How's Work Going 2011

Department of Communities, Culture and Heritage Employee Survey Results

Evaluation & Accountability

June 2011

Prepared by:

Katharine Cox-Brown, CGA, MPA
Director, Evaluation and Accountability
NS Public Service Commission

Rima Thomeh, BCD (Hons)
Coordinator, Evaluation and Accountability
NS Public Service Commission

Data Analysis by:

Melissa Neil, MASP, BSc (Hons)
Program Evaluator, Evaluation and Accountability
NS Public Service Commission

Contact Information:

Public Service Commission
5th Floor, World Trade & Convention Centre
PO Box 943
Halifax NS B3J 2V9
Tel: 902-424-8383
Email: coxbrokm@gov.ns.ca

Contents

List of Tables

List of Figures

Chapter 1- Survey Background Information

1-1 Why do we survey?

We regularly survey employees to understand how to improve the public service workplace. Asking employees what they think about their work environment is common in the employment world today. It is a fundamental part of building a strong public service and improving client service for our citizens.

"How's Work Going" employee survey measures employee engagement and the drivers that lead to organizational satisfaction and commitment. Employee Engagement is a critical element to the success of any organization. Increased levels of employee engagement results in an increase in employee performance and retention creating a productive and committed public service.

Research has shown that an increase in employee engagement results in an increase in client satisfaction which builds confidence in government.

1-2 Who did we survey?

The survey was send to all employees in an online format. This report contains the results of all permanent, contract and term employees who responded to the survey. Department of Communities, Culture and Heritage had a response rate of 83%. The survey was open between March 2nd- 31st, 2011.

1-3 How to read this report?

In this report, the results are presented in the following matter:

- **Engagement Score**

  Engagement index which measures the extent to which individuals feel connected to and involved in their job and their organization and their level of satisfaction and commitment.

- **Disagree**- **Agreement Percentage**

  Percentage of respondents who strongly disagreed and somewhat disagreed.

- **Neutral** - **Agreement Percentage**

  Percentage of respondents who either agreed or disagreed.

- **Agree - Agreement Percentage**

  Percentage of respondents who strongly agreed and somewhat agreed.

- **Mean Category Score**

  The respondents average score calculated for each category (1-5 range).

Category Guide			
Clear Strength 75% and over	Strength 60-74%	Area for Improvement 50-59%	Area for Concern Under 50%

To help understand the results and to determine where government should continue to focus its response and action efforts, the 2011 survey was also analyzed using a method which comprises both the level of agreement and the strength of the category in influencing an employees' level of engagement (satisfaction and commitment)

The 2011 survey maps the average agreement score using descriptive statistics and driver strength on an action grid, as illustrated below:

Interpreting the Action

The questions/categories with lower agreement appear lower on the chart, and the categories which have a greater influence on employee's level of engagement are closer to the right side of the chart.

High

Average Level of Agreement

3

4

3.5

2

1

Low   High

3.5

Driver's strength in influencing employee's level of engagement
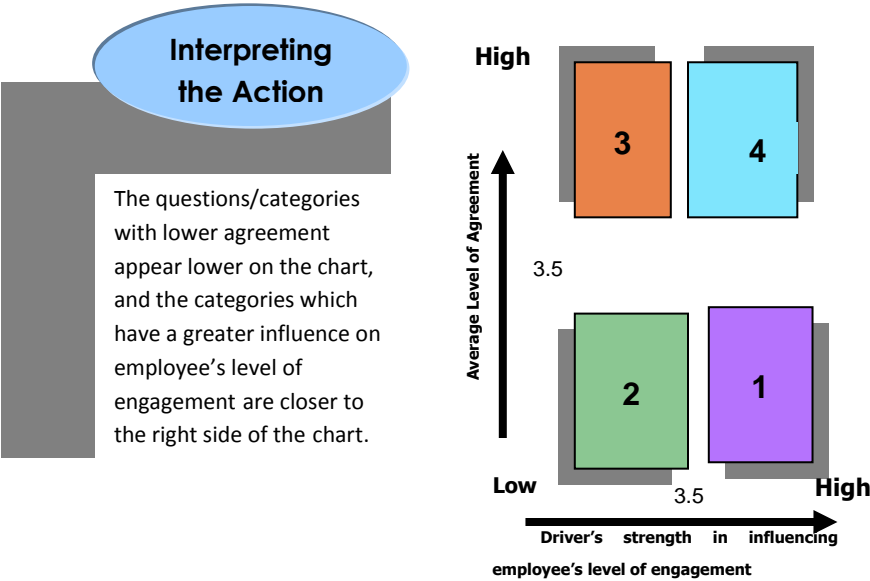
Chapter 2- Engagement Outcome Results

2-1 Engagement Outcome Summary Results

In 2006, the Government of Nova Scotia established the Employee Engagement Index based on the Public Sector Interjurisdictional Engagement Model.   The Employee Engagement Index measures the extent to which individuals feel connected to and involved in their job and their organization and their level of satisfaction and commitment. The index is an average calculation of six satisfaction and commitment agreement scores. The percent who agreed with each of the six questions that comprise the Employee Engagement Index is also provided below.

	Agreement Score
Job Satisfaction	
Job Satisfaction	59
Organizational Satisfaction	
Department Satisfaction	70
Overall Satisfaction	74
Organizational Commitment	
Proud	72
Preference to stay with NS Government	67
Inspired	68
Would Recommend as a great place to work	63
Engagement Index	**69**

Table 1 Engagement Index and Engagement Outcome Results for 2011

Communities, Culture and Heritage employee index is 69 and would be considered a strength.

2-2 Engagement Outcome Details

Figure 1 below summarizes employees' responses regarding engagement outcome results.
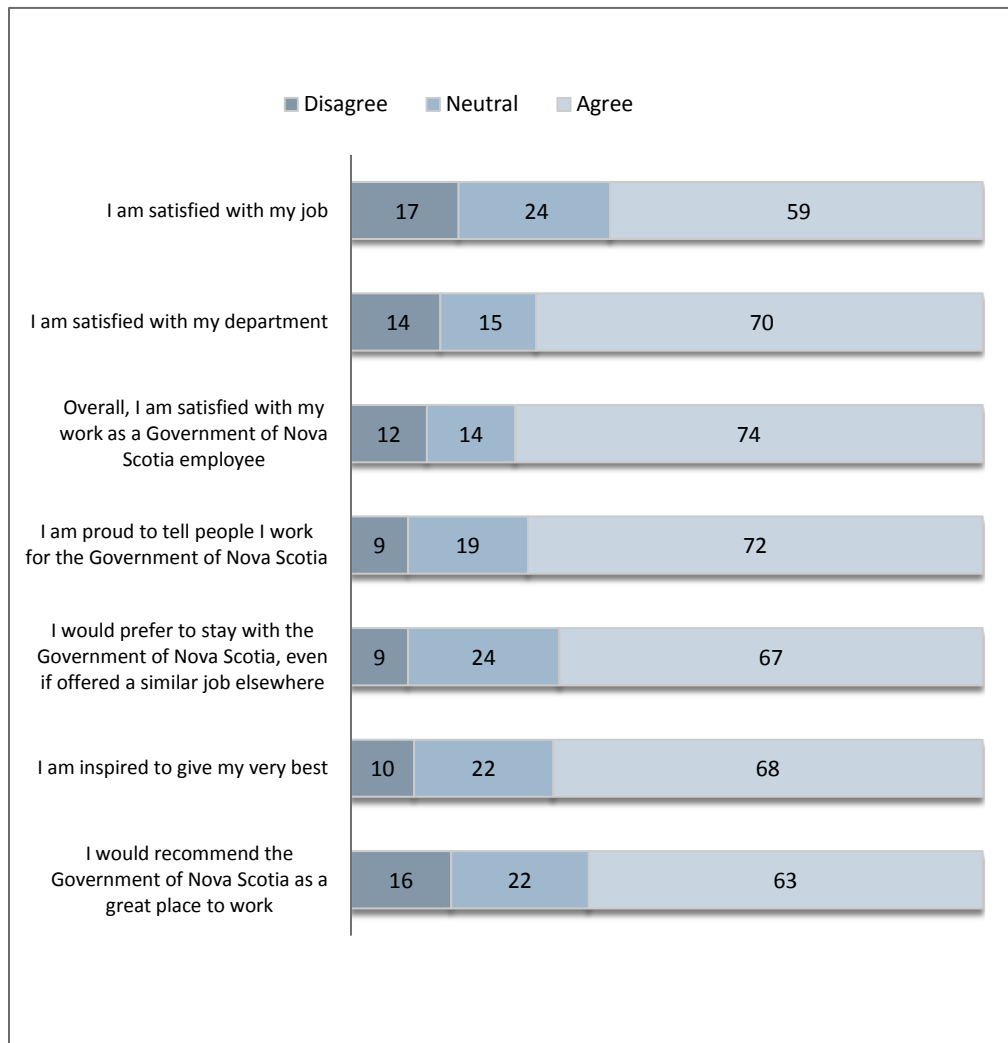
Figure 1 Detail engagement outcome results for 2011

2-3 How does Communities, Culture and Heritage engagement compare?

Table 2 below compares the Department results to the overall Corporate results for 2011 employee survey employee engagement outcome results.

	Department Agreement Score	Corporate Agreement Score
Job Satisfaction		
Job Satisfaction	59	59
Organizational Satisfaction		
Department Satisfaction	70	53
Overall Satisfaction	74	67
Organizational Commitment		
Proud	72	62
Preference to stay with Government of Nova Scotia	67	62
Inspired	68	68
Would Recommend as a great place to work	63	57
Engagement Level	69	62

Table 2 Comparison between Department and Corporate results for 2011 for engagement outcomes

Clear Strength	Strength	Area for Improvement	Area for Concern

As noted in the table above, Communities, Culture and Heritage (CCH) shares the same strengths and areas for improvement as seen in the corporate results. Using the strength-improvement category guide, CCH has stronger department satisfaction and would recommend in comparison to the corporate results.

2-4 How can the level of employee engagement be improved?

To motivate and retain **employees** it is essential to understand what government employees **feel are important aspects** of their work environment. Management needs to know:

- What employees value?
- What attracted them to work for Government?

June 2011

- What factor(s) influence employees' level of engagement (satisfaction and commitment)?
- How is the Department performing in relations to the drivers (factors) of engagement?
- Where does Department need to focus to improve their employees' work environment to keep its employees engaged?

2-4-1 What do employees value?

The survey results reveal that CCH employees value:

1. Challenging and interesting work -17%

2. Pay and benefits- 12%

3. Having the opportunity to balance work and personal life – 10%

4. Being treated with respect- 9%

5. Opportunities for growth and advancement- 9%

6. A chance to make a difference – 8%

7. Working with people I like -8%

2-4-2 What attracted them to work for Government?

What is important to them is very similar to what attracted them to work for the Government of Nova Scotia in the first place, which was:

1. Opportunity to work in chosen Field -23%

2. Compensation- 16%

3. Work Location – 14%

4. Quality work life balance – 14%

5. Career advancement opportunities- 12%

6. Desire to work for the public service- 11%

7. Support for training and related professional development activities- 9%

2-4-3 What factors influence employees' level of satisfaction and commitment with the organization?

There are several drivers of employee engagement, which can be measured. These include employees perceptions of their opportunities for input into decisions that affect their work; productive, collaborative and respectful working relationships; clear expectations and sense of direction for the organization; confidence in leadership; job fit with skills and interests; opportunities for learning and development; recognition for their work; and, having the support they need to provide customers quality service while achieving a balance between work and personal life. Figure 2 illustrates this:
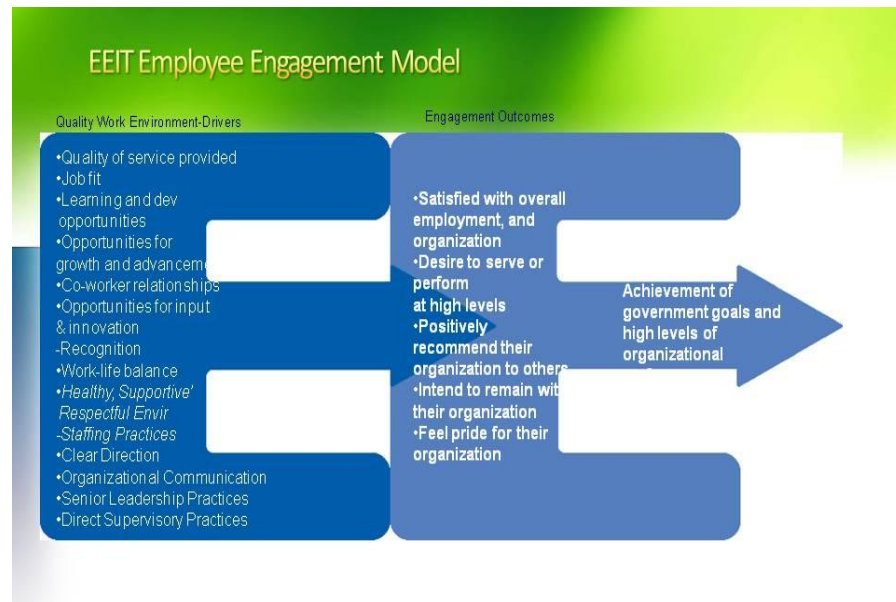
Figure 2 Interjurisdictional Employee Engagement Model

The drivers (quality environment indicators) can be grouped under four categories.
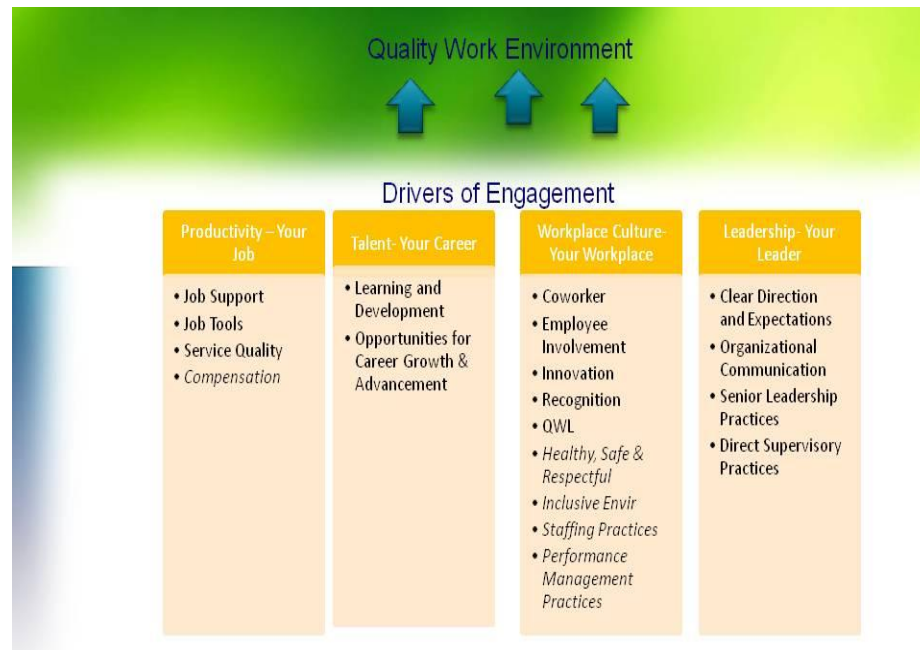
Figure 3 Engagement Drivers by Category

An analysis of the correlations between the engagement drivers and indicators can show where action and attention should be focused to improve employee engagement and quality work environment. The Evaluation and Accountability unit of the PSC has performed this analysis. The list below outlines the top factors influencing employees' level of commitment and satisfaction, based on the CCH 2011 survey results.

1. Job Satisfaction
2. Staffing Practices
3. Senior Leadership Practices
4. Recognition
5. Healthy, Supportive & Respectful Environment
6. Opportunities for Career Growth and Advancement
7. Clear Expectations and Directions

The list below outlines the top factors influencing employees' job satisfaction, based on the CCH 2011 survey results.

1. Recognition
2. Job Support & Tools
3. Opportunities for Career Growth and Advancement
4. Job Fit
5. Staffing Practices

2-4-4 How is the Department performing in relation to the drivers (factors) of engagement?

A Quality Environment Index can be used to understand how a Department is performing in relations to the drivers of employee engagement. This report calculates a Quality Work Environment Index which is based on the quality environment indicators used in the Public Sector Interjurisdictional Engagement Model. The Quality Work Environment index is an average calculation of the 13 EEIT drivers' agreement scores. Additional indices have been calculated for each of the four categories of drivers as well using the EEIT driver's common questions.

For CCH:

	Index
Job Productivity Index	70
Talent Capacity Index	54
Workplace Culture Index	67
Leadership Index	60
Overall- Quality Environment Index	63

Table 3 Driver Indices for 2011

2-4-5 Where does the Department need to focus to improve their employees' work environment?

To help understand the results and to determine where Government should continue to focus its response and action efforts, the 2011 survey was analyzed using a method which comprises both the level of agreement and the strength of the individual drivers.

Evaluation and Accountability calculated the average scores for each of the 18 drivers. The mean score and the driver strength score for each of the 18 drivers was then mapped on a scatter plot. This scatter plot, shown in Figure 4, provides a visual picture to illustrate how employees perceive their current work environment and what is influences their level of satisfaction and commitment.

Priority Matrix for EE Index

Mean Score (y-axis: 2.00 to 5.00)

Influence on Employee Engagement (x-axis: 0.000 to 0.800)

Legend:
- ■ Job Support & Tools
- ◆ Job Fit
- + Quality of Service
- – Compensation
- ▲ Learning & Development Opportunities
- ✕ Opportunities for Growth & Advancement
- + Teamwork
- – Employee Involvement & Innovation
- ● Recognition
- – Quality of Work Life
- ◆ Healthy & Safe & Respectful Environment
- ■ Diverse & Inclusive Environment
- ▲ Staffing Practices
- – Performance Management Practices
- ✕ Clear Expectations & Direction
- ◆ Organizational Communication
- ✳ Leadership Practices
- ● Supervisory Practices

Figure 4 Priority Action Matrix Grid

The drivers with lower agreement appear lower on the chart, and the drivers which have a greater influence on employee's engagement are closer to the right side of the chart. The focus for Government would be in the lower right quadrant (Quadrant 1).

Based on the analysis of employee engagement drivers and analyzing how employees perceive their current work environment, the categories that follow into quadrant 1 and where the Department focus should be are:

- Staffing Practices
- Leadership Practices
- Opportunities for Career Growth and Advancement
- Organization Communication
- Compensation

All of these categories are also the corporate focus as well.

The next section of this report provides insight into how CCH is progressing with each driver. By reviewing how employees responded to the drivers of engagement along with drilling down further by examining the favourable score per question, management can gain an understanding where to focus improve employees' level of engagement (satisfaction and commitment).

Chapter 3- Quality Work Environment

3-1 Your Job- Productivity Capacity

3-1-1 Productivity Capacity Details

Figure 5 below summarizes the disagreement, neutral and agreement scores for the job – productivity capacity (job support, job fit, quality of service provided and compensation drivers) results.

Disagree Neutral Agree

Question	Disagree	Neutral	Agree
Q.1 I am provided with the tools and equipment I need to do my job well.	19	12	69
Q.2 I am provided with the communication I need to do my job well.	24	19	57
Q. 3 My physical environment allows me to contribute fully to my job	20	16	64
Q.4 My job is a good fit with my skills and interest	10	13	77
Q5. My job provides me with the right level of challenge	19	19	61
Q.6 I have support at work to provide high level of service.	21	17	63
Q.7 My work unit is making an effort to improve service quality	18	14	68
Q.8 In my work unit, we measure and monitor to make sure that we are meeting our service quality	24	20	56
Q.9 I am fairly compensated	37	16	48

Figure 5 Detail job productivity capacity results for 2011

3-1-2 Productivity Capacity Comparison

Table 4 below compares the Department results to the overall Corporate results for 2011 employee survey productivity capacity results.

	CCH	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	69	72
Provided with the communication needed to do job well	57	58
Physical work environment allows employees to fully contribute to job	64	71
Job Fit		
Job is a good fit with skills and interests	77	79
Job provides right level of challenge	61	66
Quality of Service Provided		
Have support at work to provide high level of service	63	61
Work unit is making an effort to improve service quality	68	68
Work unit measures and monitors to make sure they are meeting their service quality	56	56
Compensation		
Compensated fairly for job	48	44

Table 4 Comparison between Department and Corporate results for 2011 for job productivity survey results

As noted in the table above, CCH shares similar strengths and areas for improvement with the corporate results. There is no unique area for concern for CCH. Compensation is a corporate-wide issue.

3-2 Talent Capacity- Your Career

3-2-1 Talent Capacity Details

Figure 6 summarizes the disagreement, neutral, and agreement scores for the career-talent capacity results (learning and development, opportunities for career advancement, and growth drivers).
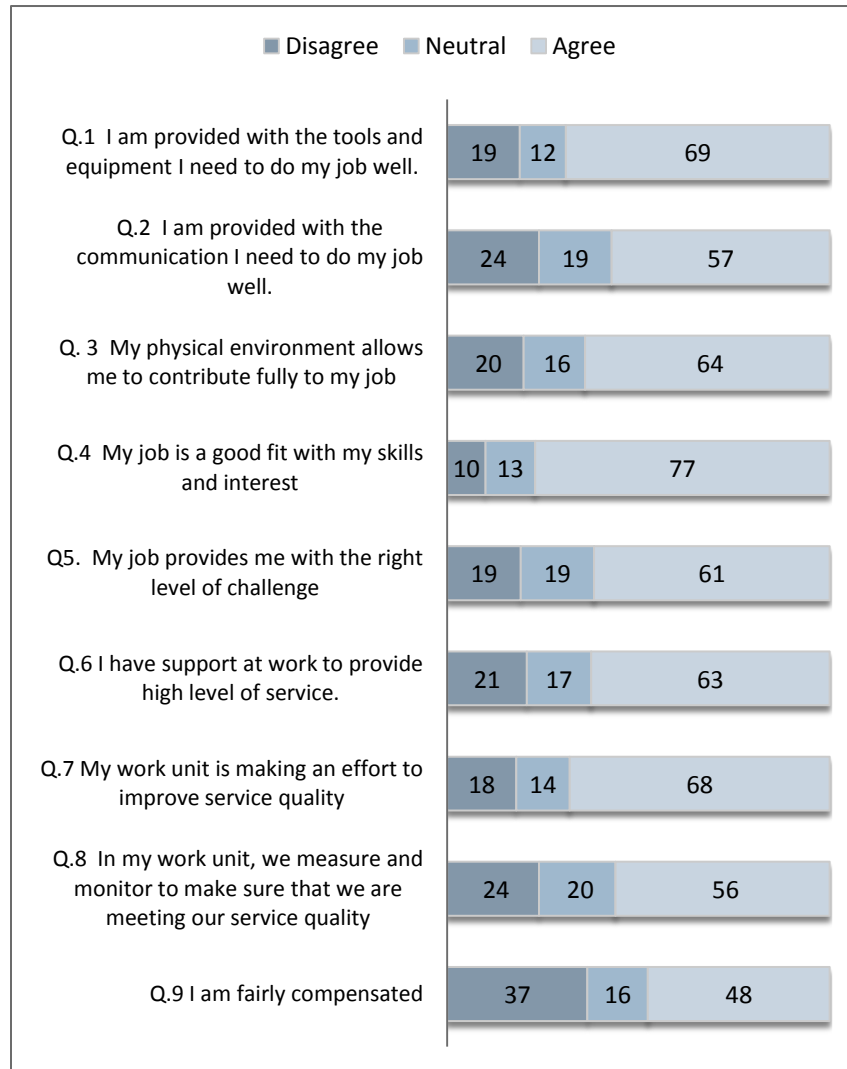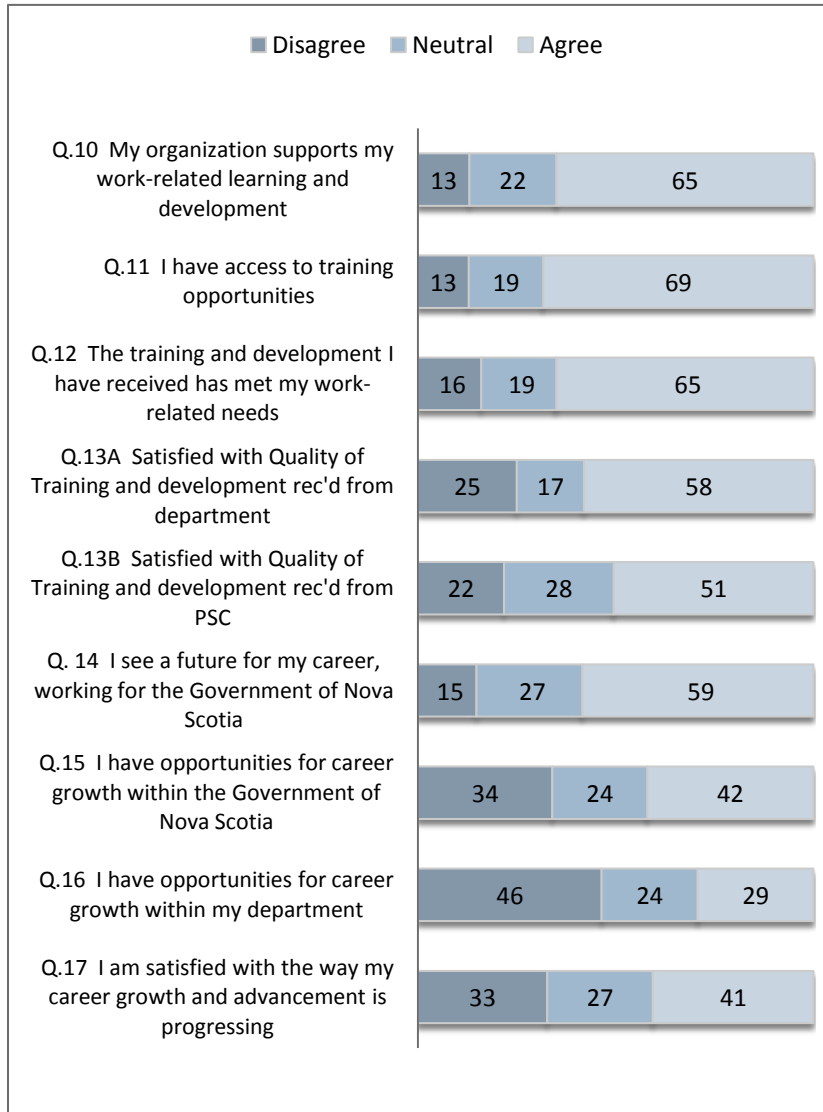

Figure 6 Detail talent capacity results for 2011

3-2-2 Talent Capacity Comparison

Table 5 below compares the Department results to the overall Corporate results for 2011 employee survey talent capacity results.

	CCH	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	65	62
Have access to training opportunities	69	62
Training and development received met work-related needs	65	62
Satisfied with the quality of training and development received from department	58	54
Satisfied with the quality of training and development received from PSC	51	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	59	60
Have opportunities for career growth within the Government of Nova Scotia	42	42
Have opportunities for career growth within the department	29	32
Satisfied with the way career growth and advancement is progressing	41	38

Table 5 Comparison between Department and Corporate results for 2011 for talent capacity results

As noted in the table above, CCH shares similar strengths and areas for improvement with the corporate results. Concern for opportunities for career growth and advancement and satisfaction with career progress are corporate-wide issues. CCH does not have any unique areas of concern.

Using the strength-improvement category guide, in comparison to the corporate results, CCH is not as strong in the following are:

- Employees seeing a future for their career working for the Government of Nova Scotia

3-3 Workplace Culture- Your Workplace

3-3-1 Workplace Culture Details

Figure 7 (continued on next page) summarizes the disagreement, neutral, and agreement scores for the workplace culture results (coworker relationships, employee involvement, innovation, recognition, quality of work life, healthy, supportive and respectful environment, diverse and inclusive workplace, staffing practices, and performance management practices).

Legend: ■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q.18 The people I work with make an effort to help each other out	12	10	78
Q.19 I have a positive working relationship with my coworkers	8	6	86
Q.20 I have opportunities to provide input into decisions that affect my work	17	14	70
Q.21 Shared goals are developed for my work unit	20	24	57
Q.22 My supervisor considers my work-related ideas	14	12	74
Q,23 I feel free to suggest innovative changes in my work	13	10	78
Q.24 Innovation is valued in my work	21	20	59
Q.25 I feel valued for my contributions at work	20	19	62
Q.26 I receive meaningful recognition for work well done	23	25	52
Q.27 I receive recognition from my supervisor for a job well done	16	18	66
Q.28 I have support at work to balance my work and personal life	13	21	66
Q.29 My work-related stress is manageable	22	22	57
Q.30 My workload is manageable	25	21	53
Q.31 My department promotes a healthy and supportive workplace	17	15	69
Q.32 My department creates a safe work environment for its employees	12	11	77
Q.33 I feel safe working in my job	8	14	78
Q.34 Employees in my department are respectful of employee differences	13	22	65
Q.35 I am treated respectfully	12	13	75
Q.36 A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	21	17	62

Figure 7 Detail workplace culture results for 2011

3-3-2 Workplace Culture Comparison

Table 6 (continued on next page) compares the Department results to the overall Corporate results for 2011 employee survey workplace culture results.

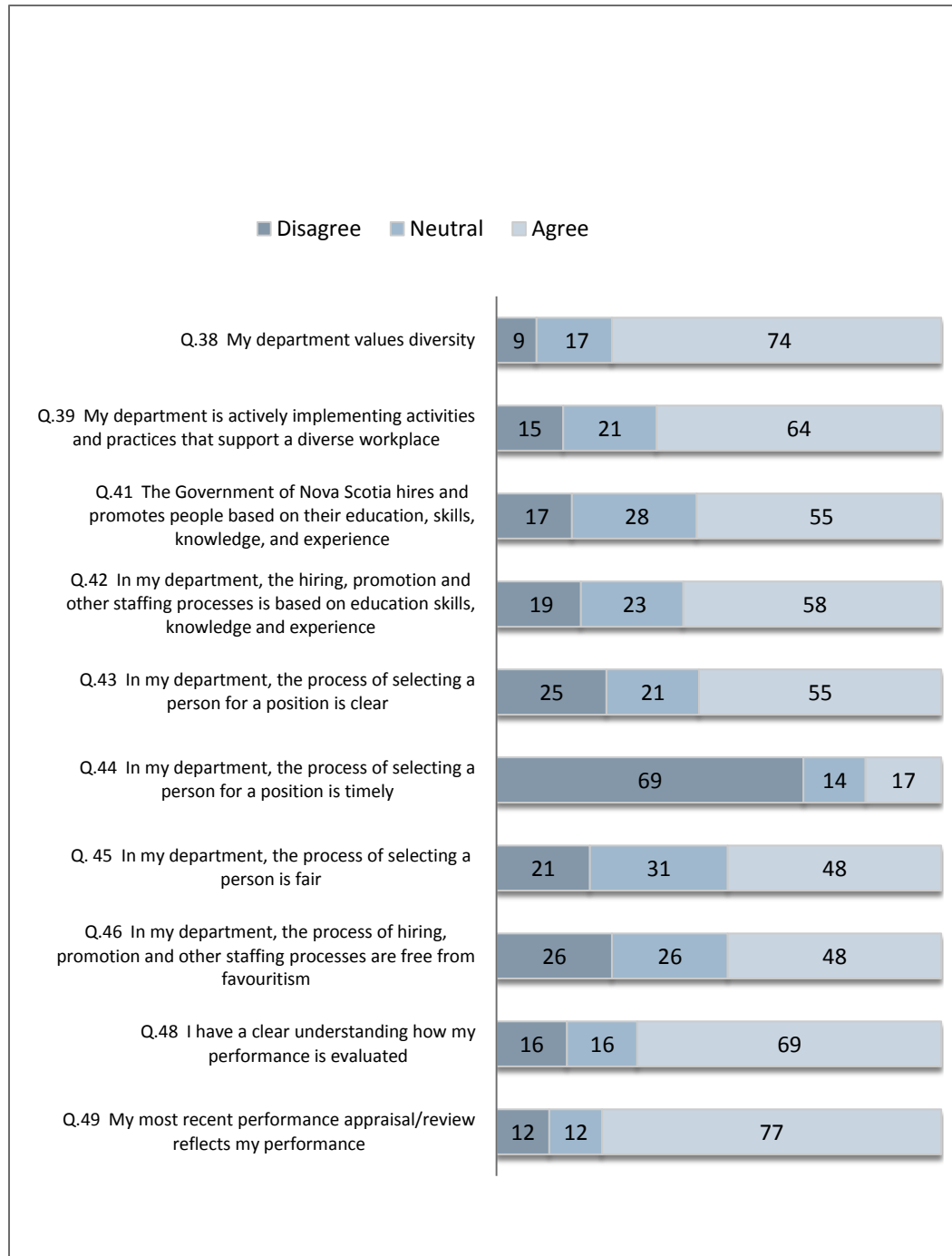|	CCH	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	78	77
Have a positive working relationship with coworkers	86	84
Employee Involvement and Innovation		
Have opportunities to provide into decisions that affect their work	70	60
Shared goals are developed for work unit	57	51
Supervisor considers their work-related ideas	74	69
Feel free to suggest innovative changes in their work	78	67
Innovation is valued in their work	59	54
Recognition		
Feel valued for contributions at work	62	54
Receive meaningful recognition for work well done	52	47
Receive recognition from supervisor for a job well done	66	58
Quality of Work Life		
Have support at work to balance work and personal life	66	62
Work-related stress is manageable	57	59
Workload is manageable	53	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	69	59
Department creates a safe work environment for its employees	77	73
Employees feel safe working in their job	78	78
Employees in department are respectful of employee differences	65	69
Treated respectfully at work	75	74
A healthy atmosphere (trust, mutual respect) exists in work unit	62	62
Diverse and Inclusive Environment		
Department values diversity	74	67
Department is actively implementing activities and practices that support a diverse workplace	64	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	55	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	58	48
In the department, the process of selecting a person for a	55	47

	CCH	Corporate
position is clear		
In the department, the process of selecting a person for a position is timely	17	21
In the department, the process of selecting a person is fair	48	41
In the department, hiring, promotion and other staffing processes are free from favouritism	48	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	81	65
% who didn't participate in a performance appraisal/review who would like to	70	76
Have a clear understanding of how performance is evaluated	69	59
Most recent performance appraisal/review reflects performance	77	67

As noted in the table on this page and the previous page, CCH shares similar strengths and areas for improvement with the corporate results. CCH does not have any unique areas of concern. Concern for the timeliness, fairness and favouritism in the staffing practice are a corporate wide issue.

Using the strength-improvement category guide, in comparison to the corporate results CCH is stronger the following areas:

- Feeing free to suggest innovative ideas
- Recognition
- Creating a safe environment
- Treating employees respectfully
- Actively implementing initiatives to support diversity
- Perception of merit hiring and understanding of the staffing practices
- Participation in a performance appraisal and the understanding of

Table 6 Comparison between Department and Corporate results for 2011 for Workplace Culture results

> the performance management practices
- And belief that performance appraisal reflects actual work performance

3-4 Leadership - Your Leader

3-4-1 Leadership Details

Figure 8 summarizes the disagreement, neutral, and agreement scores for leadership practices results (clear direction and expectations, organizational communication, senior leadership practices and direct supervisory practices drivers).

Disagree **Neutral** **Agree**

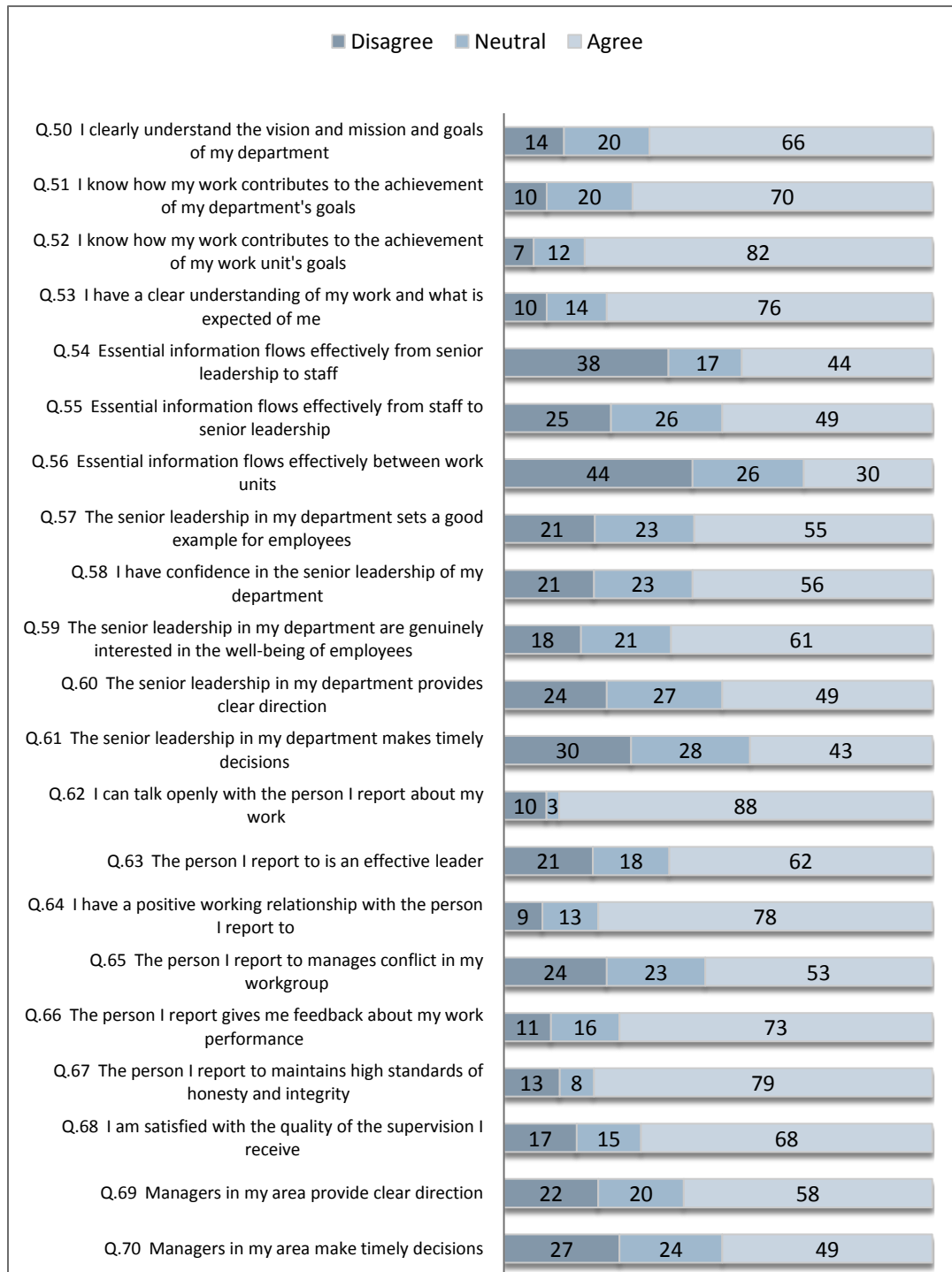| Question	Disagree	Neutral	Agree
Q.50 I clearly understand the vision and mission and goals of my department	14	20	66
Q.51 I know how my work contributes to the achievement of my department's goals	10	20	70
Q.52 I know how my work contributes to the achievement of my work unit's goals	7	12	82
Q.53 I have a clear understanding of my work and what is expected of me	10	14	76
Q.54 Essential information flows effectively from senior leadership to staff	38	17	44
Q.55 Essential information flows effectively from staff to senior leadership	25	26	49
Q.56 Essential information flows effectively between work units	44	26	30
Q.57 The senior leadership in my department sets a good example for employees	21	23	55
Q.58 I have confidence in the senior leadership of my department	21	23	56
Q.59 The senior leadership in my department are genuinely interested in the well-being of employees	18	21	61
Q.60 The senior leadership in my department provides clear direction	24	27	49
Q.61 The senior leadership in my department makes timely decisions	30	28	43
Q.62 I can talk openly with the person I report about my work	10	3	88
Q.63 The person I report to is an effective leader	21	18	62
Q.64 I have a positive working relationship with the person I report to	9	13	78
Q.65 The person I report to manages conflict in my workgroup	24	23	53
Q.66 The person I report gives me feedback about my work performance	11	16	73
Q.67 The person I report to maintains high standards of honesty and integrity	13	8	79
Q.68 I am satisfied with the quality of the supervision I receive	17	15	68
Q.69 Managers in my area provide clear direction	22	20	58
Q.70 Managers in my area make timely decisions	27	24	49

Figure 8 Leadership Details for 2011   June 2011

3-4-2 Leadership Comparison

Table 7 below compares the Department results to the overall Corporate results for 2011 employee survey leadership results.

	CCH	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	66	68
Know how work contributes to the achievement of department goals	70	73
Know how work contributes to the achievement of work unit goals	82	79
Have a clear understanding of their work and what is expected of them	76	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	44	37
Essential information flows effectively from staff to senior leadership	49	43
Essential information flows effectively between work units	30	33
Senior Leadership Practices		
Department senior leadership sets a good example	55	48
Have confidence in the department senior leadership	56	48
Department senior leadership are genuinely interested in the well being of employees	61	49
Department senior leadership provides clear direction	49	42
Department senior leadership makes timely decisions	43	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	88	76
Person report to is an effective leader	62	63
Employees have a positive working relationship with the person they report to	78	77
Person they report to manages conflict in the workgroup	53	54
Person they report to gives employees feedback on their work performance	73	63
Person they report to maintains high standards of honesty and integrity	79	72
Satisfied with the quality of supervision received	68	65
Managers provide clear direction	58	56
Managers make timely decisions	49	51

Table 7 Comparison between Department and Corporate results for 2011 for Leadership results

As noted in the table on the previous page, CCH shares similar strengths and areas for improvement with the corporate results.   Concern for the organizational communication and senior leadership practices are corporate-wide issues.

CCH has only one unique area of concern:

- Timeliness of managers decisions

Using the strength-improvement category guide, in comparison to the corporate results CCH is stronger the following areas:

- Senior leadership setting a good example
- Confidence in senior leadership
- Senior leadership genuinely interested in employees
- Person they report to maintains high standards of honesty and integrity

Chapter 4- Other Work Environment Questions

4- 1 Respectful Environment

As shown in the table below, 27% of Communities, Culture and Heritage employees have experienced bullying behavior in the last 12months. And 60% who experienced bullying behavior reported the behavior.

Corporately 25% of employees experienced bullying, with 45% stating they reported the behavior.

The majority of the behaviour was experienced from a coworker or a manager. The table below outlines the percentage.

Experienced the bullying behavior from:	
Coworker or colleague	33%
The person they report to	20%
Someone who works for another part of the organization	18%
Another manager in the organization	13%
A member of the public	8%
Someone you manage	5%
A client	3%
Someone else	3%

Table 8 Who harassed/bullied the employee in 2011

4-2 Inclusive Environment

As shown in the survey, 8% of Communities, Culture and Heritage employees have experienced racism and/or discrimination in the last 12months. Only 17% of employees who experienced racism and/or discrimination reported the behavior.

Corporately 7% of employees experienced racism and/or discrimination, with 30% stating they reported the behavior.

The majority of the behaviour was experienced from a coworker or a manager. The table below outlines the percentage.

Experienced the racism and/or discrimination from:	
Coworker or colleague	50%
The person they report to	25%
Someone who works for another part of the organization	25%

Table 9 Who the employee experienced racism and/or discrimination from in 2011

The table below outlines the type of racism and/or discrimination experienced.

Racism and/or discrimination experienced:	
Sex (Gender)	29%
Physical disability	14%
Family status	14%
Age	7%
Race	7%
Colour	7%
Sexual orientation	7%
Marital status	7%
Mental disability	7%

Table 10 Type of racism and/or discrimination experienced in 2011

June 2011

4-3 Employees' Retention Intentions

As shown in the tables below, 31% of Communities, Culture and Heritage employees are planning on leaving within the next 5 years. The main reason for leaving is retirement and to pursue other employment opportunities.

The table below outlines employees stated intentions to stay with the Government of Nova Scotia.

Employees intend to stay	
2 years or less	12%
Between 3-5 years	19%
Between 6-10 years	32%
11 years or more	37%

Table 11 Employees retention intentions for 2011

The table below outlines the reasons an employees is planning on leaving the organization within the next 5 years

Reason for Leaving:	
Retirement	54%
Pursuing other employment opportunities	18%
Management (lack of support or recognition)	10%
Other	10%
Family obligations	5%
Pursuing other educational training	3%

Table 12 Reason employees are planning to leave the department within the next 5 years

Appendix I Mean Scores

	Mean Score
Productivity	
Job Support and Tools	
Provided with the tools and equipment needed to do job well	3.75
Provided with the communication needed to do job well	3.44
Physical work environment allows employees to fully contribute to job	3.81
Job Fit	
Job is a good fit with skills and interests	4.17
Job provides right level of challenge	3.69
Quality of Service	
Have support at work to provide high level of service	3.61
Work unit is making an effort to improve service quality	3.82
Work unit measures and monitors to make sure they are meeting their service quality	3.40
Compensation	
Compensated fairly for job	3.03
Talent Capacity	
Learning and Development	
Organization supports work-related learning and development	3.76
Have access to training opportunities	3.90
Training and development received met work-related needs	3.70
Satisfied with the quality of training and development received from department	3.52
Satisfied with the quality of training and development received from PSC	3.47
Opportunities for Career Growth and Advancement	
See a future for career working for the Government of Nova Scotia	3.69
Have opportunities for career growth within the Government of Nova Scotia	3.12
Have opportunities for career growth within the department	2.69
Satisfied with the way career growth and advancement is progressing	3.04

	Mean Score
Workplace Culture	
Coworker Relationship	
The people I work with make an effort to help each other	4.00
Have a positive working relationship with coworkers	4.23
Employee Involvement and Innovation	
Have opportunities to provide into decisions that affect their work	3.75
Shared goals are developed for work unit	3.53
Supervisor considers their work-related ideas	3.95
Feel free to suggest innovative changes in their work	4.01
Innovation is valued in their work	3.59
Recognition	
Feel valued for contributions at work	3.52
Receive meaningful recognition for work well done	3.35
Receive recognition from supervisor for a job well done	3.70
Quality of Work Life	
Have support at work to balance work and personal life	3.88
Work-related stress is manageable	3.60
Workload is manageable	3.47
Healthy, Supportive and Respectful Environment	
Department promotes a healthy and supportive workplace	3.79
Department creates a safe work environment for its employees	3.98
Employees feel safe working in their job	4.19
Employees in department are respectful of employee differences	3.82
Treated respectfully at work	3.99
A healthy atmosphere (trust, mutual respect) exists in work unit	3.64
Diverse and Inclusive Environment	
Department values diversity	4.04
Department is actively implementing activities and practices that support a diverse workplace	3.71
Staffing Practices	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.45
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and	3.48

	Mean Score
experience	
In the department, the process of selecting a person for a position is clear	3.43
In the department, the process of selecting a person for a position is timely	2.09
In the department, the process of selecting a person is fair	3.36
In the department, hiring, promotion and other staffing processes are free from favouritism	3.25
Performance Management Practices	
Have a clear understanding of how performance is evaluated	3.72
Most recent performance appraisal/review reflects performance	3.93
Leadership	
Clear Direction and Expectations	
Clearly understood the vision, mission and goals of the department	3.74
Know how work contributes to the achievement of department goals	3.90
Know how work contributes to the achievement of work unit goals	4.17
Have a clear understanding of their work and what is expected of them	4.06
Organizational Communication	
Essential information flows effectively from senior leadership to staff	2.99
Essential information flows effectively from staff to senior leadership	3.24
Essential information flows effectively between work units	2.77
Senior Leadership Practices	
Department senior leadership sets a good example	3.47
Have confidence in the department senior leadership	3.49
Department senior leadership are genuinely interested in the well-being of employees	3.65
Department senior leadership provides clear direction	3.34
Department senior leadership makes timely decisions	3.16
Direct Supervisory Practices	
Employees can talk openly with the person they report to about work	4.24
Person report to is an effective leader	3.59
Employees have a positive working relationship with the person they report to	4.16

	Mean Score
Person they report to manages conflict in the workgroup	3.44
Person they report to gives employees feedback on their work performance	3.91
Person they report to maintains high standards of honesty and integrity	4.14
Satisfied with the quality of supervision received	3.78
Managers provide clear direction	3.49
Managers make timely decisions	3.23
Overall	
Work for an effective organization	3.66
Satisfied with my job	3.57
Satisfied with my department	3.70
Overall satisfied with work as a Government of Nova Scotia employee	3.83
Proud to tell people work as a Government of Nova Scotia employee	3.94
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.88
Inspired to give my very best	3.93
Would recommend the Government of Nova Scotia as a great place to work	3.76