have participated in performance appraisal/review with my supervisor in the past 12 months.
- I am aware of Government's corporate values.
- My work environment is supportive of my involvement in community/volunteer activities.
- 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.
- Senior Management will try to resolve issues raised by employees in this survey.
- Essential information flows effectively from senior leadership to staff.
- Senior leadership in my department provides clear direction.
- Senior leadership in my department makes timely decisions.
- 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 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.
- Hiring, promotion and other staffing process are fair and impartial.
- I would feel comfortable using the reporting process outlined in the "Disclosure of Wrongdoing" policy.
- I am aware and read "@ the Window" healthy workplace newsletter.
- I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.

2.0 – Transportation & Public Works – 2007 Average/Importance Category Scores

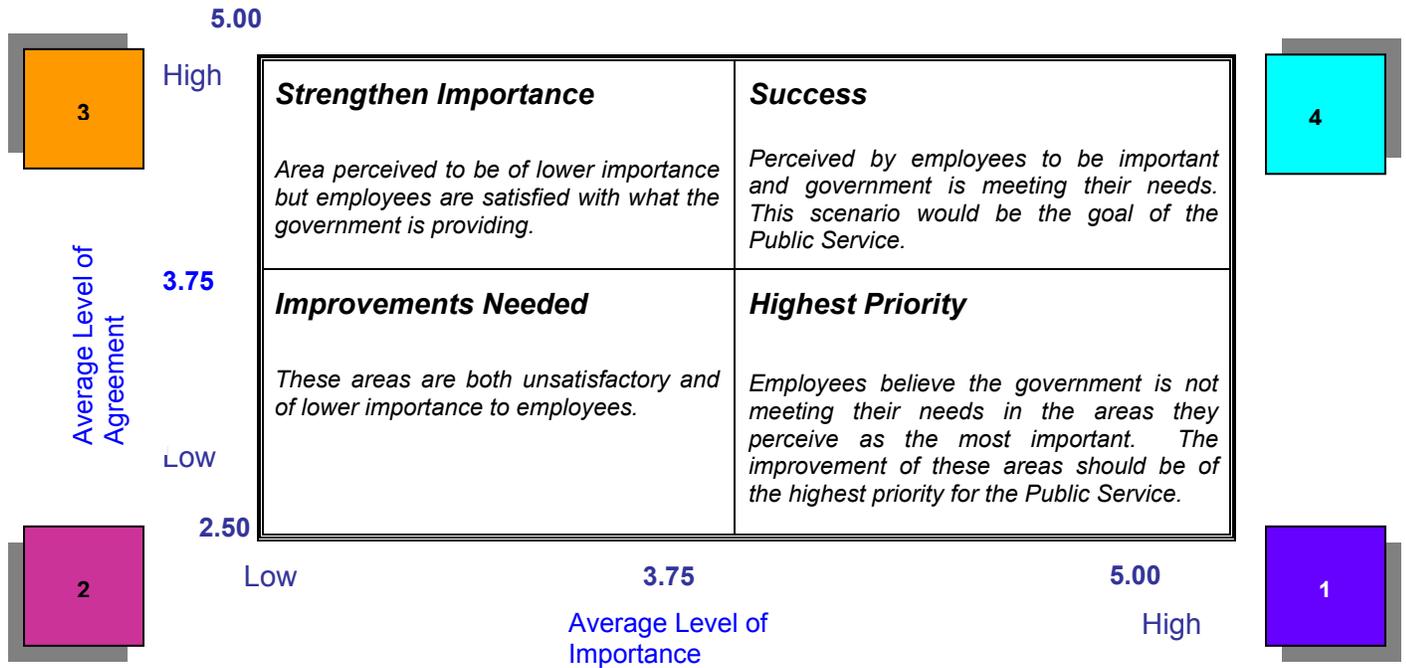
To provide a visual picture to illustrate with regards to how employees perceive their current work environment and what they consider as important to them the average scores for each question were used to calculate the overall average agreement and importance score for each category. These 18 category 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 - Transportation & Public Works – 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.



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.

Transportation & Public Works– Priority Analysis

Strengthen Importance	Success <ul style="list-style-type: none"> ➤ Safety ➤ Overall Questions
Improvements Needed <ul style="list-style-type: none"> ➤ Communications ➤ Disclosure of Wrongdoing ➤ Employee Involvement ➤ Personal Growth ➤ Recruitment ➤ Retention ➤ Teamwork ➤ Healthy Workplace ➤ GoverNEXT ➤ Quality of Work Life ➤ Quality of Leadership 	Highest Priority <ul style="list-style-type: none"> ➤ Compensation and Recognition ➤ Quality of Supervision ➤ Fair Human Resource Practices ➤ Ethics

4.1 Employee Engagement Index

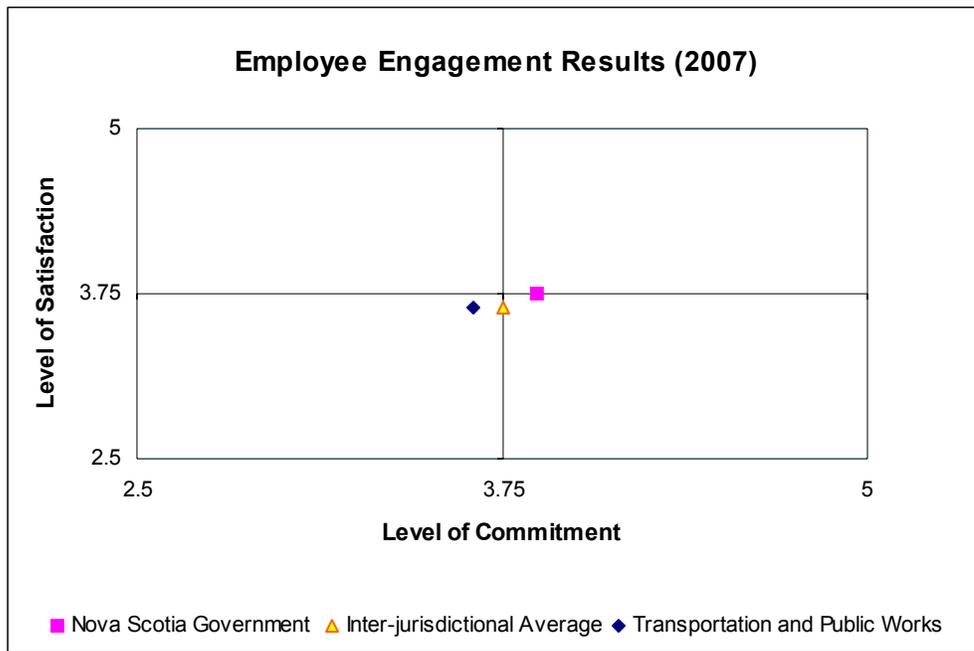
Determining the level of employee engagement is another way to measure progress. Employee engagement is the extent to which an individual feels connected to, and involved with, their job and the organization. Research shows that increased employee commitment, satisfaction and trust in leadership can 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
Transportation and Public Works	64.7

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 – Transportation & Public Works

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
<i>Clear strengths to celebrate and build upon.</i> (Questions with a favourable score >= 80%)	0	6	11	6
<i>Moderate Areas of Strength to build upon.</i> (Questions with a favourable score of 60-79%)	17	17	24	0
<i>Improvement Areas</i> (Questions with a favourable score of 41-59%)	21	14	8	-7
<i>Areas that require immediate attention</i> (Questions with a favourable score of <=40%)	5	6	0	1
<i>Total questions asked with favourable scores per survey year.</i>	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 Transportation & Public Works – 2007 Detailed Department Results

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
1. The people I work with make an effort to help each other out.	69	18	15	4	309	79	359	93	3.88
2. Shared goals are developed for my workgroup.	116	30	98	25	176	45	312	82	3.16
3. I have a positive working relationship with my coworkers.	40	10	21	5	326	84	350	92	4.16
4. I have opportunities to provide input into decisions that affect my work.	92	23	30	8	272	69	352	91	3.56
5. My supervisor considers my work-related ideas.	75	19	39	10	278	71	354	92	3.73
6. I can provide input into decisions that are made in my Department.	110	28	62	16	216	56	324	84	3.26
7. Innovation is valued in my work	96	25	60	16	232	60	318	83	3.40
8. I have access to training opportunities.	76	19	20	5	296	76	364	94	3.86
9. I am encouraged to share what I have learned with others in my workgroup.	69	18	80	21	242	62	320	83	3.58
10. I can apply what I have learned in my training to my job.	49	13	27	7	316	81	357	92	4.03
11. I have opportunities for career advancement within the Government of Nova Scotia.	185	47	74	19	134	34	340	88	2.64
12. I have opportunities for career growth within the Government of Nova Scotia.	167	43	87	22	138	35	337	87	2.73
13. I have opportunities for career growth within my department.	182	47	70	18	138	35	342	89	2.64
14. I get the training and related support I need to support my continuous learning.	122	31	56	14	214	55	360	93	3.29
15. I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills.	129	33	76	19	187	48	332	86	3.09

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
16. My organization supports my work-related learning and development.	92	24	77	20	221	57	340	88	3.43
17. My job is a good fit with my skills and interests	53	14	42	11	294	76	355	92	3.96
19. I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts.	70	18	52	13	269	69	359	93	3.74
20. I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.	129	33	54	14	207	53	363	95	3.26
21. I have support at work to balance my work and personal life.	89	23	59	15	245	62	363	93	3.55
22. I have the tools, equipment, support, and information I need to do my job well.	89	23	29	7	275	70	378	97	3.68
23. I have support at work to provide a high level of service.	98	25	52	13	241	62	372	96	3.51
24. I can balance the demands of my work life with the demands of my personal/family life.	65	17	40	10	287	73	367	94	3.84
25. My work environment is supportive of my involvement in community/volunteer activities.	64	16	171	44	154	40	284	75	3.33
27. My department creates a safe work environment for its employees.	34	9	12	3	345	88	380	98	4.24
28. I feel safe working in my job.	39	10	16	4	336	86	374	96	4.28
29. I have not experienced harassment (sexual, racial) behaviour in my workplace in the past 12 months.	70	18	19	5	302	77	369	95	4.11
30. I have not experienced bullying behaviour in my workplace in the past 12 months.	93	24	25	6	273	70	375	97	3.85
31. I know who the Occupational Health and Safety representatives are for my work area.	23	6	25	6	343	88	350	90	4.50
32. I received communications about our department's business plan in the past 12 months.	171	44	95	25	122	31	275	71	2.66

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
33. I know how my work contributes to our department's priorities/purpose.	79	20	58	15	252	65	333	86	3.61
34. I receive the communications I need in order to do my job well.	91	23	53	14	245	63	356	92	3.51
35. Work-related information is shared within my department.	107	28	49	13	232	60	352	91	3.38
36. I received communications regarding the results of last year's employee survey.	107	28	95	25	185	48	260	68	3.33
37. I am aware of Government's corporate values.	103	27	131	34	153	40	269	70	3.08
38. I am compensated fairly for my job.	164	42	38	10	187	48	377	97	2.98
39. I feel valued for my contributions at work.	135	35	46	12	207	53	363	94	3.16
40. I receive meaningful recognition for work well done.	146	38	60	16	182	47	355	91	3.01
41. I receive recognition from my supervisor for a job well done.	120	31	47	12	223	57	351	90	3.33
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.	128	33	107	28	151	39	348	90	3.01
43. I have confidence in the senior leadership in my department.	132	34	89	23	165	43	355	92	3.04
44. Senior Management will try to resolve issues raised by employees in this survey.	156	40	106	27	125	32	350	91	2.78
45. Essential information flows effectively from senior leadership to staff.	162	42	83	21	142	37	361	93	2.77
46. The senior leadership of my department is genuinely interested in the well being of employees.	132	34	78	20	177	46	361	94	3.10
47. Senior leadership in my department provides clear direction.	149	39	86	22	151	39	363	94	2.92
48. Senior leadership in my department makes timely decisions.	155	40	95	25	138	36	355	92	2.79
49. I can talk openly with my supervisor about my work.	65	17	18	5	304	79	371	96	3.99

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
50. The person I report to is an effective leader.	104	27	44	11	239	62	371	96	3.48
51. I have a positive working relationship with the person I report to.	73	19	31	8	282	73	371	96	3.87
52. My supervisor manages conflict in my workgroup.	132	34	67	17	189	49	370	96	3.15
53. I am satisfied with the quality of supervision I receive.	104	27	55	14	229	59	364	95	3.51
54. My supervisor gives me feedback about my work performance.	122	32	61	16	204	53	355	92	3.26
55. I have participated in performance appraisal/review with my supervisor in the past 12 months.	184	48	80	21	123	32	311	81	2.64
56. Managers in my area make timely decisions.	130	34	82	21	175	45	366	95	3.08
57. The person I report to consults me on decisions that affect my work.	105	27	54	14	229	59	364	94	3.38
58. The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.	60	15	110	28	221	57	298	78	3.56
59. Employees in my department are respectful of employee differences.	94	24	63	16	234	60	342	89	3.45
60. My department values diversity.	61	16	134	34	196	50	312	81	3.46
61. My department is actively implementing activities and practices that support a diverse workplace.	60	15	179	46	150	39	303	79	3.30
62. I am provided with the accommodations I need to ensure my full participation in my workplace.	64	17	90	23	233	60	338	89	3.63
63. I have not experienced racism and/or discrimination in my workplace in the past 12 months.	63	16	44	11	283	73	348	90	4.02
64. I would recommend the Government of Nova as a great place to work.	78	20	71	18	244	62	332	87	3.54
65. Hiring in the Government of Nova Scotia is based on merit.	158	41	91	23	141	36	356	94	2.81

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
66. Employees have access to job postings within the Government of Nova Scotia.	49	13	30	8	310	80	364	96	4.09
67. I have the required qualifications to meet the needs of my job.	11	3	19	5	355	92	366	97	4.61
68. As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals.	30	27	53	47	30	27	222	77	3.03
70. I see a future for my career, working for the Government of Nova Scotia.	83	21	80	21	228	58	342	90	3.55
71. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.	69	18	72	18	250	64	339	89	3.74
72. I am proud to work as a public servant.	50	13	72	18	269	69	342	90	3.89
73. I am proud to tell people I work for the Government of Nova Scotia.	93	24	66	17	233	59	325	85	3.57
74. I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan.	100	26	105	27	187	48	338	90	3.30
75. As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals.	32	27	51	44	34	29	218	78	2.96
78. Hiring, promotion and other staffing processes in my department are conducted in a transparent manner.	126	62	92	23	176	45	358	93	3.07
79. Hiring, promotion and other staffing processes are fair and impartial.	168	43	77	20	148	38	363	94	2.80
80. I am aware of Government's "Disclosure of Wrongdoing" policy.	72	18	107	27	214	55	335	86	3.54
81. I know who to contact to make a disclosure of wrongdoing.	95	24	104	27	193	49	338	87	3.34
82. I would feel comfortable using the reporting process outlined in the "Disclosure of Wrongdoing" policy.	75	19	162	41	154	39	327	85	3.30

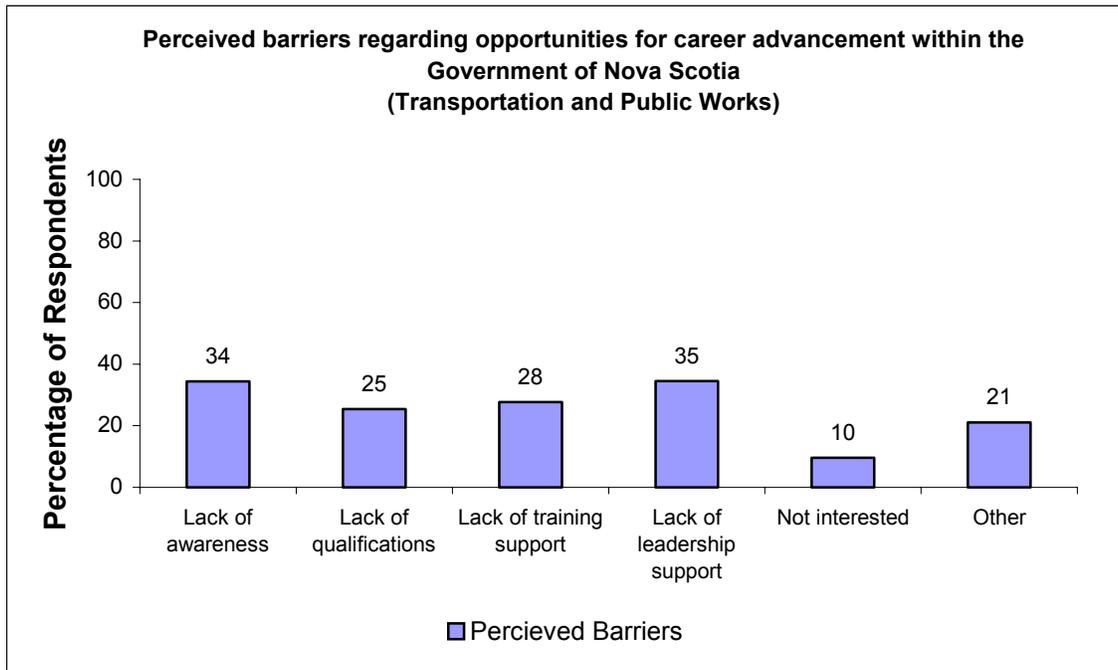
Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
85. I am aware of the corporate healthy workplace policy.	44	11	61	16	288	73	345	89	3.94
86. I am aware of my department's healthy workplace initiatives.	53	14	75	19	265	67	343	89	3.77
87. I participate in healthy workplace initiatives.	63	16	102	26	228	58	331	86	3.62
88. My department promotes a healthy and supportive workplace.	72	18	80	20	241	61	346	90	3.62
89. I am aware and read "@ the Window" healthy workplace newsletter.	115	29	157	40	119	30	239	63	2.88
90. I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.	87	22	165	43	136	35	207	58	3.18
91. I am inspired to give my very best.	73	19	44	11	276	70	372	95	3.77
92. I strive to improve my department's results.	28	7	42	11	323	82	365	93	4.15
93. I am satisfied with my job.	68	17	45	12	280	71	371	95	3.72
94. I am satisfied with my department.	104	26	60	15	230	58	362	93	3.39
95. Overall, I am satisfied with my work as a Government of Nova Scotia employee.	55	14	43	11	295	75	373	95	3.89

7.0 Transportation & Public Works – 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.

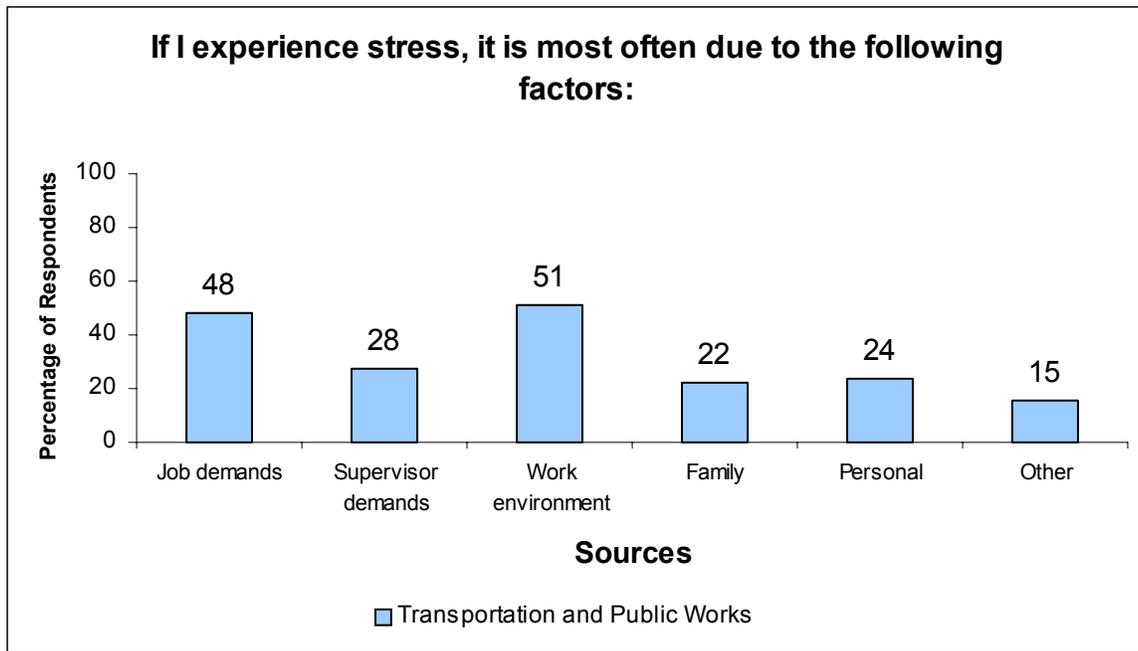
7.1 Barrier Question

Barrier Question	Response	
	Count	%
Please identify the barriers you perceive regarding having opportunities for career advancement within the Government of Nova Scotia		
Lack of awareness	135	34
Lack of qualifications	100	25
Lack of training support	109	28
Lack of leadership support	136	35
Not interested	38	10
Other	83	21



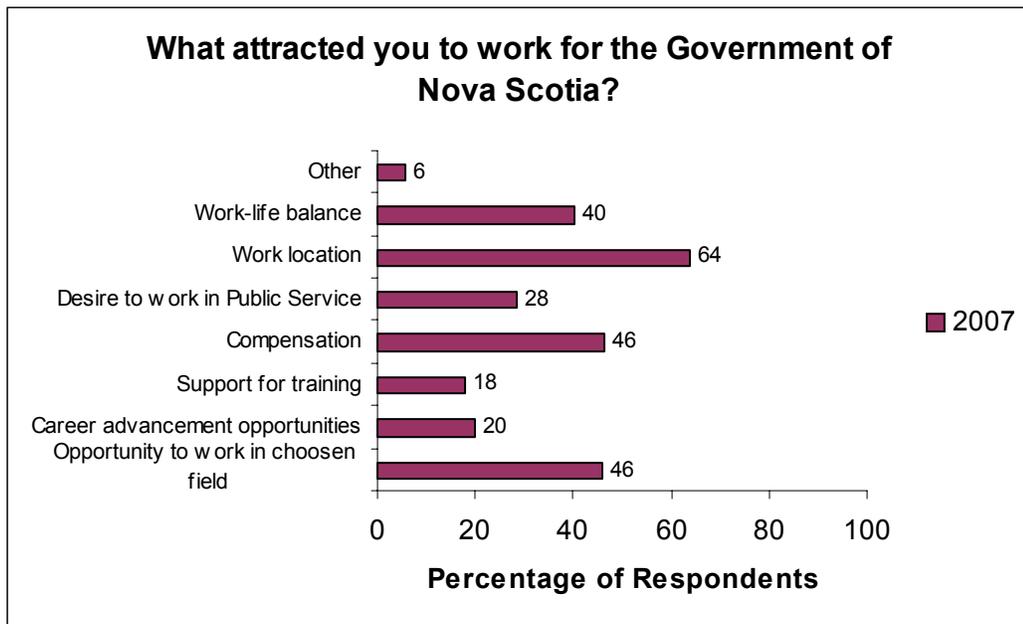
7.2 Stress Question

Stress Question	Response	
	Count	%
If I experience stress, it is most often due to the following factors:		
Job Demands	190	48
Supervisor demands	109	28
Work environment	200	51
Family	87	22
Personal	93	24
Other	60	15



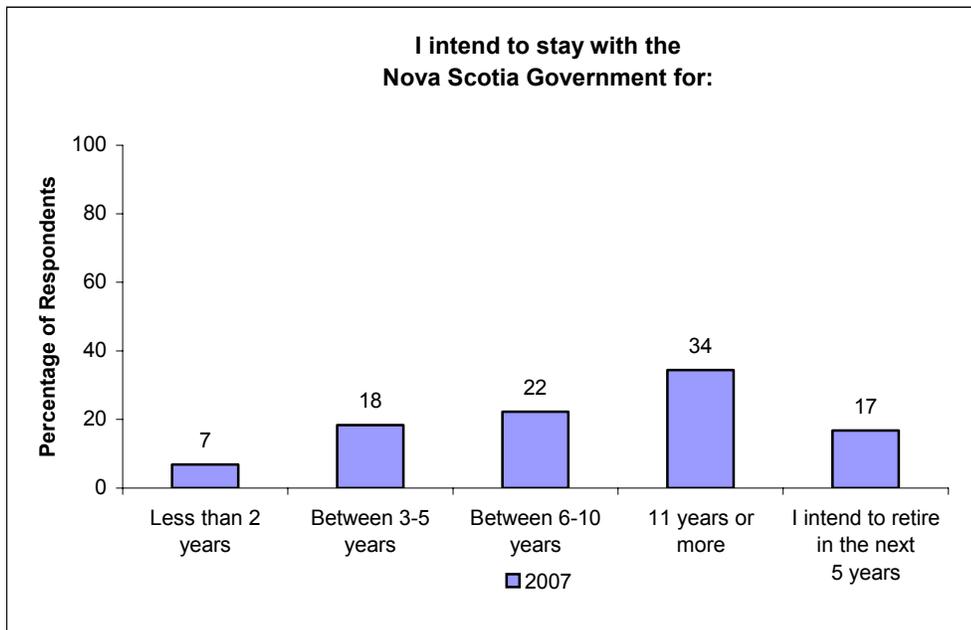
7.3 Attraction to Work in Government Question

Attraction Question	Response	
	Count	%
What attracted you to work for the Government of Nova Scotia?		
Opportunity to work in chosen field	181	46
Career advancement opportunities	79	20
Support for training	71	18
Compensation	183	46
Desire to work in Public Service	112	28
Work location	250	64
Work-life balance	158	40
Other	22	6



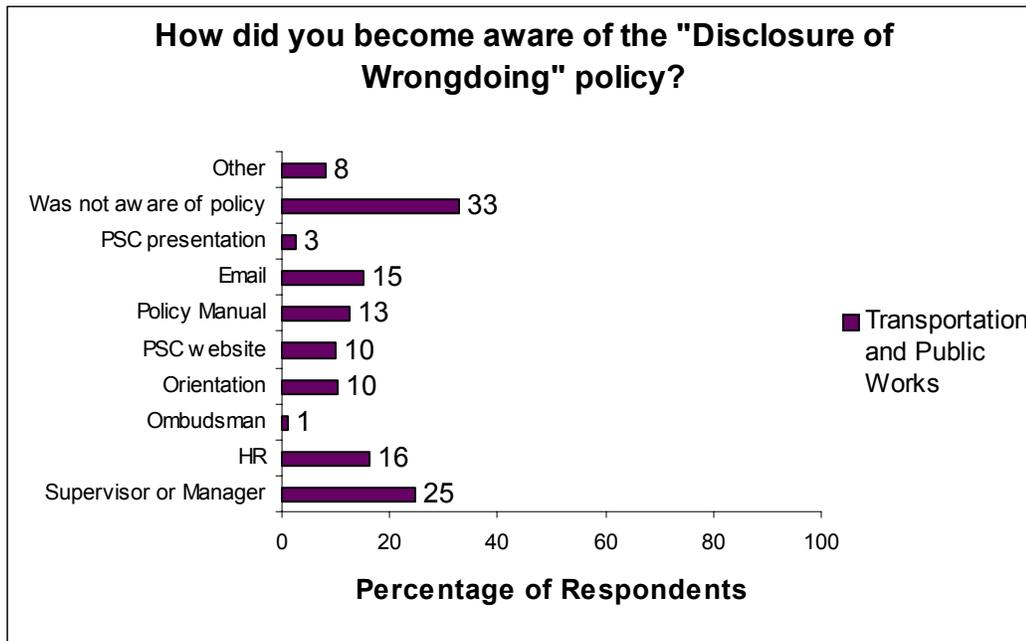
7.4 Intention to Stay Question

Intention to Stay Question	Response	
	Count	%
I intend to stay with the Nova Scotia Government for:		
Less than 2 years	5	1
Between 3-5 years	26	7
Between 6-10 years	70	18
11 years or more	85	22
I intend to retire in the next 5 years	131	34



7.5 Disclosure of Wrongdoing Policy Question

Disclosure of Wrongdoing Policy Question	Response	
	Count	%
Supervisor or Manager	97	25
HR	64	16
Ombudsman	5	1
Orientation	41	10
PSC website	39	10
Policy Manual	50	13
Email	59	15
PSC presentation	10	3
Was not aware of policy	128	33
Other	32	8



Appendix A – Transportation & Public Works – Response Rate

Department / Agency / PSE Category in the Survey	Total Population	# of Surveys Returned	Total # of Surveys Sent Out	Response Rate (%)
Transportation & Public Works	1945	388	1945	20%
Total Population	9020	3296	9020	37%

Appendix B – Transportation & Public Works– 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	72%	1	82%	1	88%	1	79%	9.7%
	The people I work with work as a team	2	66%	-	-	-	-	-	-	-
	Shared goals are developed for my workgroup	3	47%	2	43%	2	43%	2	45%	-4.3%
	I have positive working relationships with my coworkers	-	-	-	-	3	91%	3	84%	-7.7%
Employee Involvement	I am given an opportunity to provide input on decisions that affect my job	4	60%	3	64%	4	68%	4	69%	15%
	My supervisor considers my work-related ideas	5	64%	4	72%	5	73%	5	71%	10.9%
	I can provide input into decisions that are made in my Department	6	52%	5	55%	6 ²	55%	6	56%	7.7%
	Innovation is valued in my work	-	-	-	-	-	-	7	60%	-
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	33%	27	30%	28	37%	32	31%	-6.1%
	I know how my work contributes to our Department’s priorities/ purpose	8	65%	28	68%	29 ³	65%	33	65%	0%
	I receive the communications I need in order to do my job well	9	58%	29 ⁴	63%	30	68%	34	63%	8.6%
	My supervisor gives me feedback about my work performance ⁵	10	54%	30	55%	31	55%	54	53%	-1.9%
	I participate in an annual performance appraisal/review with my supervisor ⁶	11	37%	31	39%	32	35%	55	32%	-13.5%
	Work-related information is shared within my Department	12	52%	32	54%	33	61%	35	60%	15.4%
	I know where to get information within the Government of Nova Scotia in order to do my job well	13	57%	-	-	-	-	-	-	-

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	64%	20	63%	16	85%	19	69%	7.8%
	I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal ⁹	15	48%	21	49%	17	65%	20	53%	10.4%
	I received communications regarding the results of last year's Government-wide employee survey	-	-	33	49%	34 ¹⁰	49%	36	48%	-2%
	I am aware of Government's corporate values	-	-	34	37%	35	45%	37	40%	8.1%
Quality of Work Life	I am provided with support to balance my work and family life	16	53%	12 ¹¹	49%	18 ¹²	66%	21	62%	17%
	I have the resources (tools, equipment, support and information) I need to do my job well	17	64%	13 ¹³	67%	19	70%	22	70%	9.4%
	I can balance the demands of my work life with the demands of my personal life	18	68%	14 ¹⁴	65%	21	75%	24	73%	7.4%
	My work environment is supportive of my involvement in community/volunteer activities	-	-	15	43%	22	42%	25	40%	-7%
	I am familiar with the Employee Assistance Program (EAP)	-	-	16	88%	-	-	-	-	-
	I know how to contact EAP for assistance	-	-	17	86%	-	-	-	-	-
	I would feel comfortable using EAP services	-	-	18	64%	-	-	-	-	-
Compensation/ Recognition	I have support at work to provide a high level of service	-	-	-	-	20	70%	23	62%	-11.4%
	I am compensated (salary and benefits) fairly for my job	19	42%	35 ¹⁵	39%	36	39%	38	48%	14.3%
	I feel valued for my contributions at work	20	49%	36	46%	37	56%	39	53%	8.2%
	I receive recognition from my supervisor for a job well done	21	54%	37	50%	39	60%	41	57%	5.6%
	I have a good understanding of my benefits in the following areas: - Life Insurance - Vision Care - Prescription Drugs - Paramedical Practitioners - Dental Care	22	67% ¹⁶	-	-	-	-	-	-	-
	I know who to contact regarding questions about my benefits coverage	23	63%	-	-	-	-	-	-	-
	I receive meaningful recognition for work well done	-	-	-	-	38	53%	40	47%	-11.3%

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	
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	70%	38	76%	42	82%	49	79%	12.9%
	The leaders (Directors and Executive Directors) in my department set a good example for employees	25	42%	39 ¹⁹	28%	40	38%	42	39%	-7.1%
	I have confidence in the leadership in my Department	26	44%	40 ²⁰	34%	41 ²¹	45%	43	43%	-2.3%
	My supervisor manages conflict in my workgroup ²²	27	49%	41	45%	45	51%	52	49%	0%
	Senior Management will try to resolve issues raised by employees in this survey	28	35%	42	28%	46	34%	44	32%	-8.65
	The person I report to is an effective leader ²³	-	-	-	-	43	62%	50	62%	0%
	I have a positive working relationship with the person I report to ²⁴	-	-	-	-	44	82%	51	73%	-11%
	Essential information flows effectively from senior leadership to staff	-	-	-	-	-	-	45	37%	-
The senior leadership of my department is genuinely interested in the well being of employees	-	-	-	-	-	-	46	46%	-	
Senior leadership in my department provides clear direction	-	-	-	-	-	-	47	39%	-	
Senior leadership in my department makes timely decisions	-	-	-	-	-	-	48	36%	-	
Quality of Supervision	I am satisfied with the quality of supervision I receive	-	-	-	-	-	-	53	59%	-
	Managers in my area make timely decisions	-	-	-	-	-	-	56	45%	-
	The person I report to consults me on decisions that affect my work	-	-	-	-	-	-	57	59%	-
Personal Growth	I have access to training opportunities	29	67%	6	79%	7	78%	8	76%	13.4%
	I am encouraged to share what I have learned with others in my workgroup	30	55%	7	53%	8	51%	9	62%	12.7%
	I can apply what I have learned in my training to my job	31	74%	8	84%	9	81%	10	81%	9.5%
	I have opportunities for career advancement within the Government of Nova Scotia	32	35%	9	33%	10	34%	11	34%	-2.9%
	I get the training and related support I need to meet the demands of my job	33	61%	10 ²⁵	46%	12	52%	14	55%	-9.85
	I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills	-	-	11	44%	13	44%	15	48%	9.1%
	I have opportunities for career growth within the Government of Nova Scotia	-	-	-	-	11	31%	12	35%	12.9%

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	
	My organization supports my work-related learning and development	-	-	-	-	14	52%	16	57%	9.6%
	My job is a good fit with my skills and interests	-	-	-	-	15	83%	17	76%	-8.4%
	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	35%	-
Diversity	The Government of Nova Scotia demonstrates its commitment to diversity in the workplace	34	47%	43	45%	47	57%	58	57%	21.3%
	Employees in my Department are respectful of employee differences	35	52%	44	53%	48	68%	59	60%	15.4%
	My department values diversity	36	42%	45	36%	49	48%	60	50%	19%
	My department is actively implementing activities and practices that support a diverse workplace	-	-	-	-	-	-	61	39%	-
	I am provided with the accommodations I need to ensure my full participation in my workplace	-	-	-	-	-	-	62	60%	-
	I have not experienced racism and/or discrimination in my workplace in the past 12 months	-	-	-	-	-	-	63	73%	-
Safety/Security (Changed to Safety in 2005)	My Department creates a safe work environment for its employees	37	76%	22	83%	23	92%	27	88%	15.8%
	I feel safe working in my job	38	76%	23	87%	24	86%	28	86%	13.2%
	Harassment is not tolerated in my workplace	39	62%	24 ²⁸	77%	25	75%	29	77%	24.2%
	I know who the Occupational Health and Safety representatives are for my work area	40	75%	26	89%	27	92%	31	88%	17.3%
	I have not experienced bullying behaviour in my workplace	-	-	25	65%	26	71%	30	70%	7.7%
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	50%	46	45%	50 ²⁹	58%	64	62%	24%
	I intend to stay with the Government of Nova Scotia for:(RET) - The next five years - The next ten years	42	44% 43%	56 ³⁰	-	61	-	76	-	-
	I see a future for my career, working for the Government of Nova Scotia (RET)	43	48%	51	54%	55	54%	70	58%	20.8%
	Hiring in the Government of Nova Scotia is based on merit (REC)	44	35%	47	32%	51	40%	65	36%	2.9%

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	
	Employees have access to job postings within the Government of Nova Scotia (REC)	45	71%	48	81%	52	77%	66	80%	12.7%
	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	49%	52	55%	56 ³²	72%	71	64%	30.1%
	I have the required qualifications to meet the needs of my job (REC)	47	85%	49	95%	53	96%	67	92%	8.2%
	I work for an effective organization; in other words, my Department regularly achieves the goals set out in our business plan (RET)	48	47%	54	40%	59	54%	74	48%	2.1%
	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	26%	54	21%	68	27%	3.8%
	I am proud to work as a public servant(RET)	-	-	53	65%	57	70%	72	69%	6.2%
	As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals ³⁴ (RET)	-	-	55	22%	60	24%	75	29%	31.8%
	I am proud to tell people I work for the Government of Nova Scotia (RET)	-	-	-	-	58	61%	73	59%	-3.3%
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	45%	-
	Hiring, promotion and other staffing processes are fair and impartial	-	-	-	-	-	-	79	38%	-
Disclosure of Wrongdoing	I am aware of Government's "Disclosure of Wrongdoing" policy	-	-	-	-	-	-	80	55%	-
	I know who to contact to make a disclosure of wrongdoing	-	-	-	-	-	-	81	49%	-
	I would feel comfortable using the reporting process outlined in the "Disclosure of Wrongdoing" policy	-	-	-	-	-	-	82	39%	-

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	
	How did you become aware of the “Disclosure of Wrongdoing” policy	-	-	-	-	-	-	84 ⁴⁰	-	-
Healthy Workplace	I am aware of the corporate healthy workplace policy	-	-	-	-	-	-	85	73%	-
	I am aware of my department’s healthy workplace initiatives	-	-	-	-	-	-	86	67%	-
	I participate in healthy workplace initiatives	-	-	-	-	-	-	87	58%	-
	My department promotes a healthy and supportive workplace	-	-	-	-	-	-	88	61%	-
	I am aware and read “@ the Window” healthy workplace newsletter	-	-	-	-	-	-	89	30%	-
Additional Question	I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia	-	-	-	-	-	-	90	35%	-
Overall Questions	I am inspired to give my very best	-	-	-	-	62	75%	91	70%	-6.7%
	I strive to improve my department’s results	-	-	-	-	63	86%	92	82%	-4.7%
	I am satisfied with my job	-	-	-	-	64	75%	93	71%	-5.3%
	I am satisfied with my department	-	-	-	-	65	58%	94	58%	0%
	Overall, I am satisfied with my work as a Government of Nova Scotia employee	-	-	-	-	66	78%	95	75%	-3.8%

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.

⁴⁰This question did not use the agreement-importance scale.