How's Work Going 2011

Government of Nova Scotia 2011 Employee Survey Results

Copies of this paper are available on the website of the Public
Service Commission, www.gov.ns.ca/psc/survey
Additionally, you can contact the Evaluation and Accountability division
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Chapter 1- Survey Background Information

1.1 Why do we survey?

We regularly survey employees to understand how to improve the employees' 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 work environment and improving client service for our clients.

"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 organization.

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

1.2 Who did we survey?

The survey was send to all employees in an online format.[1]   This report contains the results of the permanent, contract and term employees who responded to the survey. Government of Nova Scotia had a response rate of 56% (55% in 2009). 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.

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[1] Correctional and Highway workers were all sent a paper copy.

- **Mean Category Score**   The respondents average score calculated for each category (1-5 range).

In this report, the favourable (agreement) scores are then grouped into four classifications as illustrated in the table below.

Category Guide:

Clear Strength 75% and over	Strength 60-74%	Opportunity 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   0.5   **High**

Driver's   strength   in   influencing employee's level of engagement
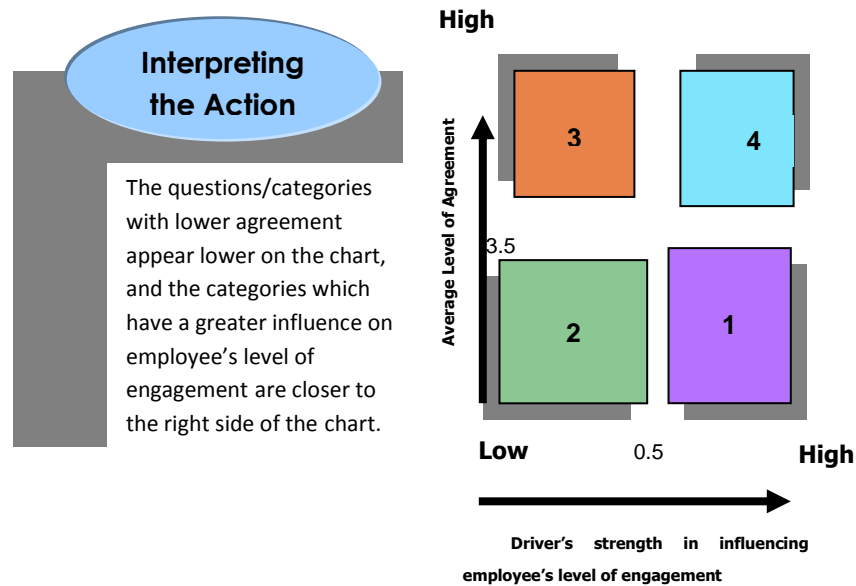
To help identify where to focus response and action efforts, the quadrants are numbered. These quadrants are numbered one through four starting at the bottom right corner.

Chapter 2- Engagement 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.

As the table below shows, the Government of Nova Scotia employee index is 62. A score of 62 would be considered a strength.

	Agreement Score
Job Satisfaction	
Job Satisfaction	59
Organizational Satisfaction	
Department Satisfaction	53
Overall Satisfaction	67
Organizational Commitment	
Proud	62
Preference to stay with NS Government	62
Inspired	68
Would Recommend as a great place to work	57
Engagement Index	62

Table 1- Engagement Index and Outcome for 2011
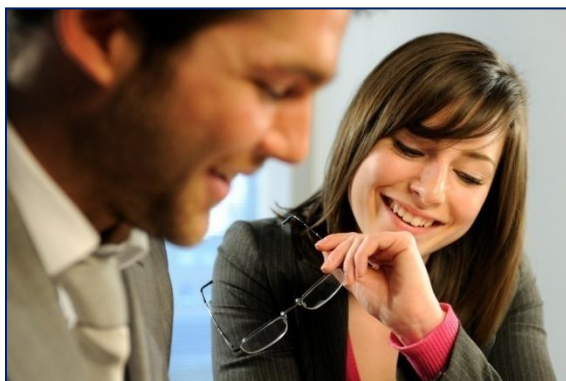
Using the strength-improvement category guide, the table below provides a summary for the engagement outcome results.

Engagement Outcome Summary			
Clear Strength	Strength	Opportunity for Improvement	Area for Concern
	• Overall satisfaction with work as a Government of NS employee • Proud to tell people work for Government of NS • Preference to stay • Inspired to do their best	• Job Satisfaction • Satisfaction with department • Would recommend	

2-2 Engagement Trend

Table 2 below compares the Government of Nova Scotia's corporate 2011 results to previous 2009, 2007, 2006, 2005 and 2004 employee survey results

	Agreement Score					
	2011	**2009**	**2007**	**2006**	**2005**	**2004**
Job Satisfaction						
Job Satisfaction	59	78	73	69	n/a	**n/a**
Organizational Satisfaction						
Department Satisfaction	53	70	65	57	n/a	**n/a**
Overall Satisfaction	67	83	79	75	n/a	**n/a**
Organizational Commitment						
Proud	62	75	72	60	n/a	**n/a**
Preference to stay with Government of Nova Scotia	62	67	66	62	49	**46**
Inspired	68	79	79	74	n/a	**n/a**
Would Recommend as a great place to work	57	71	69	60	53	**51**
Engagement Level	**62**	**74**	**72**	**65**	**n/a**	**n/a**

Table 2 Comparison from 2004 to 2011 results for engagement outcome and index

Clear Strength	Strength	Area for Improvement	Area for Concern

As shown in Table 2 above and Figure 1 below, the Engagement Index has decreased from the baseline. For four out of the six satisfaction and commitment questions, the level of agreement has also decreased. Only three questions (feeling proud, preference to stay in the Government of Nova Scotia and would recommend) have experienced an increase from their baseline.

Engagement Indices

■ 2011 ■ 2009 ■ 2007 ■ 2006

	2006	2007	2009	2011
Engagement Level	65	72	74	62
Would Recommend as a great place...	60	69	71	57
Inspired	74	79	79	68
Preference to stay with Government...	62	66	67	62
Proud	60	72	75	62
Overall Satisfaction	75	79	83	67
Department Satisfaction	57	65	70	53
Job Satisfaction	69	73	78	59
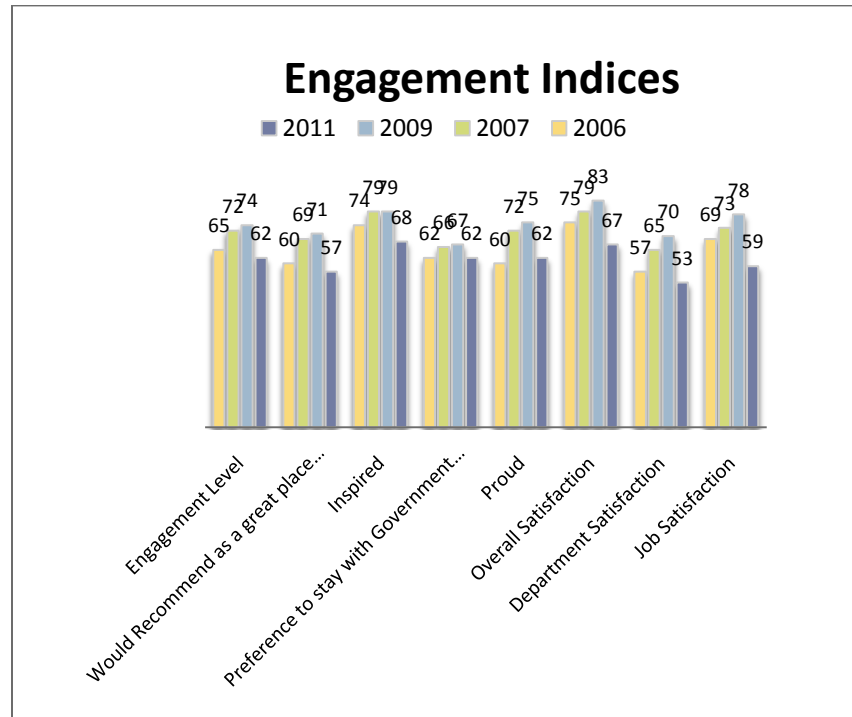
Figure 1 Comparison from 2004 to 2011 results for engagement outcome and index

2-3 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?
- What factor(s) influence employee's level of engagement (satisfaction and commitment)?
- How is the Government of Nova Scotia performing in relations to the drivers (factors) of engagement?
- Where does Government need to focus to improve their employees' work environment to keep its employees engaged?

2-3-1 What do employees value?

The survey results reveal that Government of Nova Scotia employees value:

1. Challenging and interesting work -14%

2. Pay and benefits- 13%

3. Having the opportunity to balance work and personal life – 11%

4. Being treated respectfully – 9%

5. Opportunities for career growth and advancement – 8%

6. A chance to make a difference – 8%

7. Working with people I like – 8%

2-3-2 What attracted employees to work for Government of Nova Scotia?

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 -21%

2. Compensation- 17%

3. Location – 15%

4. Quality work life balance – 14%

5. Career advancement opportunities-12%

2-3-3 What factors influences 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 on the next page illustrates this.
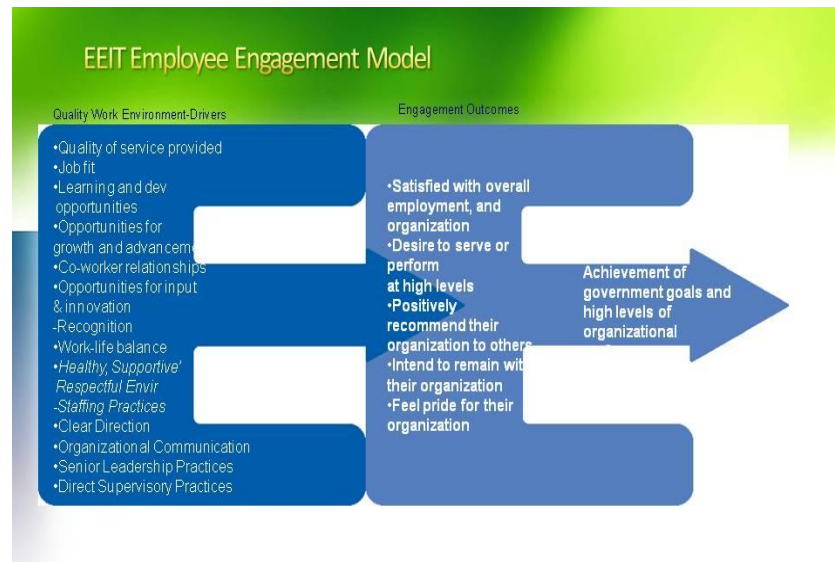
Figure 2 -Public Sector Employee Engagement Model

The drivers (quality environment indicators) can be grouped under four categories as noted in Figure 3 below:
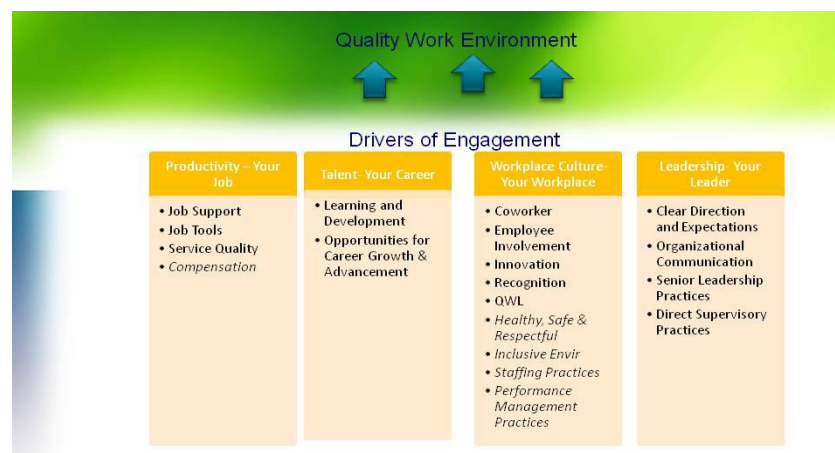
Figure 3- Engagement Drivers by Category

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 10 factors influencing employees' level of commitment and satisfaction, based on the Corporate 2011 survey results.

1. Job Satisfaction
2. Senior Leadership Practices
3. Opportunities for Career Growth and Advancement

4. Healthy, Supportive and respectful Work Environment
5. Recognition
6. Staffing Practices
7. Employee Involvement and Innovation
8. Clear Direction and Expectations
9. Organizational Communication
10. Direct Supervisory Practices

The list below outlines the top 10 factors influencing employees' job satisfaction, based on the Corporate 2011 survey results.

1. Opportunities for Growth and Advancement
2. Recognition
3. Job Fit
4. Employee Involvement and Innovation
5. Senior Leadership practices
6. (tied) Healthy, Supportive and Respectful Environment and Direct Supervisory Practices
8. Job Support and Tools
9. Quality of Work Life
10. Staffing Practices

2-3-4 How is Government performing in relation to the drivers of engagement?

A Quality Environment Index can be used to understand how Government 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. The Corporate Quality Environment Index is 60. This would be considered a strength. The next section highlights were Government should focus to improve employees' quality work environment and level of engagement.

2-4-5 Where does the Nova Scotia 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 below, provides a visual picture to illustrate how employees perceive their current work environment and what is influences their level of satisfaction and commitment.
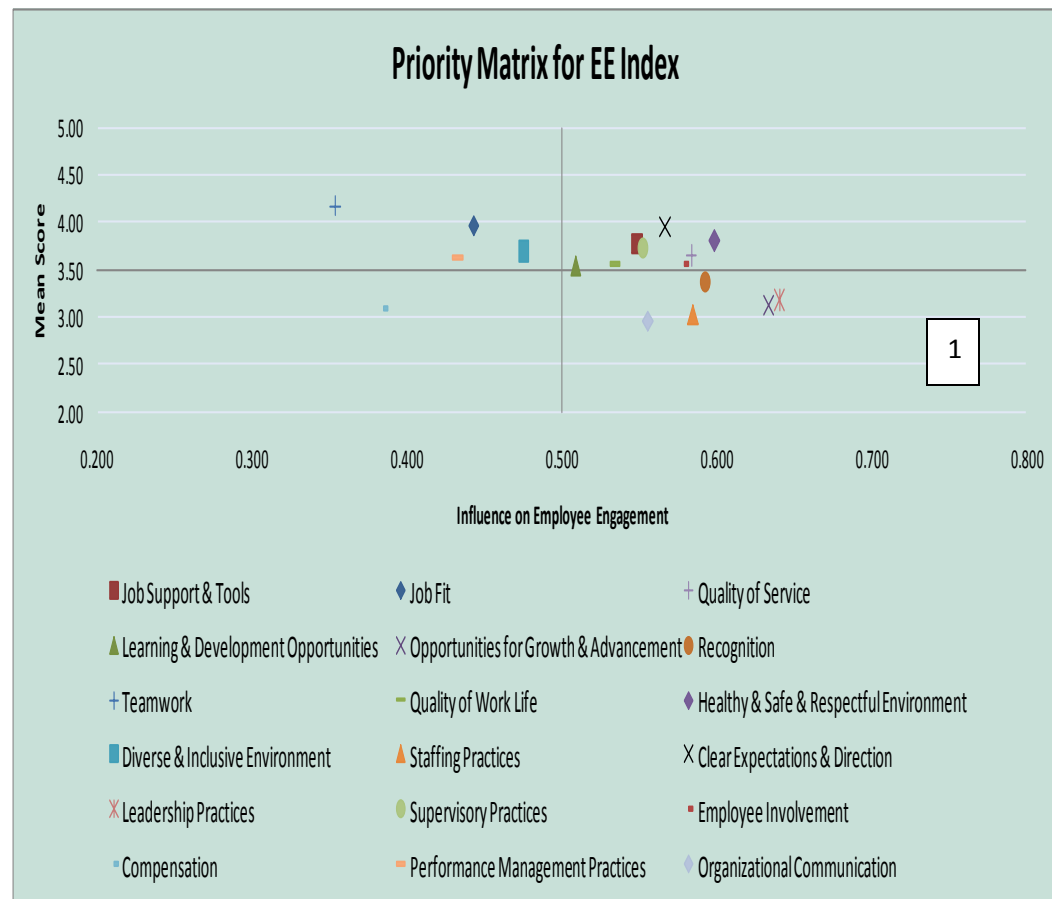
The drivers with lower agreement appear lower on the chart, and the drivers which have a greater influence on employee's engagement are closer to the right side of the chart. The focus for Government would be in the lower right quadrant (Quadrant 1).

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 Government's focus should be are:

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

Chapter 3 of this report provides insight into how Government of Nova Scotia 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 Summary

3-1 Your Job- Productivity Capacity

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

Table 3- Job Productivity Capacity survey results for 2011

As noted in the table above:

Areas of strength are

- o Employees feel they have the tools and equipment needed to do their job well
- o Employees belief their physical environment allows them to fully contribute to their job
- o Employees feel their job is a good fit for their skills and interest and provides them the right level of challenge
- o Employees feel they have support at work to provide high level of service
- o Employees believe their work units are making an effort to improve service quality

Opportunities for Improvement are:

- o Employees are experiencing challenges with the level of communication provided to them. The level of communication they currently receive is seen as a barrier preventing them from doing their job well and providing high level of service. Communication is also affecting their perception of senior leadership.

o   It appears there is inconsistency in the number of work unit that measure and monitors service quality.   There is a direct strong relationship between employees who belief that service quality is being monitored and measured and employees' perception that their work units are making an effort to improve service quality.

Area for Concern is:

A notable concern expressed by employees was their perception of fairness of their compensation in particular in relation to cost of living and consistency in job ratings. This concern stood out in comments left by employees.

3-1-1 Productivity Capacity Trend
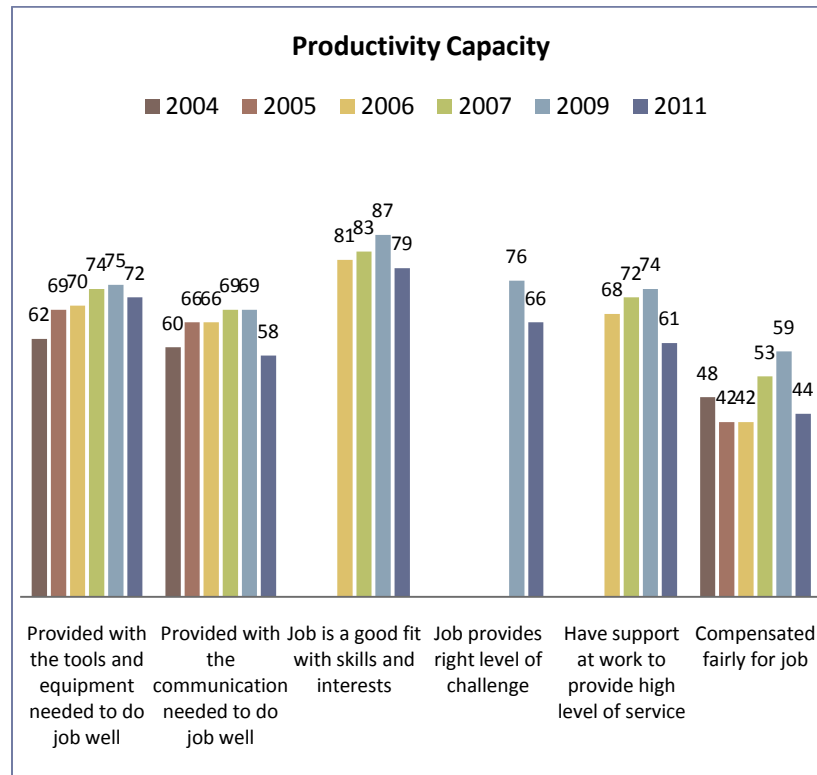
Figure 4- Comparison between 2004 to 2011 results for job productivity capacity survey results

As shown in the figure on the previous page, in 2011 all productivity capacity questions experienced a decrease in the favourable agreement scores. The majority of the movement of the favourable agreement score was a shift to the right into the neutral agreement score. There was little to no impact on the unfavourable (disagreement) agreement scores. The details of the individual question agreement score movement is noted in Chapter 4 under the individual driver categories.
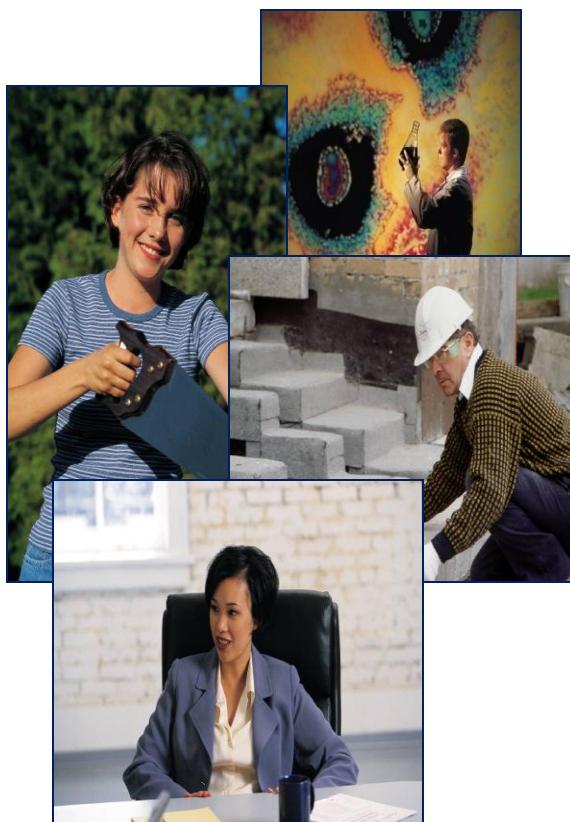
3-2 Talent Capacity- Your Career

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

Table 4- Career- Talent Capacity survey results for 2011

As noted in the table above:

Areas of strength are:
o   Employees feel the organization supports their work-related learning and development
o   Employees feel they have access to training opportunities
o   The training and development employees received they believe met their work-related needs
o   Employees see a future for their career working for the Government of Nova Scotia

Opportunities for improvement are:
o   Just half of employees are satisfaction with the quality of training and development received from their department
o   Just half of employees are satisfaction with the quality of training and development received from Public Service Commission (PSC)

Areas of Concern are:
o   Only 42% of employees believe that they have opportunities for career growth within the Government of Nova Scotia. This perception will impact employees' satisfaction with how their career is progressing.
o   Approximately a little over one third of employees belief that they have opportunities for career growth within their department

o   Only 38% of employees are satisfied with the way career growth and advancement is progressing.

This has a strong impact on employees' satisfaction with their job.

3-2-1 Talent Capacity Trend

Learning & Development and Career Growth & Advancement

■ 2004   ■ 2005   ■ 2006   ■ 2007   ■ 2009   ■ 2011

Question	2004	2005	2006	2007	2009	2011
Organization supports work-related learning and development			59	67	74	62
Have access to training opportunities	65	76	77	80	77	62
Training and development received met work-related needs					74	62
See a future for career working for the Government of Nova Scotia	49	62	62	65	72	60
Have opportunities for career growth within the Government of Nova Scotia			40	47	53	42
Have opportunities for career growth within the department				40	43	32

Figure 5 Comparison between 2004 to 2011 results for talent capacity survey results

As shown in the figure above, in 2011 all talent capacity questions experienced a decrease in the favourable agreement scores. The majority of the movement of the favourable agreement score was a shift to the right into the neutral agreement score. For all the question except q. 12 "Training and development received met work-related needs", were was a slight increase in unfavourable (disagree) scores as well. For question 12 there was a slight decrease in unfavourable agreement scores. The details of the individual question agreement score movement is noted in Chapter 4 under the individual driver categories.

3-3 Your Workplace- Workplace Culture

Workplace Culture- Your Workplace	Agreement Score
Coworker Relationship	
The people I work with make an effort to help each other	77
Have a positive working relationship with coworkers	84
Employee Involvement and Innovation	
Have opportunities to provide into decisions that affect their work	60
Shared goals are developed for work unit	51
Supervisor considers their work-related ideas	69
Feel free to suggest innovative changes in their work	67
Innovation is valued in their work	54
Recognition	
Feel valued for contributions at work	54
Receive meaningful recognition for work well done	47
Receive recognition from supervisor for a job well done	58
Quality of Work Life	
Have support at work to balance work and personal life	62
Work-related stress is manageable	59
Workload is manageable	58
Healthy, Supportive and Respectful Environment	
Department promotes a healthy and supportive workplace	59
Department creates a safe work environment for its employees	73
Employees feel safe working in their job	78
Employees in department are respectful of employee differences	69
Treated respectfully at work	74
A healthy atmosphere (trust, mutual respect) exists in work unit	62
Diverse and Inclusive Environment	
Department values diversity	67
Department is actively implementing activities and practices that support a diverse workplace	54
Staffing Practices	
NS Government hires and promotes people based on their education, skills, knowledge and experience	49
In the department, the hiring, promotion and other staffing processes is based on education, skills, knowledge & experience	48
In the department, the process of selecting a person for a position is clear	47
In the department, the process of selecting a person for a position is timely	21
In the department, the process of selecting a person is fair	41

Workplace Culture- Your Workplace	Agreement Score
In the department, hiring, promotion and other staffing processes are free from favouritism	38
Performance Management Practices	
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	65
% who didn't participate in a performance appraisal/review who would like to	76
Have a clear understanding of how performance is evaluated	59
Most recent performance appraisal/review reflects performance	67

Table 5 Workplace Culture survey results for 2011

As noted in the table above and on the previous page:

Areas of strength are:

- o Employees relationships with their coworkers is very positive and supportive
    - o Employees make an effort to help each other
    - o Employees feel they have a positive working relationship with coworkers

- o Employees feel they are have a voice in impacting their work and that their direct report pays attention to their opinion.
    - o Employees feel they have opportunities to provide into decisions that affect their work
    - o Employees feel supervisors considers their work-related ideas

- o Employees feel free to suggest innovative changes in their work

- o Employees feel they have support at work to balance work and personal life

- o Employees are feeling safe and respected
    - o Employees believe that their department creates a safe work environment for its employees
    - o Employees feel safe working in their job
    - o Employees in department are respectful of employee differences
    - o Employees feel they are treated respectfully at work
    - o A healthy atmosphere (trust, mutual respect) exists in their work unit

- o Employees believe their department values diversity

o   Performance management is occurring and is reflective of employees' performance

> o   Over three quarters of employees stated they participated in a performance appraisal/review with direct supervisor in the past 12 months
>
> o   Employees feel their most recent performance appraisal/review reflects their performance

Opportunities for Improvement:

- Only approximately half of employees feel that shared goals are developed for their work unit. This will impact their perception of feeling valued.

- Just over half of employees believe that innovation is valued in their work. This impacts their belief if they have the support to provide quality service.

- Overall recognition is an area for improvement

> o   Just over half of employees feel valued for their contributions at work
>
> o   Just under 60% of employees feel they receive recognition from their supervisor for a job well done

Employees' feeling of value has a direct relationship to their perception of their ability to provide high level service. Recognition also impacts employees' satisfaction with their direct report, job and department.

- Workload and work stress is becoming more of an issue with just under 60% believe that workload and work-related stress is manageable. Employees' perception of workload is impacting their perception of their work-related stress.

- Just under 60% of employees feel that their department promotes a healthy and supportive workplace.   Employees' belief that their department promotes a healthy and supportive workplace is directly related to employees' perception of access to training and development, to feeling valued and feeling of safety. This belief impacts employees' perception of senior leadership and their satisfaction with their job and department.

- Only a little over half of employees believe departments are actively implementing activities and practices that support a diverse workplace. This belief impacts employees' perception if diversity is valued by their organization.

- Just under 60% of employees feel they understand how their performance is evaluated.

Areas of Concern are:

- Less than half of employees feel they receive meaningful recognition for work well done

- Staffing Practices
  - Approximately half of employees feel that the Nova Scotia Government hires and promotes people based on their education, skills, knowledge and experience.

  - Just under a half of employees believe their department's hiring, promotion and other staffing processes is based on education, skills, knowledge & experience.

  - Just under half of employees have a clear understanding of the process of selecting a person for a position.

  - Just 41% of employees believe that the process of selecting a person in their department is fair. Employees' perception of the fairness of the selection process has a direct influence on employees' perception of the merit of staffing practices. Employees' perception of staffing practices has an influence on employees' perception of senior leadership and their ability for career growth and advancement.

  - It is employees overwhelming opinion that the timeliness of the process of selecting a person for a position needs to be significantly improved. Timeliness of the selection process has a direct relationship with employees overall opinion on staffing practices, their opinion on the organizational communication ability, their confidence in senior leadership, their perception on senior leadership clarity of direction and timeliness of decision, on the effectiveness of the organization and on their satisfaction with the their department.

  - Only 38% of employees feel that hiring, promotion and other staffing processes in their department are free from favouritism. This perception has a direct impact on employee's perception of fairness and merit of staffing practices.

3-3-1 Workplace Culture Trend:

3-3-1-1 Coworker Relationship, Employee Involvement and Innovation Trend

As shown in figure below, in 2011 coworker, employee involvement and innovation questions experienced a decrease in the favourable agreement scores. For all questions there was a slight increase in unfavourable (disagree) scores as well. However, the majority of the movement of the favourable agreement score was a shift to the right into the neutral agreement score. The details of the individual question agreement score movement is noted in Chapter 4 under the individual driver categories.

Figure 6 Comparison between 2004 to 2011 results for coworker relationship, employee involvement and innovation survey results

3-3-1-2   Recognition and Quality of Work Life Trend

As shown in figure below, in 2011 the recognition and quality of work life questions experienced a decrease in the favourable agreement scores. For all questions, except question 26 "I receive meaningful recognition for work well done", there was a slight increase in unfavourable (disagree) scores as well. For question 26 there was no change in unfavourable (disagreement) agreement scores. The majority of the movement of the favourable agreement score was a shift to the right into the neutral agreement score. The details of the individual question agreement score movement is noted in Chapter 4 under the individual driver categories.

Figure 7 Comparison between 2004 to 2011 results for recognition and QWL survey results

3-3-1-3 Healthy, Safe & Respectful and Inclusive Environment Trend

As shown in figure below, in 2011 all of the Healthy, Supportive & Respectful and Inclusive questions experienced a decrease in the favourable agreement scores.
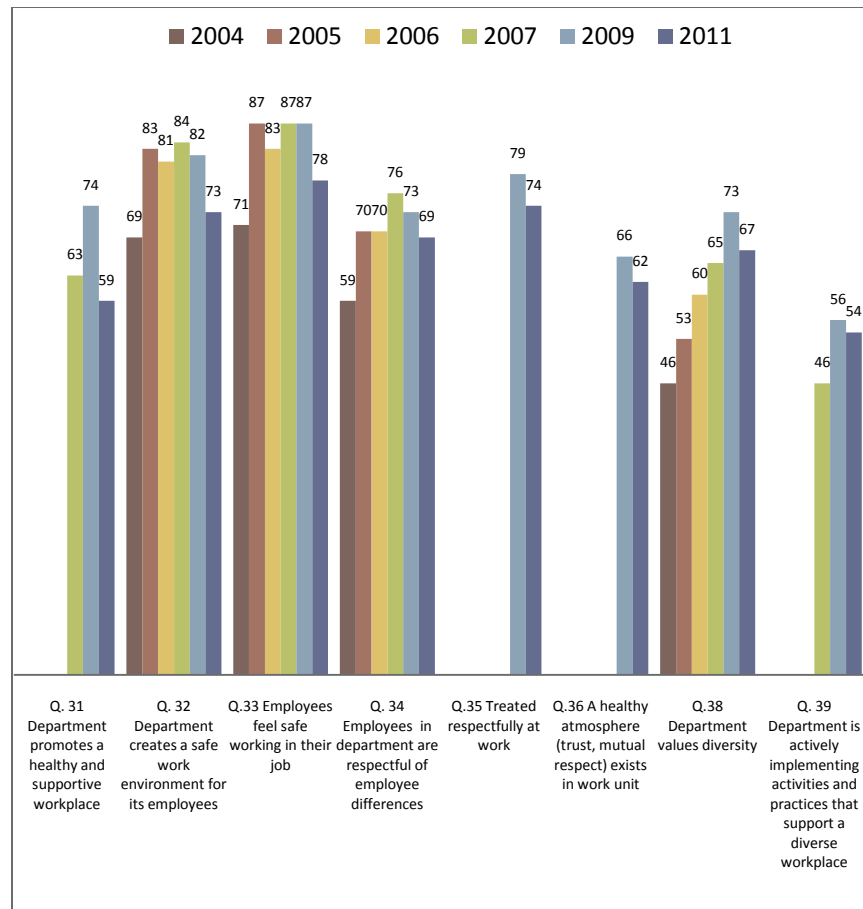
Figure 8 Comparison between 2004 to 2011 results for Healthy, Safe & Respectful and Inclusive Environment survey results

For questions 31-33 and 39 there was a slight increase in unfavourable (disagree) scores as well. For Q.34 "employees respectful of employees' differences "and Q.38 "department valuing diversity" there was no change in unfavourable (disagree) scores. For the question 38 "treated respectfully" and question 36 "a healthy atmosphere exists" was a slight decrease in unfavourable scores. However, the majority of the movement of the favourable agreement score was a shift to the right into the neutral agreement score. The details of the individual question agreement score movement is noted in Chapter 4 under the individual driver categories.

3-3-1-4 Staffing and Performance Management Practices Trend

As shown in the figure below, in 2011 Staffing Practices questions and the clarity of the performance management process question experienced a decrease in the favourable agreement scores. The performance management participation and performance review reflects actual performance question experienced an increase in favourable agreement scores in 2011. For question 43, staffing processes clarity question, there was a slight increase in unfavourable (disagree) scores. The two merit hiring questions (Government and department) and the performance management clarity employees there was a slight decrease in unfavourable (disagree) scores. However, the majority of the movement of the favourable agreement score was a shift to the right into the neutral agreement score. The details of the individual question agreement score movement is noted in Chapter 4 under the individual driver categories.
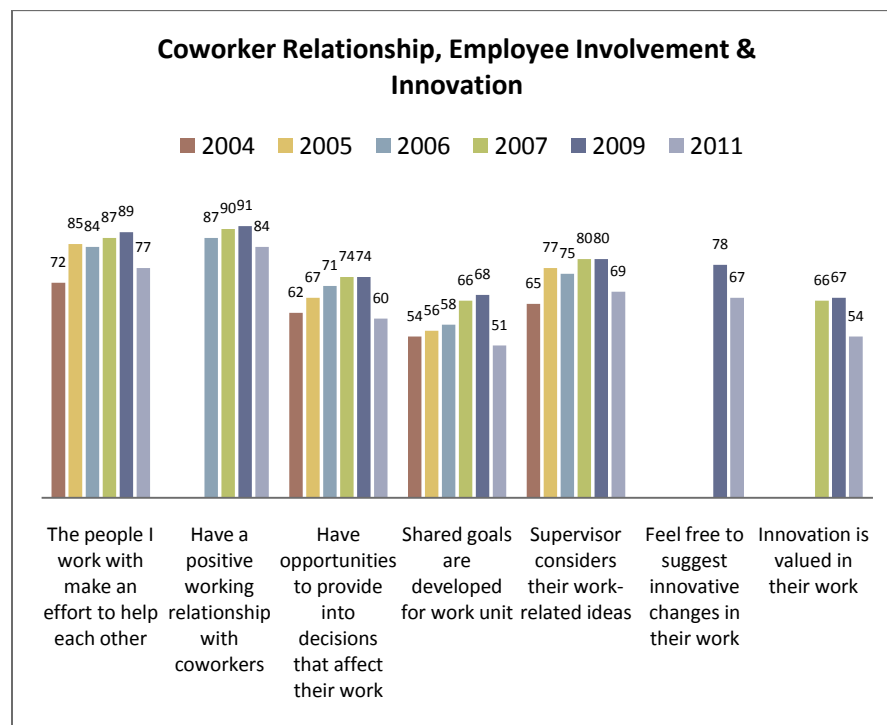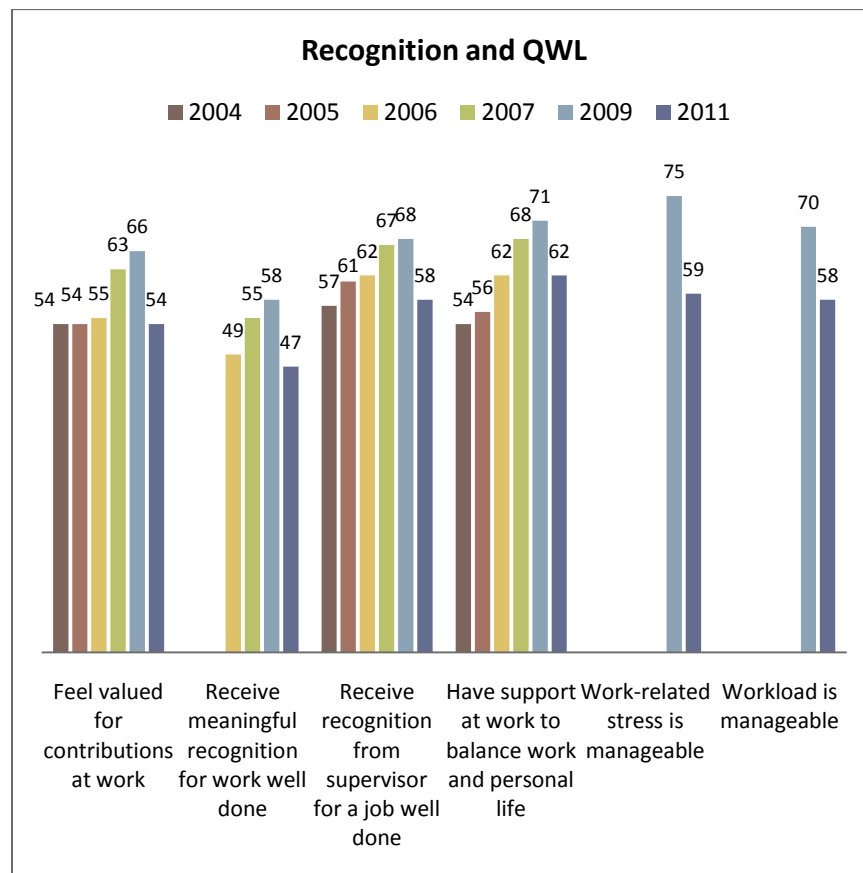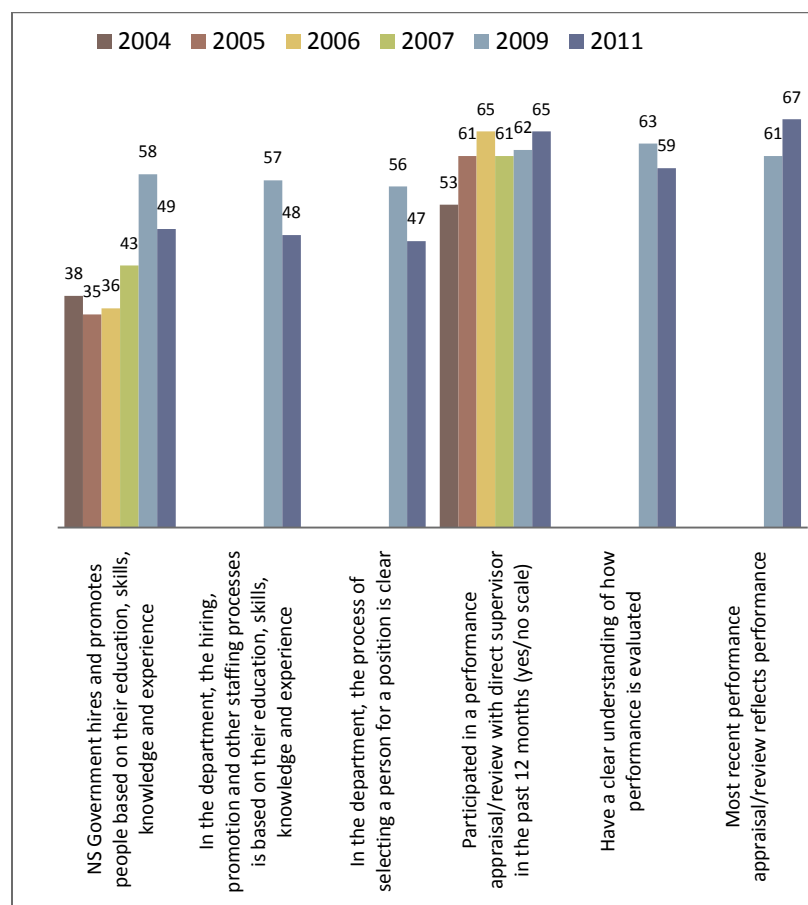

Figure 9 Comparison between 2004 to 2011 results for staffing and performance management practices survey results

3-4 Leadership- Your Leader

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

Table 6- Leadership survey results for 2011

As noted in the Table 6 on the previous page:

Areas of strength are:
o   Employees feel they have clear understanding of their organization's expectations and direction; and understand the linkage between their department and work unit goals and their work.
- o   Employees feel they clearly understand the vision, mission and goals of the department
- o   Employees feel they know how their work contributes to the achievement of their department goals
- o   Employees feel they know how their work contributes to the achievement of their work unit goals
- o   Have a clear understanding of their work and what is expected of them

o   Employees have a positive relationship with their direct report and are satisfied with the quality of supervision they receive.
- o   Employees feel they can talk openly with the person they report to about their work
- o   Employees believe the person they report to is an effective leader.
- o   Employees stated they have a positive working relationship with the person they report to
- o   Employees noted that the person they report to gives them feedback on their work performance
- o   Employees feel that the person they report to maintains high standards of honesty and integrity
- o   Employees are satisfied with the quality of supervision they received

Opportunities for Improvement are:

o   Direct Supervisory Practices
- o   Just over a half of employees feel the person they report to manages conflict in their workgroup
- o   56% of employees feel managers provide clear direction
- o   Only half of the employees feel their managers make timely decisions.

Employee's perception of supervisory practices is influenced by the level of employee involvement in day to day work decisions and the recognition they received from their supervisor.

Areas of Concern are:

o   Communication
  o   Only 37% of employees believe essential information flows effectively from senior leadership to staff
  o   Only 43% of employees believe essential information flows effectively from staff to senior leadership.   The flow of essential information is seen as a barrier to providing the communication employees need to do their job well and to provide quality service. Employees' perception of information has a direct influence on perception on senior leadership.
  o   Only one third of employees feel that essential information flows effectively between work units

Their perception on organizational communication has a direct impact on their perception of the clarity of senior leadership direction, timeliness of the information. This perception also impact employee's confidence in senior leadership.

o   Senior leadership
  o   A little under half of employees feel that their department senior leadership sets a good example; or have confidence in the department senior leadership
  o   A little under half of employees believe their department senior leadership is genuinely interested in their well-being
  o   Only 42% of employees feel their department senior leadership provides a clear direction
  o   Only 36% of employees believe their department senior leadership makes timely decisions.   Employee's perception of timeliness impacts employee's perception of manager's timeliness to make decision.

Employees' confidence and belief in senior leadership has a strong influence on employees' belief in the organization's effectiveness. Employees' confidence and belief in senior leadership has a strong impact on their satisfaction with their department.   Employee's perception of timeliness has a strong impact on their perception of their organizational effectiveness and satisfaction with their department.

3-4-1   Leadership Trend:

3-4-1-1 Clear Expectation & Direction and Organizational Communication Trend:

As shown in chart below all the questions except for question 50 "I clearly understand the vision and mission and goals of my department" experienced a decrease in the favourable agreement scores.

For questions 50 and 51, "I clearly understand the vision and mission and goals of my department" and "I know how my work contributes to the unfavourable (disagree) scores also decreased by 1-9 points. For questions 52 and 53 there was no change in the unfavourable (disagree) scores. Question 54 "Essential information flows effectively from senior leadership to staff" there was also an increase in the unfavourable (disagree) score. However, the majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category.   The details of the individual question agreement score movement is noted in Chapter 4 under the individual driver categories.

Figure 10 Comparison between 2004 to 2011 results for clear expectation & direction and organizational communication survey results

3-4-2-1 Senior Leadership Trend:

As shown in chart below in 2011, all the senior leadership questions experienced a decrease in the favourable agreement scores.   All the question, except for question "The senior leadership in my department makes timely decisions", also experienced an increase in the unfavourable (disagree) scores as well. For the timeliness question, there was no change in the unfavourable (disagree) score. However, for all questions, the majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category. The details of the individual question agreement score movement is noted in Chapter 4 under the individual driver categories.
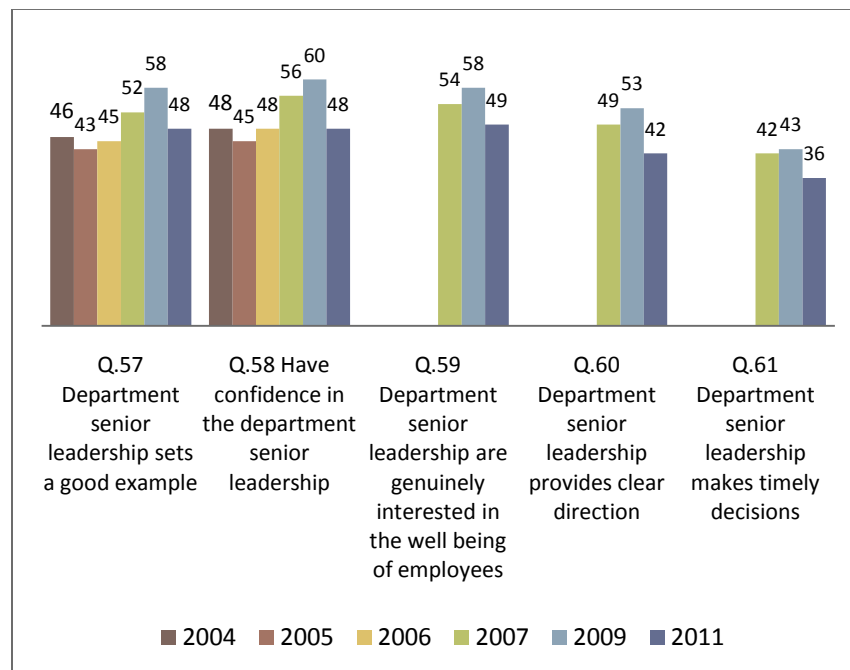
Figure 11 Comparison between 2004 to 2011 results for senior leadership survey results

3-4-3-1 Direct Supervisory Trend:

As shown in figure below, in 2011, all the direct supervisory questions experienced a decrease in the favourable agreement scores. The questions 62 and 64 "I can talk openly with the person I report about my work" and   "I have a positive working relationship with the person I report to" also experienced an increase in the unfavourable (disagree) scores. The questions #63 (effectiveness), #65 (managing conflict), #68 (satisfaction with) and #69(provides clear direction) have experienced a decrease in unfavourable (disagree) scores. For the remaining questions there were no changes in the unfavourable (disagree) scores. However, for all questions, the majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category. The details of the individual question are noted in Chapter 4 under the individual driver categories.

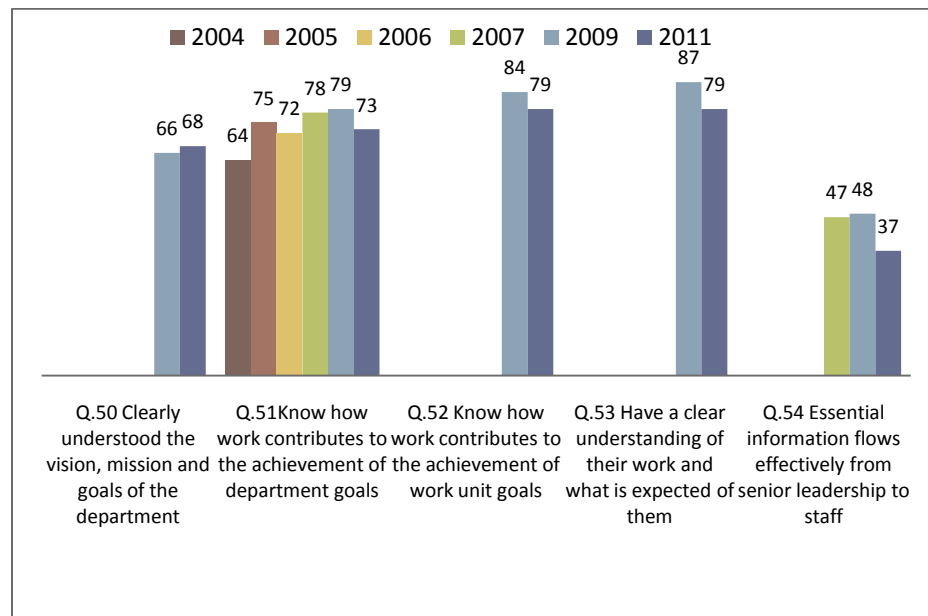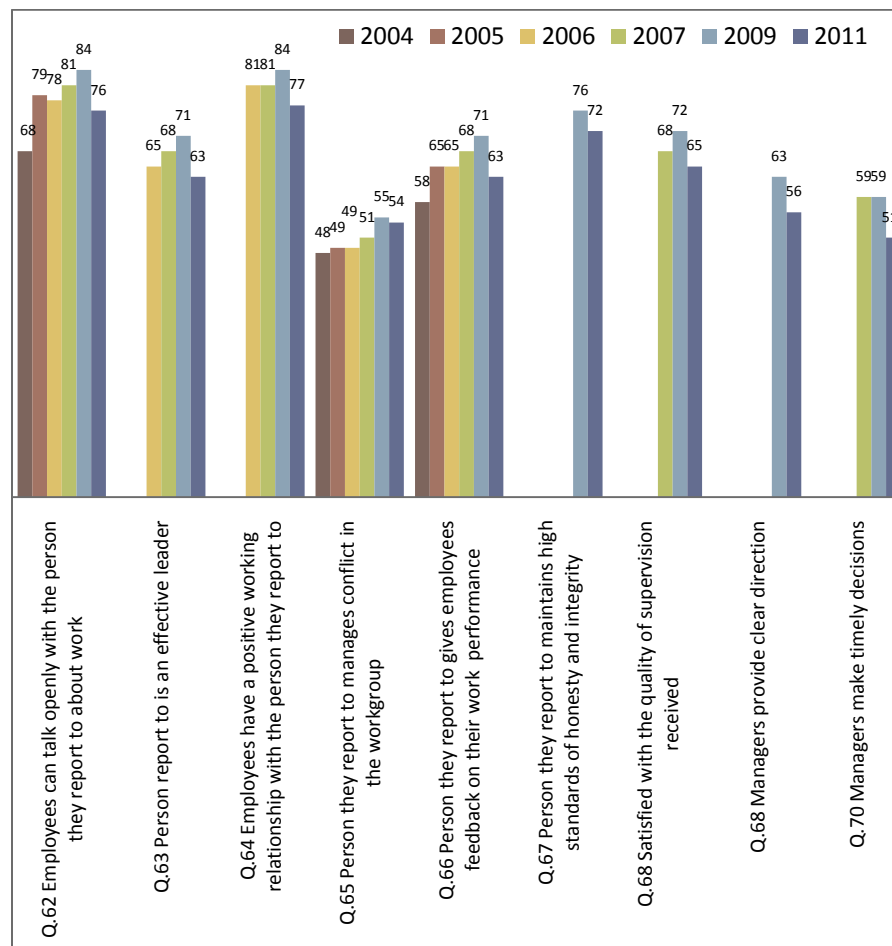**Figure 12 Comparison between 2004 to 2011 results for direct supervisory practices survey results**

Volume II- Chapter 4- Quality Work Environment Details and Trends
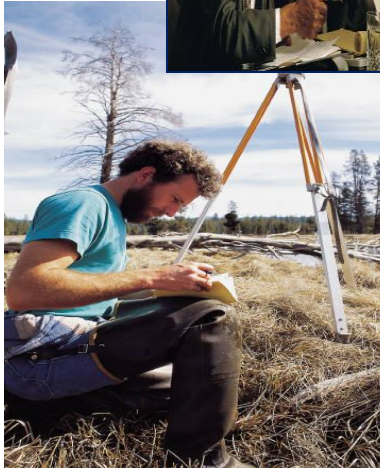
4-1 Productivity – Your Job

4-1-1 Job Support and Tools

Job Support & Tools 2011 Results

■ Disagree ■ Neutral ■ Agree

Q.1 I am provided with the tools and equipment I need to do my job well.
| 15 | 13 | 72 |

Q.2 I am provided with the communication I need to do my job well.
| 22 | 20 | 58 |

Q. 3 My physical environment allows me to contribute fully to my job
| 14 | 15 | 71 |
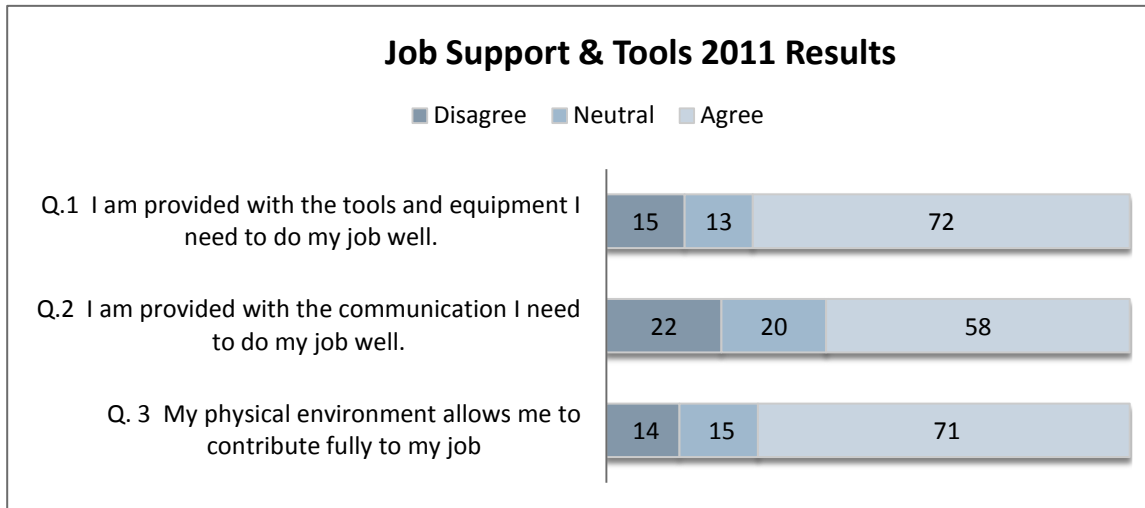
Question 3 was asked for the first time in 2011.

Trend Results:

As shown in chart, since 2004, the questions Q.1 "I am provided with the tools and equipment I need to do my job well" and Q2 "I am provided with the communication I need to do my job well" had been steadily increasing. In 2011 both questions experienced a decrease in the favourable agreement scores.

The question "I am provided with the communication I need to do my job well" experienced a more substantial decrease than the first question.

For all job support questions, both the unfavourable (disagree) and favourable scores decreased. The movement for both the unfavourable and favourable agreement scores was a shift into the neutral category.

In comparison to the baseline, question 1 (tools) agreement score increased by 10 percentage points and question 2 (communication) decreased by 2 percentage points.
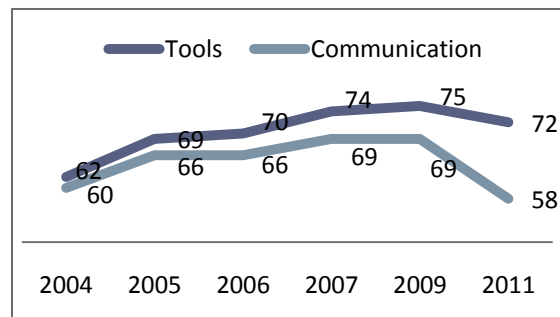
── Tools ── Communication

2004	2005	2006	2007	2009	2011
62	69	70	74	75	72
60	66	66	69	69	58

Areas of strength are
o   Employees feel they have the tools and equipment needed to do their job well
o   The physical environment allows employees to fully contribute to their job

Opportunity for Improvement is:
•   Employees are experiencing challenges with the level of communication provided to them. The level of communication they currently receive is seen as a barrier preventing them from doing their job well and providing high level of service. Communication is also affecting their perception of senior

June 2011

4-1-2 Job Fit

Job Fit 2011 Results

■ Disagree ■ Neutral ■ Agree

Q.4 My job is a good fit with my skills and interest	9 12	79
Q5. My job provides me with the right level of challenge	17 17	66
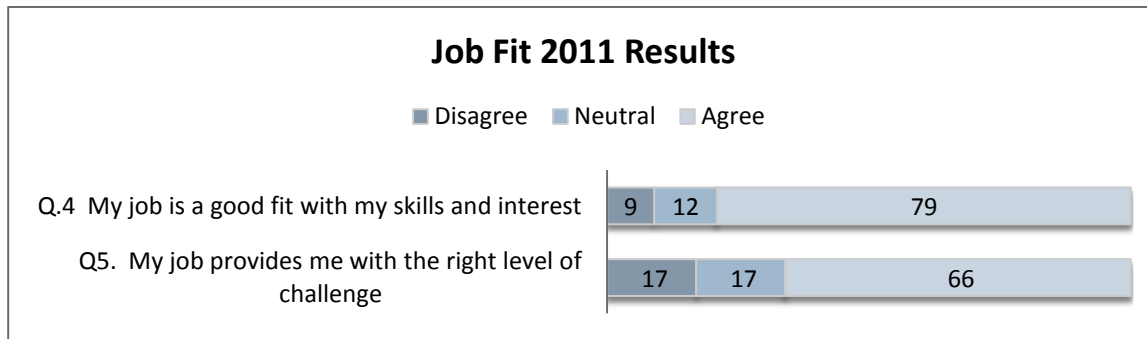
Trend Results:

As shown in chart, since 2006, the question "My job is a good fit with my skills and interests" had been steadily increasing. In 2011, this question experienced a decrease in favourable agreement scores. There was no change in the unfavourable (disagree) scores. The movement of the favourable agreement score was a slight shift to the right into the neutral category.

Question 4 (job fit) has experienced a decrease from the baseline by only 2 percentage points.

——Fit ——Challenge

81 83 87 79
76 66

2006   2007   2009   2011
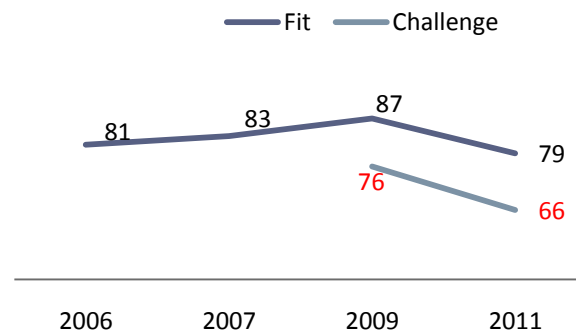
This would be considered an area of strength for both job fit and challenge

4-1-3 Quality of Service

Quality of Service 2011 Results

■ Disagree ■ Neutral ■ Agree

	Disagree	Neutral	Agree
I have support at work to provide high level...	20	18	61
My work unit is making an effort to improve...	15	17	68
In my work unit, we measure and monitor...	21	23	56
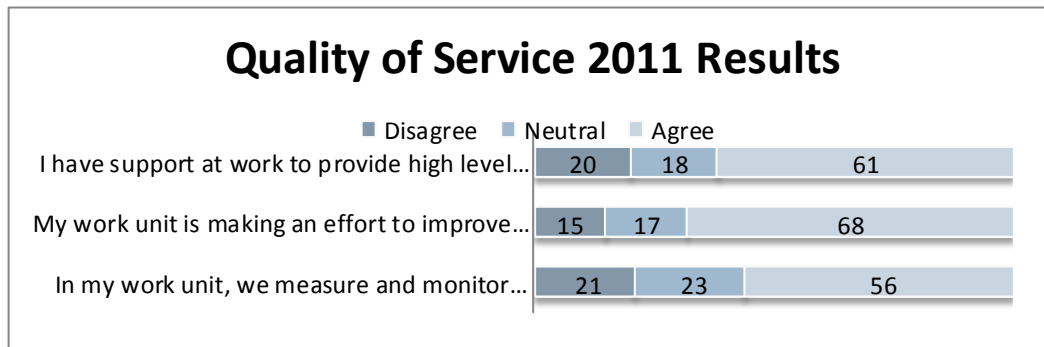
Questions 7 and 8 were asked for the first time in 2011.

Trend Results:

Since 2006, question "I have support to provide high level service" had been steadily increasing. In 2011, this question experienced a decrease in the favourable agreement score. There was a 1 point increase in the unfavourable (disagree) score. The majority of movement of the favourable agreement score was a slight shift to the right into the neutral category.

The question "I have support to provide high level service" experienced a decrease in comparison to the baseline by 7 percentage points.
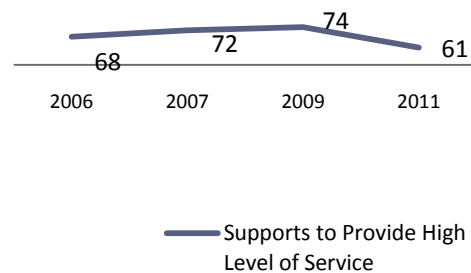
2006	2007	2009	2011
68	72	74	61

—— Supports to Provide High Level of Service

Areas of strength are
- Employees feel they have support at work to provide high level of service
- Employees believe their work units are making an effort to improve service quality

Opportunity for Improvement is:
- It appears there is inconsistency in the number of work unit that measure and monitors service quality. There is a direct strong relationship between employees who belief that service quality is being monitored and measured and employees' perception that their work units are making an effort to improve service quality.

June 2011

4-1-4 Compensation

Compensation 2011 Results

■ Disagree   ■ Neutral   ■ Agree

| Q.9 I am compensated fairly for my job | 34 | 22 | 44 |
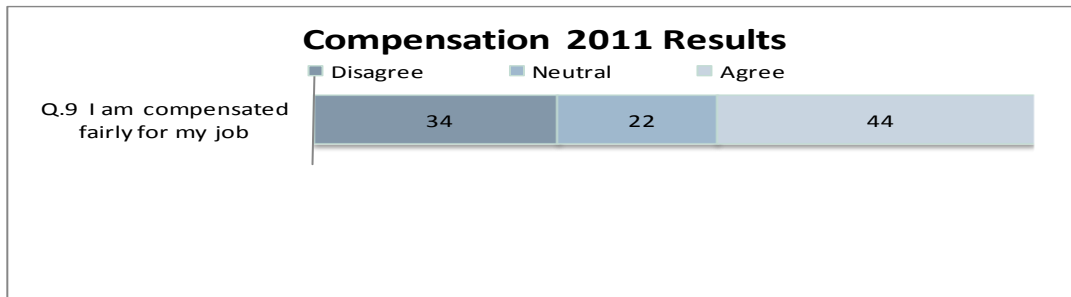
Trend Results:

In 2005, the question "I am fairly compensated" had decreased. Then In 2007 the question started to increase until 2011 when the question experienced a decrease in the favourable agreement score.

This question 9 experienced a decreased both the unfavourable (disagree) and favourable scores in 2011. The movement for both the unfavourable and favourable agreement scores was a shift into the neutral.

In comparison to the baseline, question 9 experienced a decrease of 4 percentage points.

Fairly Compensated

80
60
40
20
0

48   42   42   53   59   44

2004   2005   2006   2007   2009   2011
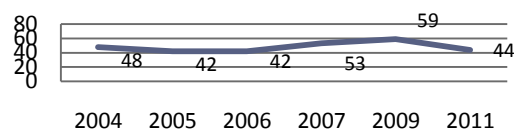
Area for Concern-
A notable concern expressed by employees was their perception of fairness of their compensation in particular in relation to cost of living and consistency in job ratings. This concern stood out in comments left by employees.

June 2011

4-2 Talent Capacity

4-2-1 Learning and Development

Learning and Development 2011 Results

■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q.10 My organization supports my work-related learning and development	20	19	62
Q.11 I have access to training opportunities	20	18	62
Q.12 The training and development I have received has met my work-related needs	19	20	62
Q.13A Satisfied with Quality of Training and development rec'd from department	24	21	54
Q.13B Satisfied with Quality of Training and development rec'd from PSC	20	27	53

Trend Results:

Since 2004, question "I have access to training" had been steadily increasing until 2009. From 2009, this question has been decreasing and experienced a substantial decrease in 2011.

Since 2006, question "My organization supports by learning and development" had been steadily increasing. This question also experienced a substantial decrease in agreement score in 2011.

There a slight, 4 point, increase in the unfavourable (disagree0 agreement scores for questions 10 and 11. Question 12 experienced a 4 point decrease in unfavourable (disagree) agreement scores. But the majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category.

In comparison to the baseline, question 10 (organization supports) experienced a increase by 3 percentage points. The access to training question experienced a decrease from baseline by 3 percentage points.

Questions 13 a & b were asked for the first time in 2011.

— Organization Supports
— Access to Training

65	76	77	80	77	62
		59	67	74	62

| 2004 | 2005 | 2006 | 2007 | 2009 | 2011 |
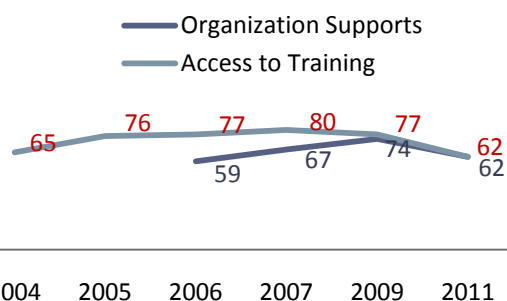
Comparison of 2009 to 2011 for question 12

	2011	2009
Met work related needs	62	74

Areas of strength are:
o   Employees feel the organization supports their work-related learning and development
o   Employees feel they have access to training opportunities
o   The training and development employees received they believe met their work-related needs

Opportunity for improvement are:
o   Just half of employees are satisfaction with the quality of training and development received from my department
o   Just half of employees are satisfaction with the quality of training and development received from PSC

June 2011

4-2-2 Opportunities for Career Growth and Opportunities

Opportunities for Career Growth and Advancement 2011 Results

■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q. 14 I see a future for my career, working for the Government of Nova Scotia	17	23	60
Q.15 I have opportunities for career growth within the Government of Nova Scotia	32	26	42
Q.16 I have opportunities for career growth within my department	45	24	32
Q.17 I am satisfied with the way my career growth and advancement is progressing	34	28	38
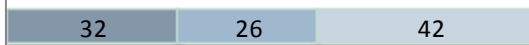
Question 17 was asked for the first time in 2011.

Trend Results:

Since 2004, the question 14 "I see a future for my career, working for the Government of Nova Scotia" had been steadily increasing. In 2011 this question experienced a decrease in agreement score.

Since 2006, the question 15 "I have opportunities for career growth within the Government of Nova Scotia" had been steadily increasing. This question also experienced a substantial decrease in agreement score in 2011.

Since 2007, the question 16 "I have opportunities for career growth within my department" had experienced an increase in agreement score. In 2011, this question also experienced a decrease in agreement score .

For all questions in this category, there was also a slight increase in unfavourable (disagree) scores ranging from 3-6 points.   The majority of the shift from favourable scores had moved into the neutral zone.

In comparison to the baseline, questions 15 and 16 experienced a decrease by 2-8 percentage points. However question 14 (seeing a future) experienced an increase of 11 percentage points from the baseline.

—— Future for Career
—— Career Growth within Govn't
—— Career Growth within Department

2004	2005	2006	2007	2009	2011

49   62   62   65   72   60
47   53   42
40   40   43   32
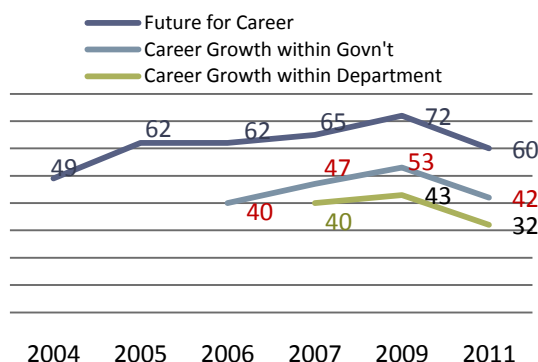
Area of strength is:
Employees see a future for career working for the Government of Nova Scotia

Area for Concern are:
Only 42% of employees believe that they have opportunities for career growth within the Government of Nova Scotia. This perception impacts will impact employee's satisfaction with how their career is progressing.

Approximately a little over one third of employees belief that they have opportunities for career growth within the department. And only 38% of employees are satisfied with the way career growth and advancement is progressing. This has a strong impact on employees' satisfaction with their job.

June 2011

4-3 Workplace Culture – Your Workplace

4-3-1 Coworker Relationship

Co-worker Relationship/ Teamwork 2011 Results

■ Disagree   ■ Neutral   ■ Agree

Q.18 The people I work with make an effort to help each other out | 12 | 12 | 77

Q.19 I have a positive working relationship with my coworkers | 6 | 10 | 84
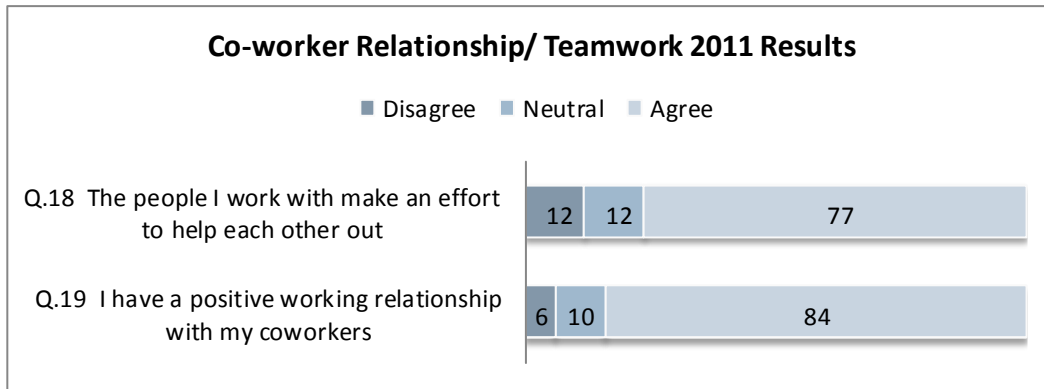
Trend Results:

Since 2004, question 18 "The people I work with make an effort to help each other out" had been increasing until 2006. From 2006, this question then began to increase again, but in 2011 there was a decrease in the favourable score.

Since 2006, the question 19"I have a positive working relationship with my coworkers" had been steadily increasing. This question also experienced a substantial decrease in agreement score in 2011.

For all questions, the majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category. There was slight (1-4 point) increase in the unfavourable (disagreement) agreement scores as well.

In comparison to the 2004 baseline, question 18 (people making an effort to help each other) experienced an increase of 5 percentage points. The question 19 (positive coworker relationship) experienced a decrease of 3 percentage points in comparison to the 2006 baseline.

87   90   91

72   85   84   87   89   84   77

— People Make an Effort

— Positive Relationship

2004   2005   2006   2007   2009   2011
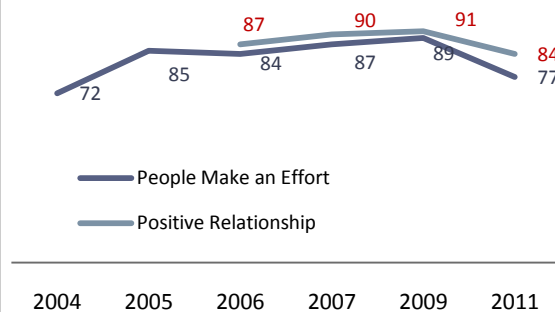
This would be considered an area of strength for both questions

June 2011

4-3-2 Employee Involvement

Employee Involvement 2011 Results

■ Disagree   ■ Neutral   ■ Agree

Question	Disagree	Neutral	Agree
Q.20 I have opportunities to provide input into decisions that affect my work	22	19	60
Q.21 Shared goals are developed for my work unit	24	25	51
Q.22 My supervisor considers my work-related ideas	15	16	69
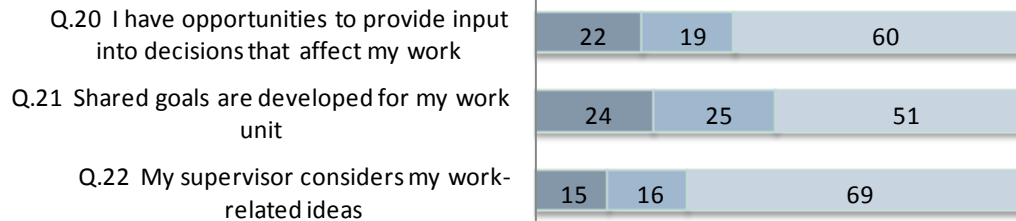
Trend Results:

As shown in chart, since 2004, the questions "I have opportunities to provide Input into decisions that affect my work" and "Shared goals developed in my work unit" had been steadily increasing. In 2011 both questions experienced a decrease in favourable scores.

The question "My supervisor considers work related ideas" had also been steadily increasing except a minor decrease in 2006. This question also experienced a substantial decrease in favourable agreement score in 2011.

For all employee involvement questions, the majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category. There was slight (2-6 point) decrease in the unfavourable (disagreement) agreement scores.

In comparison to the 2004 baseline, questions 20 and 21 experienced a decrease of 2-3 percentage points. Question 22 (supervisor considers work-related ideas) experienced an increase in comparison to the baseline of 4 percentage points,

Opportunities for Input

Shared goals developed in work unit

2004   2005   2006   2007   2009   2011
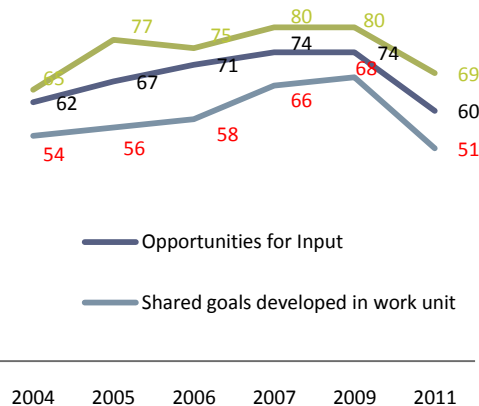
Areas of strength are: Employees feel they have a voice in impacting to their work and that their direct report pays attention to their opinion. Employees feel they have opportunities to provide into decisions that affect their work. Employees feel supervisors considers their work-related ideas.

Opportunity for Improvement: Only approximately half of employees feel that shared goals are developed for their work unit. This will impact their perception of feeling valued.

June 2011

4-3-3 Innovation

Innovation 2011 Results

■ Disagree   ■ Neutral   ■ Agree

	Disagree	Neutral	Agree
Q.23 I feel free to suggest innovative changes in my work	17	16	67
Q.24 Innovation is valued in my work	24	23	54
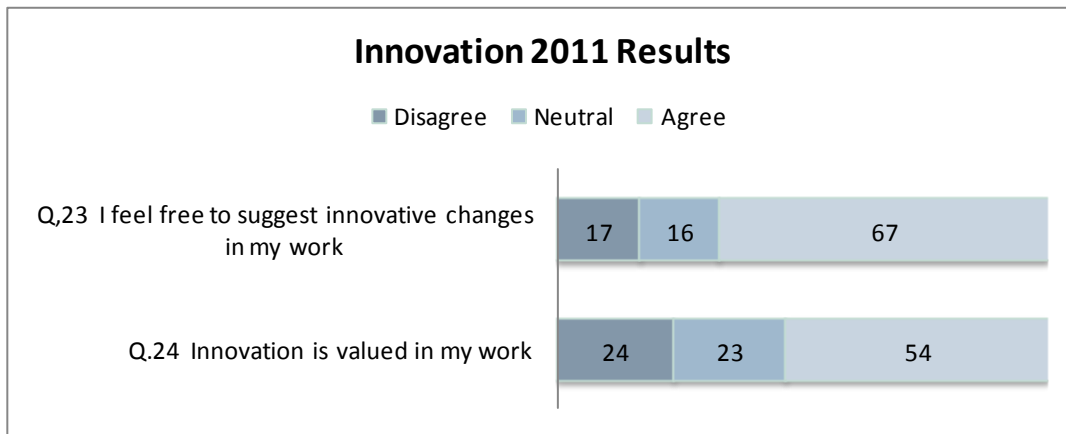
Trend Results:

As shown in chart, in 2007, the questions "Innovation is valued in my work" favourable agreement score increased. In 2011, this question experienced a decrease in favourable agreement score.

The question "I feel free to suggest innovative changes in my work" had also experienced a substantial decrease in agreement score in 2011.

For all innovation questions, the majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category. There was slight increase (2-4 point) in the unfavourable (disagreement) agreement scores as well.

In comparison to the 2007 baseline, questions 24 (innovation valued) has experienced a decrease in favourable score of 12 percentage points.

——— Free to suggest innovative changes

——— Innovation is valued

	78	
		67
66	67	54
2007	2009	2011
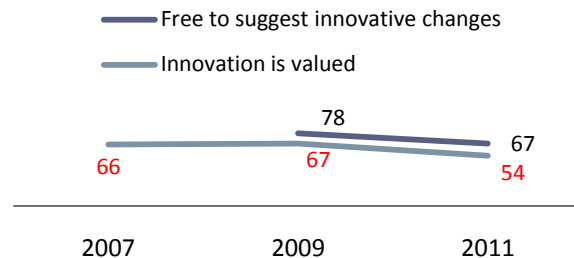
Areas of Strength is: Employees feel free to suggest innovative changes in their work

Opportunity for Improvement: Just over half of employees believe that innovation is valued in their work. This impacts their belief if they have the support to provide quality service.

4-3-4 Recognition

Recognition 2011 Results

■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q.25 I feel valued for my contributions at work	25	21	54
Q.26 I receive meaningful recognition for work well done	29	24	47
Q.27 I receive recognition from my supervisor for a job well done	23	19	58
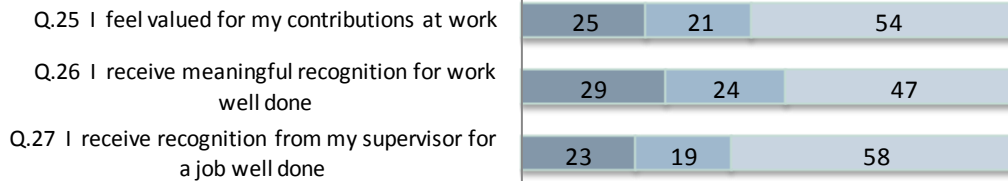
Trend Results:

As shown in chart, since 2004, the questions "I feel valued for my contributions at work" and "I receive recognition from my supervisor for a job well done" had been increasing. In 2011 both questions experienced a decrease in the favourable agreement scores. There was slight 1 point decrease in the unfavourable (disagreement) agreement scores. The movement of the favourable agreement score was a slight shift to the right into the neutral category.

Since 2006, the question "I receive meaningful recognition for work well done" had been increasing. This question also experienced a substantial decrease in agreement score in 2011. There was no change in the unfavourable agreement (disagree) score. The movement of the favourable agreement score was a slight shift to the right into the neutral category.

In comparison to the 2004 baseline, questions 25 (feeling valued) has experienced no change in favourable score and while question 27 (received recognition from supervisor experienced an increase slight of 1 percentage points. For question 26 (received meaningful recognition) in comparison to the 2006 baseline the question experienced a slight decrease of 2 percentage points.
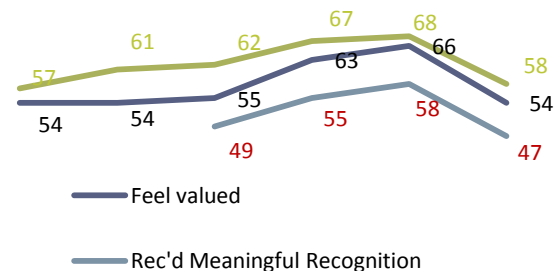
— Feel valued

— Rec'd Meaningful Recognition

2004   2005   2006   2007   2009   2011

Opportunity for improvement:
- Just over half of employees feel valued for their contributions at work
- Just under 60% of employees feel they receive recognition from their supervisor for a job well done.

Area for concern:
- Less than half of employees feel they receive meaningful recognition for work well done

Employees' feeling of value has a direct relationship to their perception of their ability to provide high level

4-3-5 Quality of Work Life

QWL 2011 Results

■ Disagree ■ Neutral ■ Agree

	Disagree	Neutral	Agree
Q.28 I have support at work to balance my work and personal life	18	20	62
Q.29 My work-related stress is manageable	19	22	59
Q.30 My workload is manageable	22	20	58
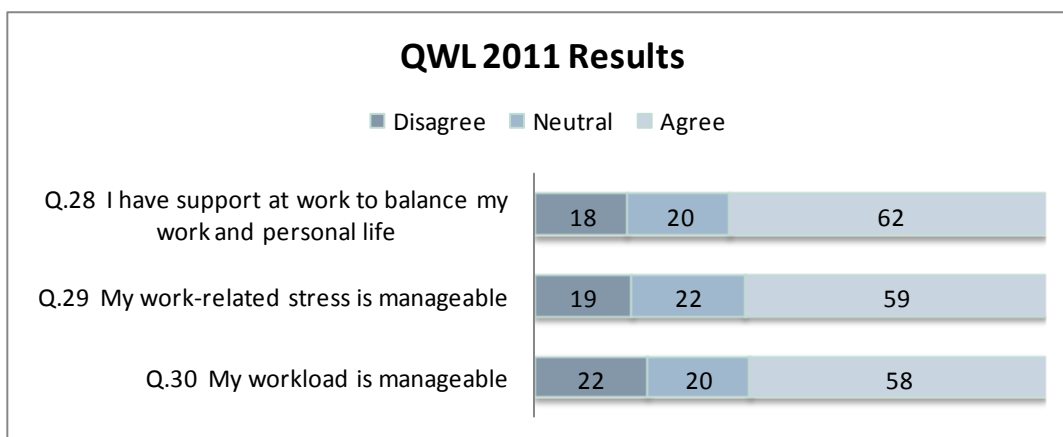
Trend Results:

As shown in chart, since 2004, the question "I have support at work to balance my work and personal life" had been steadily increasing. In 2011 the question experienced a decrease in favourable agreement score.

The questions "My work-related stress is manageable" and "MY workload is manageable" also experienced a substantial decrease in agreement score in 2011.

For all quality work life questions, there was slight 1 point increase in the unfavourable (disagreement) agreement scores. The movement of the favourable agreement scores was a slight shift to the right into the neutral category.

In comparison to the 2004 baseline, questions 28 (support for work life balance) has experienced a increase in favourable score of 8 percentage points.

Support WL Balance

54   56   62   68   71   62

2004 2005 2006 2007 2009 2011
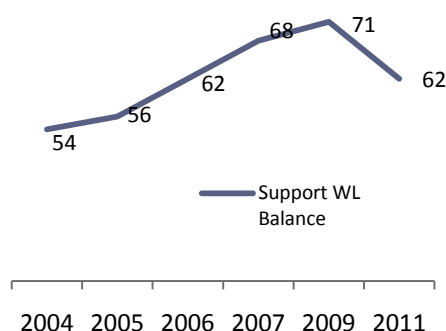
	2011	2009
Work-related stress manageable	59	75
Workload Manageable	58	70

Areas of strength is: Employees feel they have support at work to balance work and personal life

Areas for Improvement: Workload and work stress is becoming more of an issue with just under 60% believe that workload and work-related stress is manageable. Employees' perception of workload is impacting their feeling of work-related stress.

June 2011

4-3-6 Healthy, Supportive and Respectful Environment

Healthy, Supportive & Respectful 2011 Results

■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q.31 My department promotes a healthy and supportive workplace	20	21	59
Q.32 My department creates a safe work environment for its employees	12	15	73
Q.33 I feel safe working in my job	9	13	78
Q.34 Employees in my department are respectful of employee differences	14	17	69
Q.35 I am treated respectfully	12	14	74
Q.36 A healthy atmosphere (e.g. trust, mutual respect) exists in my work…	21	18	62

Trend Results:

As shown in chart, the questions Q.32 "My department creates a safe work environment for its employees", and q.33 "I feel safe working in my job" had been increasing until 2006 when both questions experienced a slight decrease. In 2007 question 33 did not change, but question 32 begun to decrease. In 2011, both questions experienced a decrease in favourable agreement scores.

The question 34 "Employees in my department are respectful of employee differences" had also been steadily increasing except a no change in 2006. This question started to experience a decrease in agreement score in 2009.

The question 31 increased in 2009 and then like the previous questions this question also experienced a decrease in favourable agreement scores in 2011.

For all questions except question 34 there was slight 1-3 point increase in the unfavourable (disagree) agreement scores. The movement of the favourable agreement scores was a slight shift to the right into the neutral category. For question 34 there was no change in the unfavourable (disagree) scores.

── Department promotes healthy and supportive workplace

── Departmen creates a safe work environment

── Feel safe

── Employees are respectful of employee differences

2004 2005 2006 2007 2009 2011
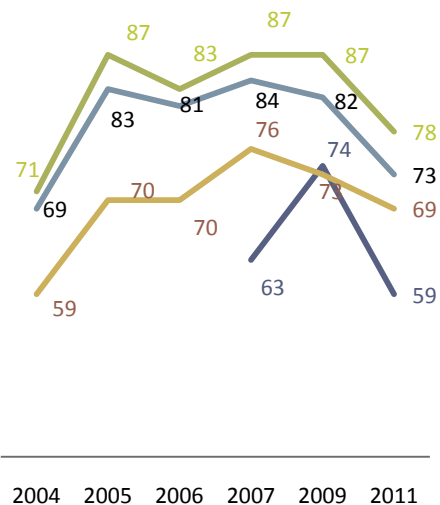
Trend Results Cont.:

As shown on the graph on the prior page, in comparison to the 2004 baseline, questions 32 to 34 has experienced an increase in favourable score of 4-10 percentage points. For question 31, in comparison to the 2007 baseline the question experienced a decrease in favourable score by 4 percentage points.

As shown in table on this page, the questions Q.35 "I am treated respectfully at work", and q.36 "A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit" had experienced a decrease in their favourable agreement scores in 2011.

In 2011, both questions also experienced a decrease in the unfavourable (disagree) scores in the range of 3-5 points.

	2011	2009
Treated respectfully	74	79
Healthy atmosphere exists	62	66

Areas of strength are: Employees are feeling safe and respected

- o   Employees believe that their department creates a safe work environment for its employees
- o   Employees feel safe working in their job
- o   Employees in department are respectful of employee differences
- o   Employees feel they are treated respectfully at work
- o   A healthy atmosphere (trust, mutual respect) exists in work unit

Opportunity for Improvement: Just under 60% of employees feel that their department promotes a healthy and supportive workplace. Employees' belief that their department promotes a healthy and supportive workplace is directly related to employees' perception of access to training and development, to feeling valued and feeling of safety. This belief impacts employees' perception of senior leadership and their satisfaction with their job and department.

4-3-7 Inclusive and Diverse Environment

Inclusive and Diverse 2011 Results

■ Disagree ■ Neutral ■ Agree

Q.38 My department values diversity	8	25	67
Q.39 My department is actively implementing activities and practices that support a diverse workplace	14	33	54
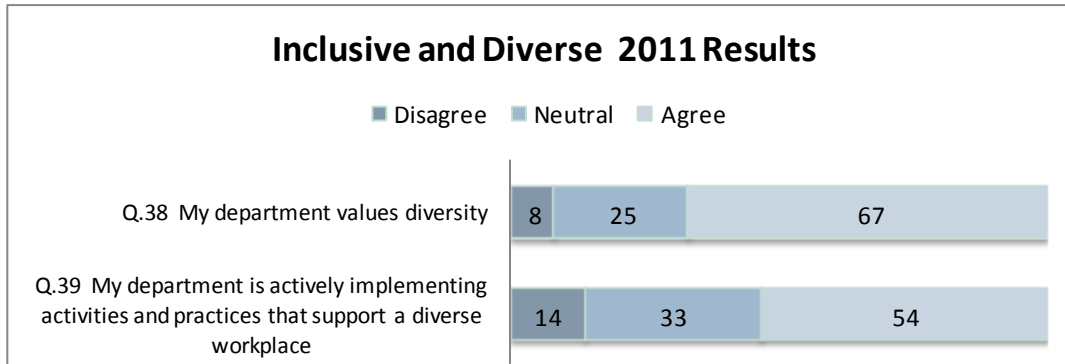
Trend Results:

As shown in chart, since 2004, the question "My department values diversity" had been steadily increasing. In 2011 this question experienced a decrease in the favourable agreement score. There was no change in the unfavourable (disagreement) agreement score. The movement of the favourable agreement score was a slight shift to the right into the neutral category.

Since 2007, the question "My department is actively implementing activities and practices that support a diverse workplace" had been steadily increasing.   In 2011 this question experienced a slight decrease in the favourable agreement score. This question also experienced a slight increase in the unfavourable (disagree) scores as well. The majority movement of the favourable agreement score was a slight shift to the right into the neutral category.

In comparison to both questions baseline, both questions have experienced an increase in favourable scores by 8 and 21 percentage

—— Department values diversity

—— Actively implementing activities and practices that support diverse workplace

2004	2005	2006	2007	2009	2011
46	53	60	65	73	67
			46	56	54
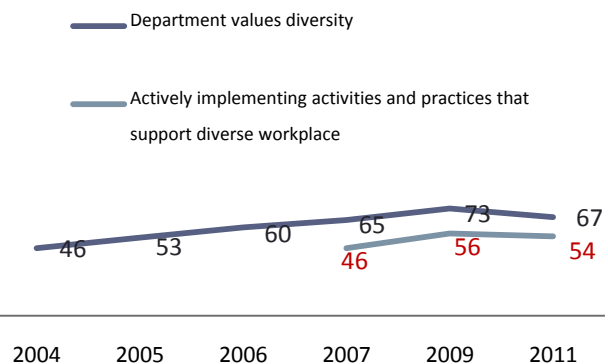
Area of Strength is: Employees believe their department values diversity.

Opportunity for Improvement: Only a little over half of employees believe departments are actively implementing activities and practices that support a diverse workplace. This belief impacts employees' perception if diversity is valued by their organization.

4-3-8 Staffing Practices

Staffing Practices 2011 Results

■ Disagree   ■ Neutral

Question	Disagree	Neutral	
Q.41 The Government of Nova Scotia hires and promotes people based on their education, skills, knowledge, and…	26	26	49
Q.42 In my department, the hiring, promotion and other staffing processes is based on education skills, knowledge…	28	24	48
Q.43 In my department, the process of selecting a person for a position is clear	30	23	47
Q.44 In my department, the process of selecting a person for a position is timely	58	21	21
Q. 45 In my department, the process of selecting a person is fair	30	29	41
Q.46 In my department, the process of hiring, promotion and other staffing processes are free from favouritism	35	28	38

Questions 44, 45 and 46 were asked for the first time in 2011. Previously questions 45 and 46 were combined as one question.

Trend Results:

As shown in chart, since 2004, the question 41 "The Government of Nova Scotia hires and promotes people based on their education, skills, knowledge, 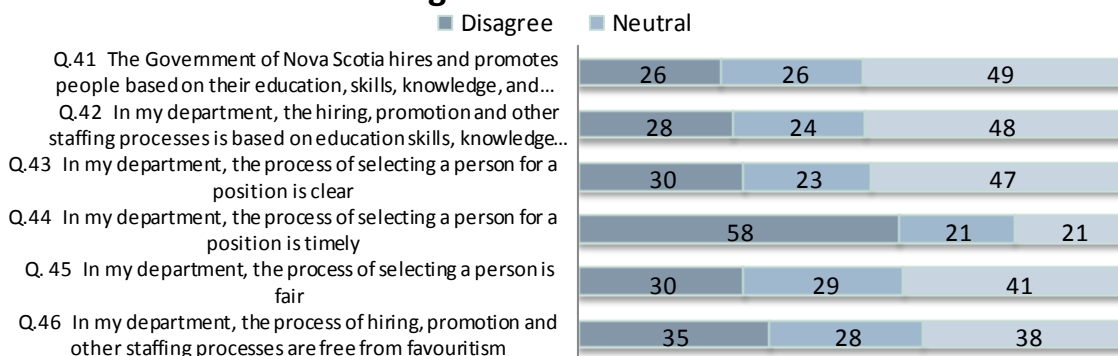and experience." had also been steadily increasing except a minor decrease in 2005. This question experienced a substantial decrease in agreement score in 2011.

As shown in table, the questions 42 "In my department, the hiring, promotion and other staffing processes are based on education, skills, knowledge, and experience" and question 43 "In my department, the process of selecting a person for a position is clear" had both experienced a substantial decrease in agreement score in 2011.

For all staffing questions, the majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category. Questions 41 and 42 experienced a decrease in unfavourable (disagree) scores, and question 43 experienced a slight 2 point increase in unfavourable (disagree) score.

In comparison to the 2004 baseline, question 41 (Government promotes people based on education, skills, knowledge and experience) has experienced an increase in favourable score of 11 percentage points.

Gov't Hires/Promotes Based on Merit

58
49
43
38   36
35

2004 2005 2006 2007 2009 2011

	2011	2009
Department hiring	48	57
Clarity of process	47	56

June 2011

Areas for Concern are:

Staffing Practices

- o Approximately half of employees feel that the Nova Scotia Government hires and promotes people based on their education, skills, knowledge and experience.
- o Just under a half of employees believe their department's hiring, promotion and other staffing processes is based on education, skills, knowledge & experience
- o Just under half of employees have a clear understanding of the process of selecting a person for a position.
- o Just 41% of employees believe that the process of selecting a person in their department is fair. Employees' perception of the fairness of the selection process has a direct influence on employees' perception of the merit of staffing practices.
- o It is employees overwhelming opinion that the timeliness of the process of selecting a person for a position needs to be significantly improved. Timeliness of the selection process has a direct relationship with employees overall opinion on staffing practices, their opinion on the organizational communication ability, their confidence in senior leadership, their perception on senior leadership clarity of direction and timeliness of decision, on the effectiveness of the organization and on their satisfaction with the their department.
- o Only 38% of employees feel that the hiring, promotion and other staffing processes in their department are free from favouritism. This perception has a direct impact on employees' perception of fairness and merit of staffing practices.

Employees' perception of staffing practices has an influence on employee's perception of senior leadership and their ability for career growth and advancement.

4-3-9 Performance Management Practices

Performance Management 2011 Results

■ No ■ Yes

	No	Yes
Q.47A Have participated in a performance appraisal/review with my direct supervisor in the past 12 months	35	65
q.47B Didn't participate, and would like to participate in an appraisal/review	24	76

■ Disagree ■ Neutral ■ Agree

	Disagree	Neutral	Agree
Q.48 I have a clear understanding how my performance is evaluated	21	20	59
Q.49 My most recent performance appraisal/review reflects my performance	13	20	67

Trend Results:

As shown in chart, since 2004, the question "I have participated in a performance appraisal/review with my direct supervisor in the past 12 months" had also been steadily increasing except a minor decrease in 2007. In comparison to the 2004 baseline, employees participation in performance review increased by 9 percentage points. Then in 2011, this question experienced an increase in yes score in comparison to the 2009 agreement score of another 3 points.

In 2011, the question 48 "I have a clear understanding of how my performance is evaluated" had experienced a decrease in the favourable agreement score. This question also experienced a slight decrease in unfavourable (disagree) score of 1 point. In 2011, the question 49 "My most recent performance appraisal/review reflects my performance" had experienced an increase in the favourable agreement score. This question experienced a slight increase in unfavourable (disagree) score of 3 percentage points.

The majority of the movement of favourable score for both questions (48 and 49) was to the neutral category.

Question 47b was asked for the first time in 2011. Prior question 47a was an agreement question.

—— Participated in Performance Review

2004	2005	2006	2007	2009	2011
53	61	65	61	62	65
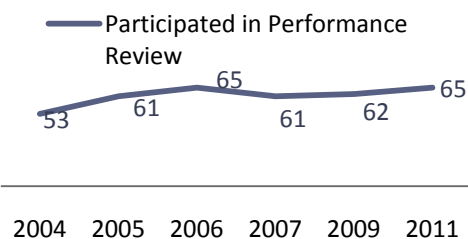
	2011	2009
Clarity of Process	59	63
Performance appraisal/review is reflective	67	61

June 2011

Areas of Strength are: Performance management is occurring and is reflective of employees' performance
- o   Over three quarters of employees stated they participated in a performance appraisal/review with direct supervisor in the past 12 months
- o   Employees feel their most recent performance appraisal/review reflects performance

Opportunity for Improvement: Just under 60% of employees feel they understand how their performance is evaluated.

4-4 Leadership

4-4-1 Clear Direction and Expectations

Clear Direction and Expectation 2011 Results

■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q.50 I clearly understand the vision and mission and goals of my department	13	19	68
Q.51 I know how my work contributes to the achievement of my department's goals	10	17	73
Q.52 I know how my work contributes to the achievement of my work unit's goals	8	13	79
Q.53 I have a clear understanding of my work and what is expected of me	9	13	79

Trend Results:

As shown in chart, since 2004, the question 51 "I know how my work contributes to the achievement of my department's goals" had also been steadily increasing except a minor decrease in 2006. This question also experienced a decrease in agreement score in 2011.

As shown in table, the questions 52 and 53 had also experienced a decrease in agreement score in 2011, while question 50 experienced an increase in the favourable agreement score.

For questions 50 and 51, the unfavourable (disagree) scores also decreased by 1-9 points. For questions 52 and 53 there was no change in the unfavourable (disagree) scores. The majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category.

For question 51, in comparison to the 2004 baseline the question experienced an increase in favourable score of 9 percentage points.

—— Know how work contributes to department…

75   78   79
64   72   73

2004   2005   2006   2007   2009   2011
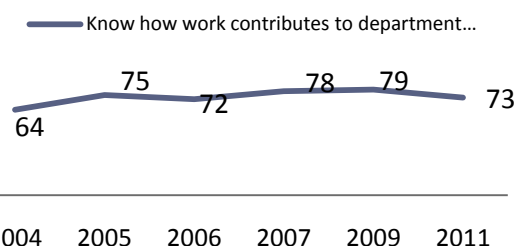
	2011	2009
Q.50 Vision and mission communicated well	68	66
Q.52 Know how work contributes to work unit goals	79	84
Q.53 Clear understanding of what is expected	79	87

This is an *Area of Strength*: Employees feel they have clear understanding of their organization's expectations and direction; and understand the linkage between their department and work unit goals and their work.

4-4-2 Organizational Communication

Organizational Communication 2011 Results

■ Disagree   ■ Neutral   ■ Agree

	Disagree	Neutral	Agree
Q.54 Essential information flows effectively from senior leadership to staff	40	23	37
Q.55 Essential information flows effectively from staff to senior leadership	30	27	43
Q.56 Essential information flows effectively between work units	37	30	33

Questions 55 and 56 were asked for the first time in 2011.

Trend Results:

As shown in chart, in 2007 the question 54 "Essential information flows effectively from senior leadership to staff" had experienced an increase. In 2011 this questions experienced a decrease in the favourable agreement score. In comparison to the 2007 baseline there was a 10 percentage point decrease.

This questions also experienced a slight 3 point increase in the unfavourable (disagreement) agreement score. The majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category.
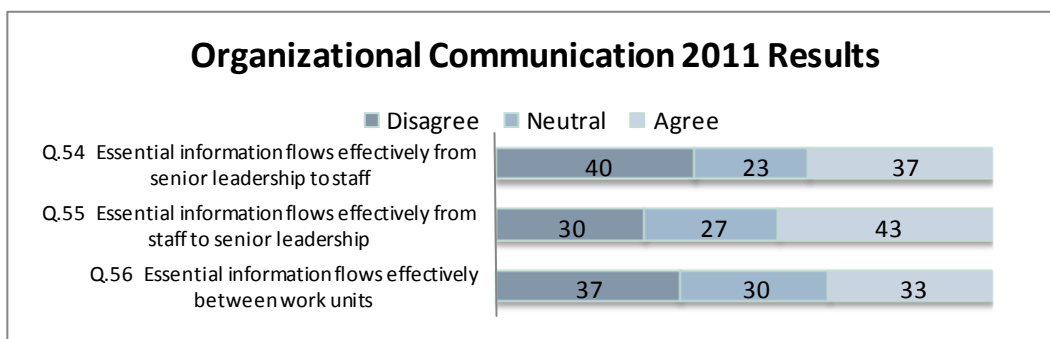
──── essential infor from senior leadership

47   48

37

2007   2009   2011
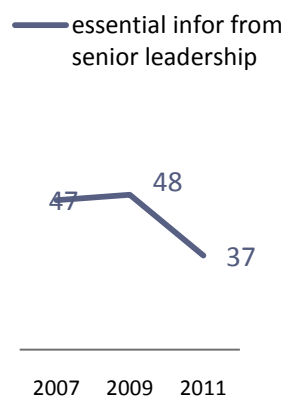
Areas for Concern are:

- Only 43% of employees believe essential information flows effectively from staff to senior leadership.
- Only 37% of employees believe essential information flows effectively from senior leadership to staff.
- And only one third of employees feel that essential information flows effectively between work units.

The flow of essential information is seen as a barrier to providing the communication employees need to do their job well and to provide quality service. Employees' perception of organization communication has a direct influence on their perception of clarity of senior leadership direction, timeliness of decision and confidence in senior leadership.

June 2011

4-4-3 Senior Leadership Practices

Senior Leadership Practices 2011 Results

■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q.57 The senior leadership in my department sets a good example for employees	27	25	48
Q.58 I have confidence in the senior leadership of my department	28	24	48
Q.59 The senior leadership in my department are genuinely interested in the well-being of employees	27	24	49
Q.60 The senior leadership in my department provides clear direction	31	27	42
Q.61 The senior leadership in my department makes timely decisions	35	29	36

Trend Results:

As shown in chart, since 2004, the questions "The senior leadership in my department sets a good example for employees" and "I have confidence in the senior leadership of my department" had also been steadily increasing except a minor decrease in 2005. Both questions experienced a substantial decrease in agreement score in 2011.

For questions 59, 60 and 61 these questions experienced an increase in 2009, and then all three questions also experienced a decrease in agreement score in 2011.

For questions 57 to 60 the unfavourable (disagree) scores also increased by 3-6 points. For question 61 there was no change in the unfavourable (disagree) scores.

For all questions, the majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category.

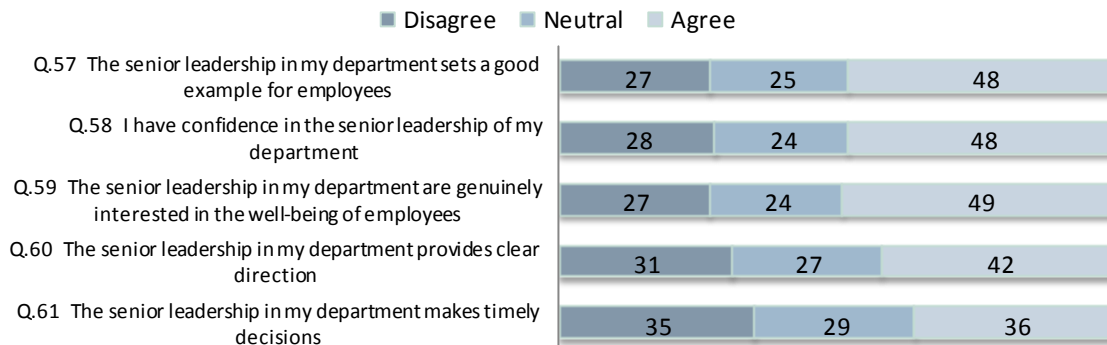In comparison to the 2007 baseline questions 59 to 61 experienced a decrease in favourable scores by 5- 7 percentage points.

In comparison to the 2004 baseline question 57 and 58 experienced an increase in favourable scores by 1-2 percentage points.

— Example — Confidence

	2004	2005	2006	2007	2009	2011
Confidence	48	45	48	52	60	48
Example	46	43	45		58	48

— Genuinely interested
— Provides clear direction

	2007	2009	2011
Genuinely interested	54	58	49
Provides clear direction	49	53	42
	42	43	36

June 2011
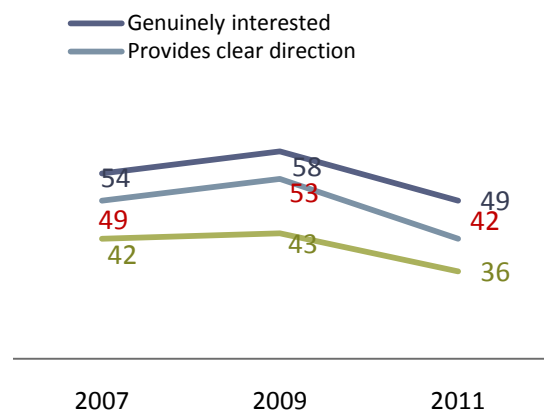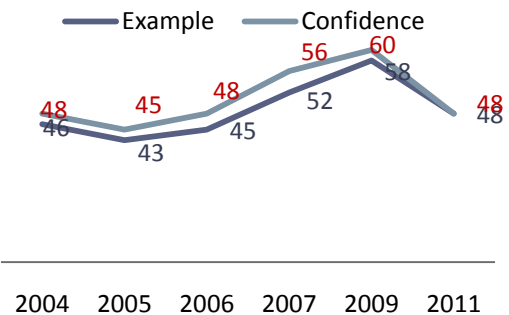
Areas for Concern for Senior leadership category are:

- o   A little under half of employees feel that their department senior leadership sets a good example; or have confidence in the department senior leadership
- o   A little under half of employees believe their department senior leadership is genuinely interested in their well-being
- o   Only 42% of employees feel their department senior leadership provides a clear direction
- o   Only 36% of employees   believe their department senior leadership makes timely decisions. Employee's perception of timeliness impacts employee's perception of manager's timeliness to make decision. Employee's perception of timeliness has a strong impact on their perception of their organizational effectiveness and satisfaction with their department.

Employees' confidence and belief in senior leadership has a strong influence on employees' belief in the organization's effectiveness.   Employees' confidence and belief in senior leadership has a strong impact on their satisfaction with their department.

4-4-4 Direct Supervisory Practices

Direct Supervisory 2011 Results

■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q.62 I can talk openly with the person I report about my work	13	11	76
Q.63 The person I report to is an effective leader	19	18	63
Q.64 I have a positive working relationship with the person I report to	10	13	77
Q.65 The person I report to manages conflict in my workgroup	23	23	54
Q.66 The person I report gives me feedback about my work performance	18	19	63
Q.67 The person I report to maintains high standards of honesty and integrity	13	16	72
Q.68 I am satisfied with the quality of the supervision I receive	18	17	65
Q.69 Managers in my area provide clear direction	22	23	56
Q.70 Managers in my area make timely decisions	24	25	51

Trend Results:

As shown in chart, since 2004, the questions 65 and 66 "The person I report to manages conflict in my work unit" and "The person I report to gives me feedback about my work performance" had been steadily increasing. In 2011 both questions experienced a decrease favourable agreement scores.
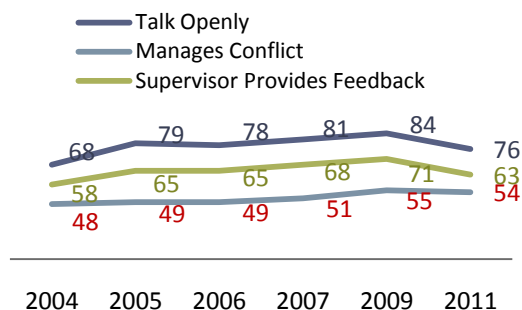
The question 62 "I can talk openly with the person I report to about my work" had also been steadily increasing except a minor decrease in 2006. This question also experienced a decrease in agreement score in 2011.

Questions 63 and 64 had been slowly increasing since 2006 until 2011. Questions 68 and 70 had remained the same or slightly increased in 2009. All of these questions experienced a decrease in favourable agreement scores in 2011.

For 2011, questions 62 and 64 the unfavourable (disagreement) agreement scores had a slight 1 point increase. For questions 63, and 65 and 68 the unfavourable (disagree) agreement scores had a slight 1 point decrease. For questions 66 and 70 there was no change in the unfavourable (disagree) scores.

In comparison to the 2006 baseline questions 63, 64, 68 & 70 experienced a decrease in favourable scores by 2- 8 percentage points.

In comparison to the 2004 baseline question 62, 65 & 66 experienced an increase in favourable scores by 5-8 percentage points.

— Talk Openly
— Manages Conflict
— Supervisor Provides Feedback

	2004	2005	2006	2007	2009	2011
Talk Openly	68	79	78	81	84	76
Supervisor Provides Feedback	58	65	65	68	71	63
Manages Conflict	48	49	49	51	55	54

— Effective Leader
— Positive Working Relationship
— Satisfaction with Supervision

	2006	2007	2009	2011
Positive Working Relationship	81	81	84	77
Effective Leader	65	68	71	65 / 63
Satisfaction with Supervision	59	68 / 72	59	51

Trend Results:

As shown in the table, the questions 67 and 69 "The person I report to maintains high standards of honesty and integrity" and "Managers in my area provide clear direction" had experienced a decrease in favourable agreement scores in 2011.

For questions 67, there was no change in the unfavourable score. For question 69 the unfavourable agreement scores had a slight 1 point decrease.

For both questions, the majority of the movement of the favourable agreement score was a slight shift to the right into the neutral category.

	2011	2009
Q,67 Maintains honesty & Integrity	72	76
Q.69 Provides Clear Direction	56	63

Areas of strength are:
Employees have a positive relationship with their direct report and are satisfied with the quality of supervision they receive.
- o Employees feel they can talk openly with the person they report to about their work
- o Employees believe the person they report to is an effective leader.
- o Employees stated they have a positive working relationship with the person they report to
- o Employees noted that the person they report to gives them feedback on their work performance
- o Employees feel that the person they report to maintains high standards of honesty and integrity
- o Employees are satisfied with the quality of supervision they received

*Opportunity for Improvement* for Direct Supervisory Practices are:

- o Just over a half of employees feel the person they report to manages conflict in their workgroup
- o 56% of employees feel managers provide clear direction
- o Only half of the employees feel their managers make timely decisions.

Employee's perception of supervisory practices is influenced by the level of employee involvement in day to day work decisions and the recognition they received from their supervisor.

Chapter 5- Engagement Outcome Details

5-1 Job Satisfaction Details

Figure below summarizes the disagree, neutral and agreement scores for the job satisfaction results.

Job Satisfaction 2011 Results

■ Disagree   ■ Neutral   ■ Agree

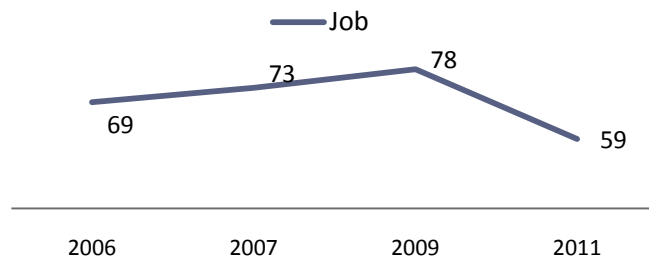| I am satisfied with my job	19	22	59
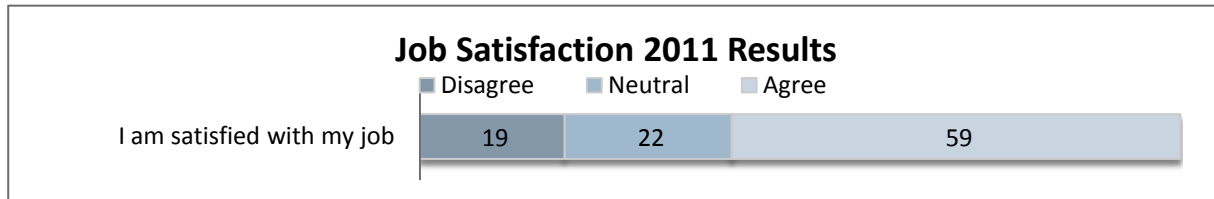
Trend Results:

As shown in chart, since 2006, the job satisfaction had been steadily increasing. In 2011 job satisfaction experienced a decrease in the favourable agreement scores by19 percentage points
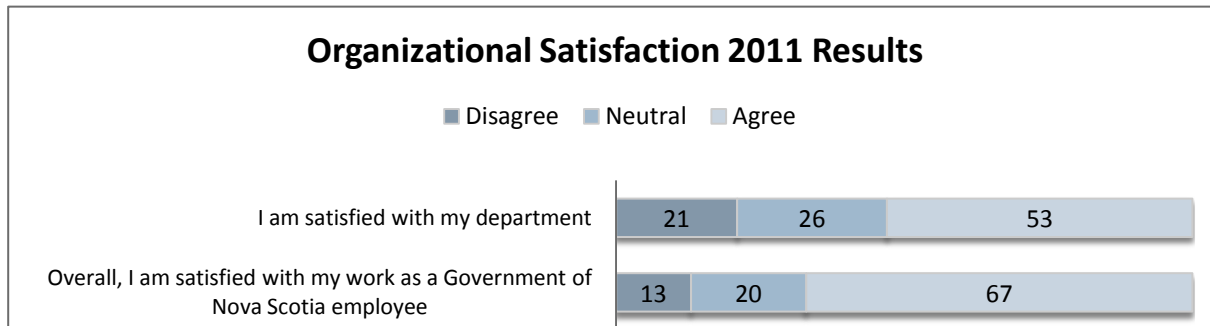
Job satisfaction also experienced a 4 point increase in disagreement (unfavourable) score. However, the majority of the movement of the agreement scores was a shift into the neutral category.

Overall job satisfaction has decreased from the baseline by 10 percentage points.

—Job

2006	2007	2009	2011
69	73	78	59

5-2 Organizational Satisfaction Details

Figure 3 below summarizes the disagree, neutral and agreement scores for the organizational satisfaction results.

Organizational Satisfaction 2011 Results

■ Disagree   ■ Neutral   ■ Agree

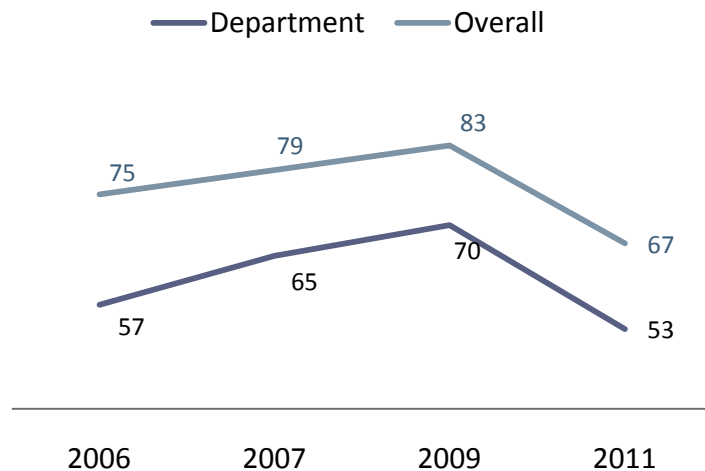|	Disagree	Neutral	Agree
I am satisfied with my department	21	26	53
Overall, I am satisfied with my work as a Government of Nova Scotia employee	13	20	67

Trend Results:

As shown in chart, since 2006, the department and overall satisfaction had been steadily increasing. In 2011 both experienced a decrease in the agreement scores.
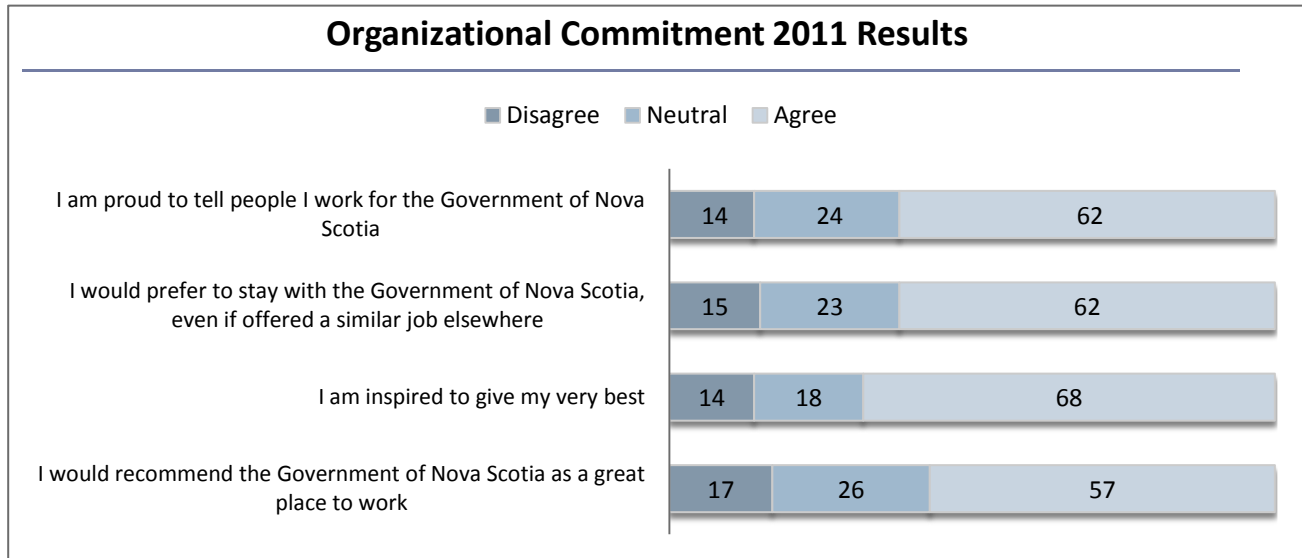
However, for all organizational satisfaction questions the majority of the movement for agreement scores was a shift into the neutral category.

Organizational satisfaction has decreased from the baseline. Department satisfaction has decreased from the baseline by 8 percentage points; and overall satisfaction by 4 percentage points.

——Department   ——Overall

	2006	2007	2009	2011
Overall	75	79	83	67
Department	57	65	70	53

5-3 Organizational Commitment Details

Figure 3 below summarizes the disagree, neutral and agreement scores for the organizational commitment results.

Organizational Commitment 2011 Results

■ Disagree ■ Neutral ■ Agree

| Question	Disagree	Neutral	Agree
I am proud to tell people I work for the Government of Nova Scotia	14	24	62
I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	15	23	62
I am inspired to give my very best	14	18	68
I would recommend the Government of Nova Scotia as a great place to work	17	26	57

Trend Results:

As shown in chart, since 2004, the preference to stay and would recommend questions had been steadily increasing. In 2011 both experienced a decrease in the favourable agreement scores.

Since 2006, the proud and inspired questions had been steadily increasing. In 2011 both also experienced a decrease in the favourable agreement scores.

All of the commitment questions also experienced a slight 1-3 point increase in unfavourable (disagree) agreement score.

However, for all organizational commitment questions the majority of the movement for favourable agreement scores was a shift into the neutral category.

Of the four commitment questions, 3 questions (proud, would recommend, and preference to stay) increased in comparison to the baseline by 2, 6 and 16 percentage points. One commitment questions (inspired) decreased in comparison to the baseline by 6 percentage points.

June 2011
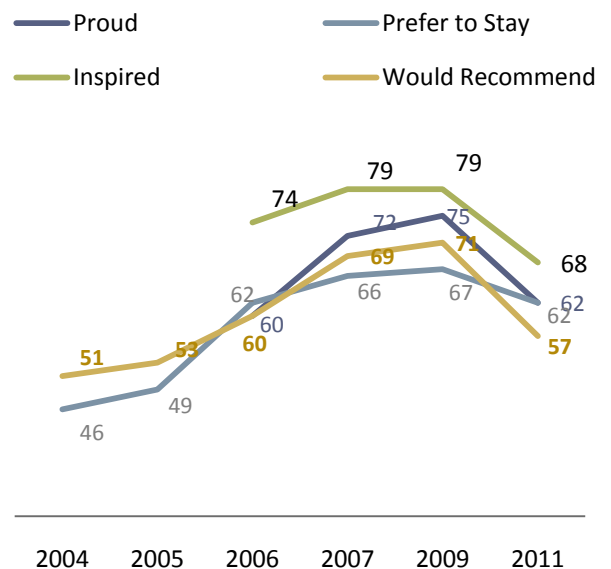
Appendix

Appendix A- Benchmark Comparisons

A-1- How does the Government of Nova Scotia engagement compare?

Following the 2004 Annual Public Service Commissioner's Conference, a working team, now called the Employee Engagement Interjurisdictional Team, was struck to develop common employee survey questions to measure employee engagement for use by interested public service jurisdictions across Canada. Based on continuous work from this team, a Public Sector model and nineteen common questions were developed, and are currently being used by eleven jurisdictions.

The Employee Engagement Interjurisdictional Team compiled the participating jurisdictions data to produce an interjurisdictional average, which is shared annually at the Public Service Commissioner's Conference. The Employee Engagement Interjurisdictional Team received a bronze Premier's Award of Excellence in Alberta at a ceremony held in November 2007, in recognition of both what has been achieved and how the team has operated.

The next Public Service Commissioner's Conference will be in September 2011 where the 2011 Employee Engagement Interjurisdictional Report will be tabled. Once the 2011 Report has been tabled we will update this appendix with actual direct comparison for the 19 common questions and index.

Based on the current research, there has been a noted downward trend in the results seen at both the public sector and private sector levels.