How's Work Going 2011

Department of Natural Resources Employee Survey

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

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

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

1.2 Who did we survey?

The survey was send to all employees in an online format. This report contains the results of all permanent, contract and term employees who responded to the survey. Department of Natural Resources had a response rate of 61% (46% 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.
• **Mean Category Score**	The respondents average score calculated for each category (1-5 range).

Category Guide			
Clear Strength	Strength	Area for Improvement	Area for Concern
75% and over	60-74%	50-59%	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
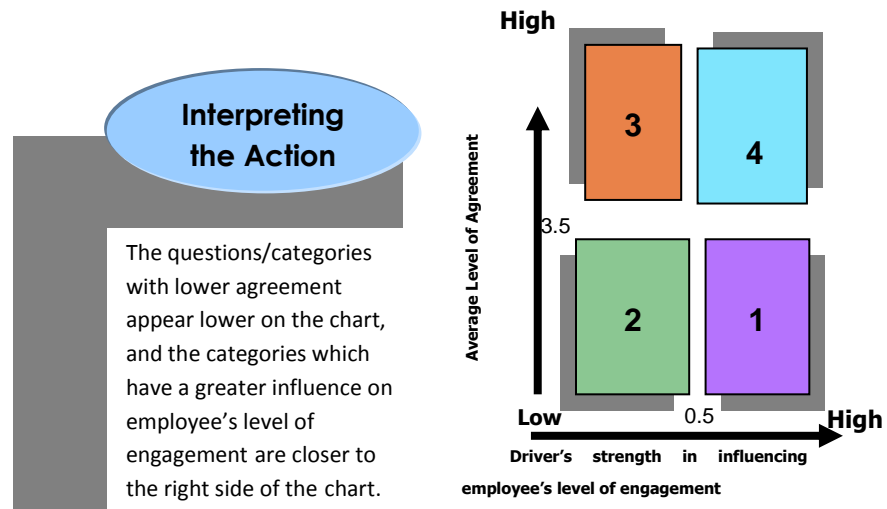
Chapter 2 - Outcome Results

2.1 Summary Results

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

	Agreement Score
Job Satisfaction	
Job Satisfaction	68
Organizational Satisfaction	
Department Satisfaction	61
Overall Satisfaction	73
Organizational Commitment	
Proud	68
Preference to stay with NS Government	68
Inspired	71
Would Recommend as a great place to work	62
Engagement Index	**67**

Table 1 Employee Engagement Agreement Scores

Natural Resources employee index is 67 and would be considered a strength.

2.2 Employee Engagement and Outcome Details

2.2.1 Engagement Outcome Details

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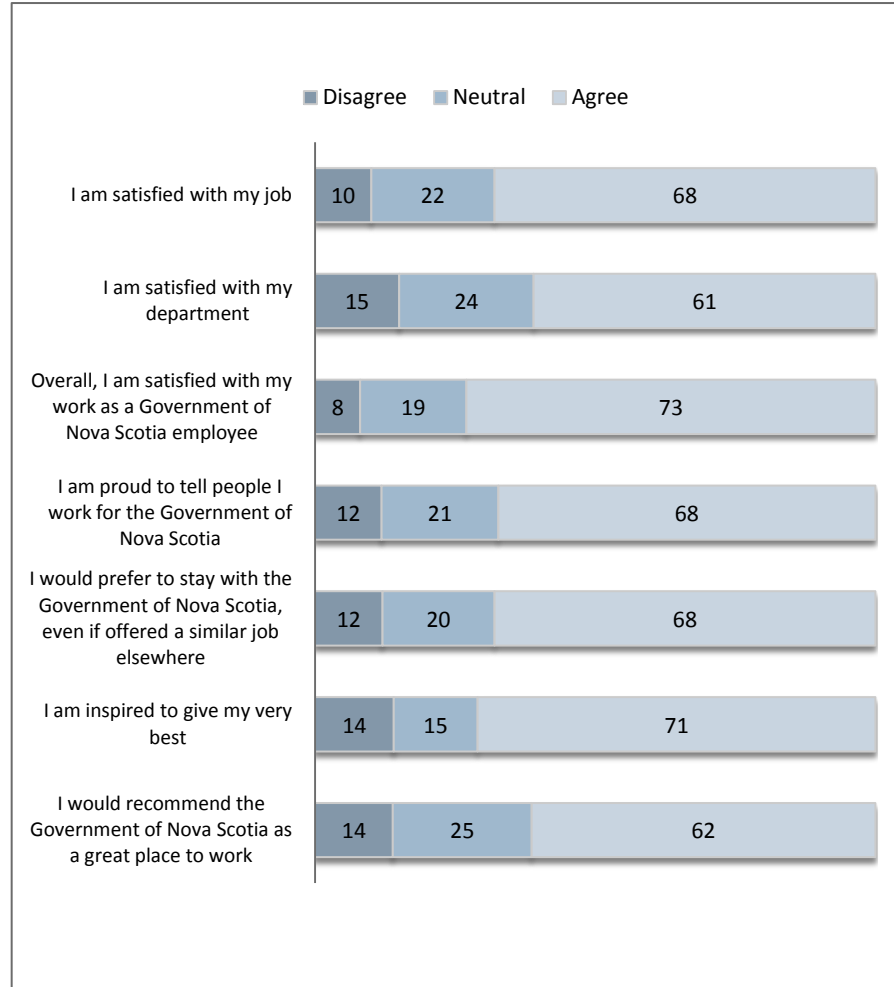
Figure 1 Detail engagement outcome results for 2011

2.3 Employee Engagement Trend

Table 2 below compares DNR's employee engagement results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
Job Satisfaction						
Job Satisfaction	68	80	76	69	n/a	n/a
Organizational Satisfaction						
Department Satisfaction	61	71	67	60	n/a	n/a
Overall Satisfaction	73	85	79	78	n/a	n/a
Organizational Commitment						
Proud	68	77	69	55	n/a	n/a
Preference to stay with Government of Nova Scotia	68	70	68	64	54	53
Inspired	71	74	72	58	n/a	n/a
Would Recommend as a great place to work	62	72	69	58	57	56
Engagement Level	67	75	71	62	n/a	n/a

Table 2 Employee Engagement Trend

For all seven questions, the level of agreement decreased substantially (by 2 to 12 percentage points) since 2009.   In comparison to the baseline only the questions, job and overall satisfaction, have decreased (only by 1 to 5 percentage points).   For the department satisfaction and commitment questions the favourable scores have increased in comparison to their baseline (by 1 to 15 percentage points).   The question with the largest decrease in agreement was job and overall satisfaction agreement score.
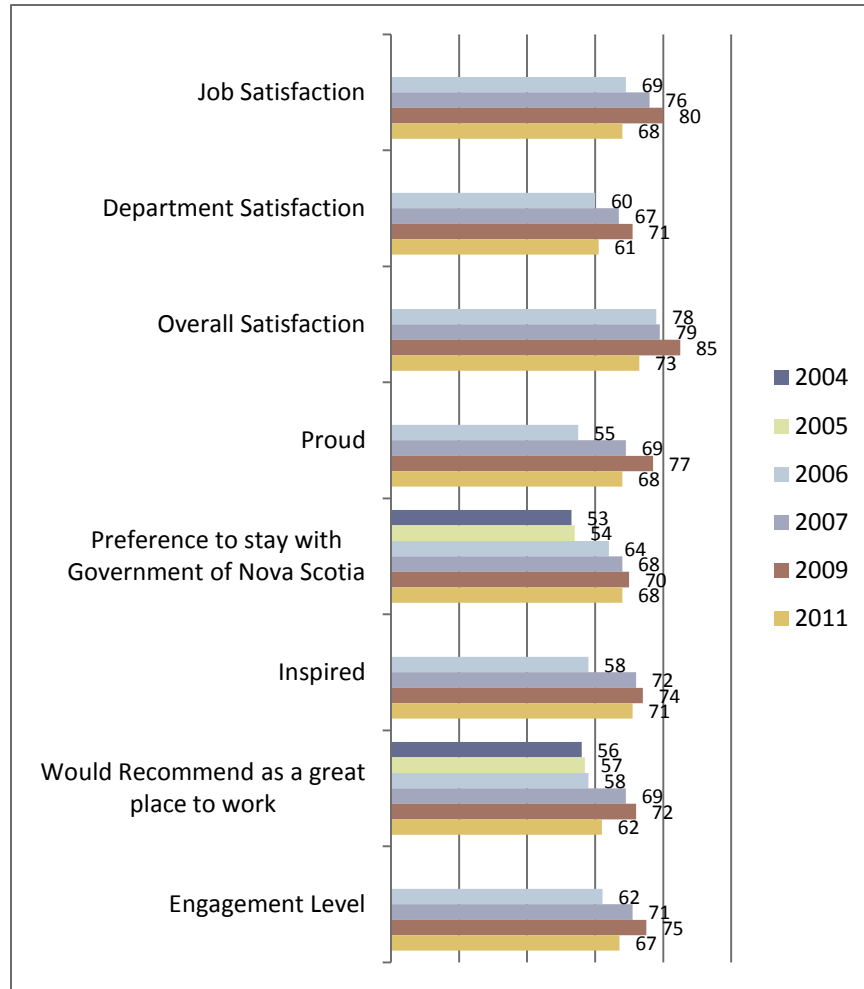
Figure 2 Agreement Score Comparison

2.4 How does Natural Resources engagement compare?

Table 3 below compares the Department results to the overall corporate results for 2011 employee survey employee engagement outcome results.

	Department Agreement Score	Corporate Agreement Score
Job Satisfaction		
Job Satisfaction	68	59
Organizational Satisfaction		
Department Satisfaction	61	53
Overall Satisfaction	73	67
Organizational Commitment		
Proud	68	62
Preference to stay with Government of Nova Scotia	68	62
Inspired	71	68
Would Recommend as a great place to work	62	57
Engagement Level	67	62

Table 3 Employee Engagement score comparison

Clear Strength	Strength	Area for Improvement	Area for Concern

As noted in the table above, Natural Resources shares the same strengths and areas for improvement as seen in the corporate results. Using the strength-improvement category guide, Natural Resources has stronger job and department satisfaction; and would recommend in comparison to the corporate results.

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

2.5.1 What do employees value?

The survey results reveal that Natural Resources employees value:

1. Challenging and interesting work -15%

2. Pay and benefits- 13%

3. Having the opportunity to balance work and personal life – 12%

4. Working with people I like -9%

5. Being treated with respect- 9%

6. Freedom to make decisions about how their job is done -8%

7. A chance to learn new skills and to develop -8%

8. A chance to make a difference – 8%

9. Opportunities for growth and advancement- 5%

10. Working for a leader they respect -4%

11. Receiving recognition for a job well done -4%

12. A chance to have ideas adopted and put into use -3%

13. Working for a manager they respect -3%

2.5.2 What attracted them to work for Government?

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

1. Opportunity to work in chosen Field -26%

2. Work Location – 18%

3. Quality work life balance – 15%

4. Compensation- 14%

5. Career advancement opportunities- 9%

6. Desire to work for the public service- 9%

7. Support for training and related professional development activities- 8%

2.5.3 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 3 illustrates this:
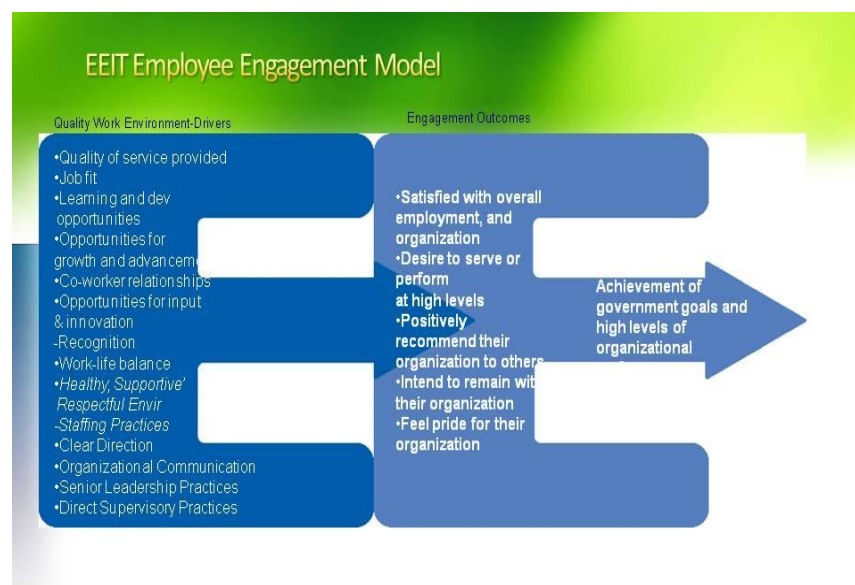
Figure 3 Employee Engagement Model

The drivers (quality environment indicators) can be grouped under four categories.
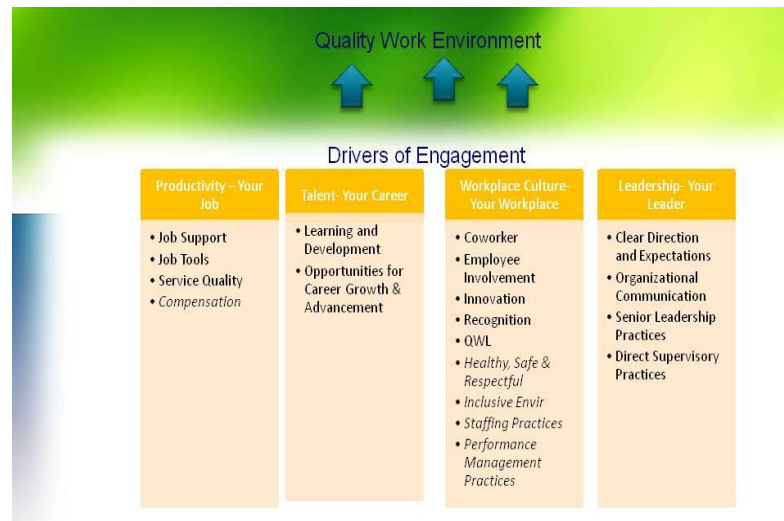
Figure 4 Drivers of Engagement category chart

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

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

The list below outlines the top factors influencing employees' job satisfaction, based on the Natural Resources 2011 survey results.
1. Senior Leadership Practices
2. Recognition
3. Staffing Practices
4. Healthy, Supportive & Respectful Environment Job Support & Tools
5. Direct Supervisory Practices

2.5.4 How is the Department performing in relation to the drivers (factors) of engagement?

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

For Natural Resources:

	Index
Job Productivity Index	77
Talent Capacity Index	59
Workplace Culture Index	67
Leadership Index	58
Overall- Quality Environment Index	64

Table 4 Driver Indices for 2011

2.5.5 Where does the Natural Resources 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, on the next page, provides a visual picture to illustrate how employees perceive their current work environment and what is influences their level of satisfaction and commitment.

Priority Matrix for EE Index

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

Figure 5 Priority Action Matrix Grid

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

Based on the analysis of employee engagement drivers and analyzing how employees perceive their current work environment and what they consider as important to them Natural Resources' focus should be:

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

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

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

Chapter 3 - Quality Work Environment

3.1 Your Job- Productivity Capacity

3.1.1 Productivity Capacity Details

Figure 6 below summarizes the disagreement, neutral and agreement scores for the Productivity Capacity results.

Disagree **Neutral** **Agree**

Question	Disagree	Neutral	Agree
Q.1 I am provided with the tools and equipment I need to do my job well.	12	10	78
Q.2 I am provided with the communication I need to do my job well.	16	21	63
Q. 3 My physical environment allows me to contribute fully to my job	7	12	80
Q.4 My job is a good fit with my skills and interest	3	9	89
Q5. My job provides me with the right level of challenge	11	17	72
Q.6 I have support at work to provide high level of service.	18	18	64
Q.7 My work unit is making an effort to improve service quality	16	19	65
Q.8 In my work unit, we measure and monitor to make sure that we are meeting our service quality	20	25	55
Q.9 I am fairly compensated	28	17	55

Figure 6 Detail job productivity capacity results for 2011

3.1.2 Productivity Capacity Comparison

Table 5 below compares the DNR results to the overall corporate results for 2011 employee survey employee engagement outcome results.

	DNR	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	78	72
Provided with the communication needed to do job well	63	58
Physical work environment allows employees to fully contribute to job	80	71
Job Fit		
Job is a good fit with skills and interests	89	79
Job provides right level of challenge	72	66
Quality of Service Provided		
Have support at work to provide high level of service	64	61
Work unit is making an effort to improve service quality	65	68
Work unit measures and monitors to make sure they are meeting their service quality	55	56
Compensation		
Compensated fairly for job	55	44

Table 5 Productivity Capacity comparison

As noted in the table above, Natural Resources shares similar strengths and areas for improvement with the corporate results. There is no unique area for concern for Natural Resources.

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

- Job Support and Tools category
- Compensation

3.1.3 Productivity Capacity Trend

Table 6 shows the productivity capacity trend analysis for DNR's employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
Provided with the tools and equipment needed to do job well	78	78	76	67	76	64
Provided with the communication needed to do job well	63	69	71	67	80	66
Job is a good fit with skills and interests	89	91	86	87	n/a	n/a
Job provides right level of challenge	72	77	n/a	n/a	n/a	n/a
Have support at work to provide high level of service	64	72	74	67	n/a	n/a
Compensated fairly for job	55	51	44	35	52	57
Productivity Index	**77**	**82**	**80**	**77**	**n/a**	**n/a**

Table 6 Productivity Capacity Trend

For all four of the six questions, the level of agreement decreased (by 6 to 8 percentage points) since 2009.   The question with the largest decrease in agreement was "Have support at work to provide high level of service" agreement score.

In comparison to the 2009, the question "Compensated fairly for job" increased (by 4 percentage points).   For the question, "Provided with the tools and equipment needed to do job well" the favourable score did not change in comparison to 2009.

3.2 Talent Capacity – Your Career

3.2.1 Talent Capacity Details

Figure 7 summarizes the disagreement, neutral, and agreement scores for the career-talent capacity results.
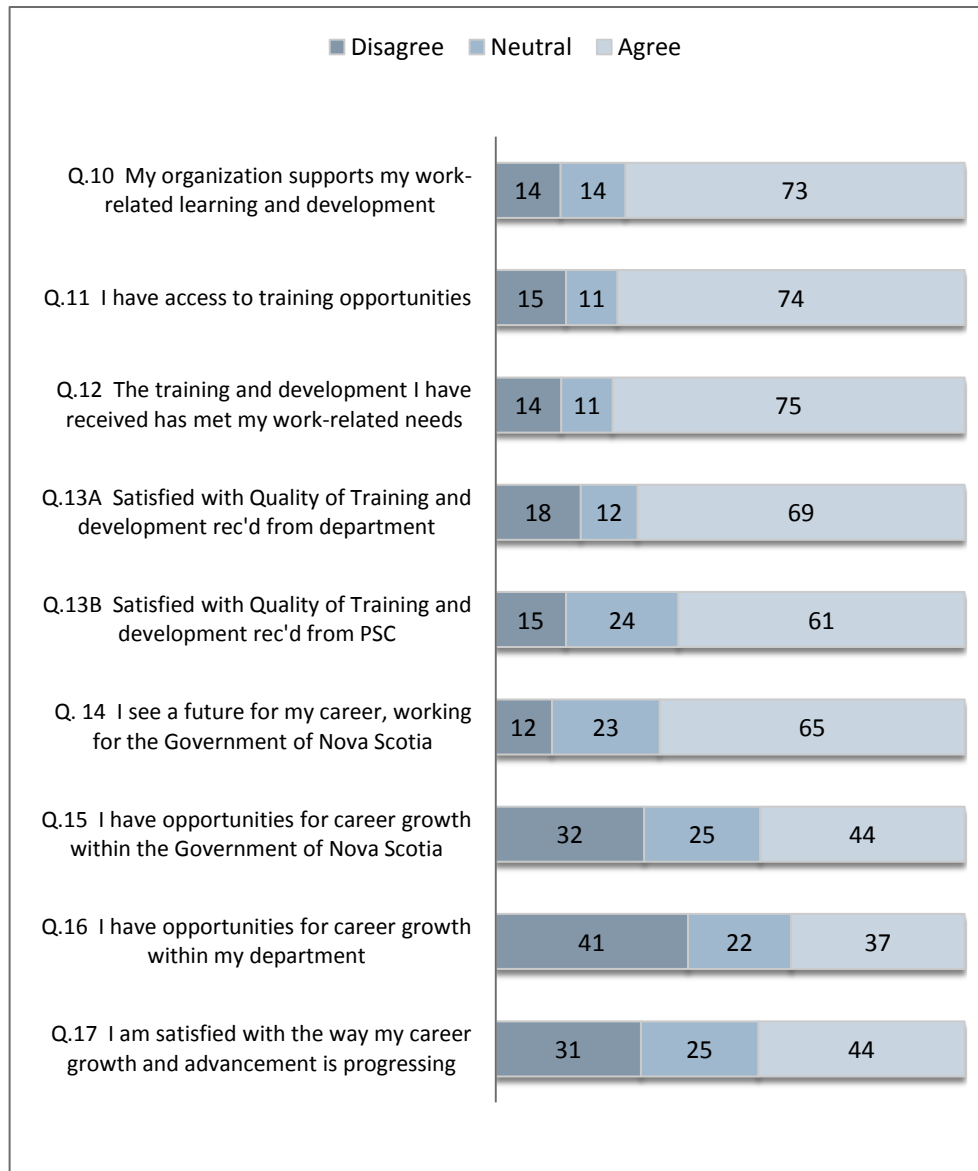
Figure 7 Detail talent capacity results for 2011

3.2.2 Talent Capacity Comparison

Table 7 below compares DNR's results to the overall corporate results for 2011 employee survey talent capacity results.

	DNR	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	73	62
Have access to training opportunities	74	62
Training and development received met work-related needs	75	62
Satisfied with the quality of training and development received from department	69	54
Satisfied with the quality of training and development received from PSC	61	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	65	60
Have opportunities for career growth within the Government of Nova Scotia	44	42
Have opportunities for career growth within the department	37	32
Satisfied with the way career growth and advancement is progressing	44	38

Table 7 Talent Capacity Comparison

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

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

- Training and development meeting work-related needs
- Satisfaction with the quality of the training and development received from their department and PSC.

3.2.3 Talent Capacity Trend

Table 8 shows the Talent Capacity trend analysis for DNR's employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
Organization supports work-related learning and development	73	81	69	67	n/a	n/a
Have access to training opportunities	74	83	86	80	87	74
Training and development received met work-related needs	75	78	n/a	n/a	n/a	n/a
See a future for career working for the Government of Nova Scotia	65	73	63	56	63	53
Have opportunities for career growth within the Government of Nova Scotia	44	50	43	40	n/a	n/a
Have opportunities for career growth within the department	37	44	39	n/a	n/a	n/a
Talent Capacity Index	**59**	**66**	**56**	**54**	**n/a**	**n/a**

Table 8 Talent Capacity Trend

For all six questions, the level of agreement decreased (by 3 to 9 percentage points) since 2009.   The question with the largest decrease in agreement was "Have access to training opportunities" job agreement score.

3.3 Workplace Culture - Your Workplace

3.3.1 Workplace Culture Details

Figure 8 (continued on next page) summarizes the disagreement, neutral, and agreement scores for the workplace culture results.

■ Disagree ■ Neutral ■ Agree

	Disagree	Neutral	Agree
Q.18 The people I work with make an effort to help each other out	9	10	82
Q.19 I have a positive working relationship with my coworkers	4	9	87
Q.20 I have opportunities to provide input into decisions that affect my work	18	18	64
Q.21 Shared goals are developed for my work unit	21	21	58
Q.22 My supervisor considers my work-related ideas	12	14	74
Q.23 I feel free to suggest innovative changes in my work	13	11	76
Q.24 Innovation is valued in my work	19	18	63
Q.25 I feel valued for my contributions at work	21	21	58
Q.26 I receive meaningful recognition for work well done	28	26	46
Q.27 I receive recognition from my supervisor for a job well done	21	17	62
Q.28 I have support at work to balance my work and personal life	10	17	73
Q.29 My work-related stress is manageable	12	23	66
Q.30 My workload is manageable	21	22	58
Q.31 My department promotes a healthy and supportive workplace	16	17	66
Q.32 My department creates a safe work environment for its employees	7	14	79
Q.33 I feel safe working in my job	6	9	85
Q.34 Employees in my department are respectful of employee differences	10	15	76
Q.35 I am treated respectfully	8	13	80
Q.36 A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	16	15	69

Disagree ■ **Neutral** ■ **Agree**

Question	Disagree	Neutral	Agree
Q.38 My department values diversity	5	21	74
Q.39 My department is actively implementing activities and practices that support a diverse workplace	7	25	68
Q.41 The Government of Nova Scotia hires and promotes people based on their education, skills, knowledge, and experience	18	29	53
Q.42 In my department, the hiring, promotion and other staffing processes is based on education skills, knowledge and experience	22	27	51
Q.43 In my department, the process of selecting a person for a position is clear	25	25	49
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	25	33	42
Q.46 In my department, the process of hiring, promotion and other staffing processes are free from favouritism	29	30	41
Q.48 I have a clear understanding how my performance is evaluated	15	16	68
Q.49 My most recent performance appraisal/review reflects my performance	9	14	76

Figure 8 Detail workplace culture results for 2011

3.3.2   Workplace Culture Comparison

Table 9 (continued on next page) compares the Workplace Culture results for DNR to the overall corporate results for 2011.

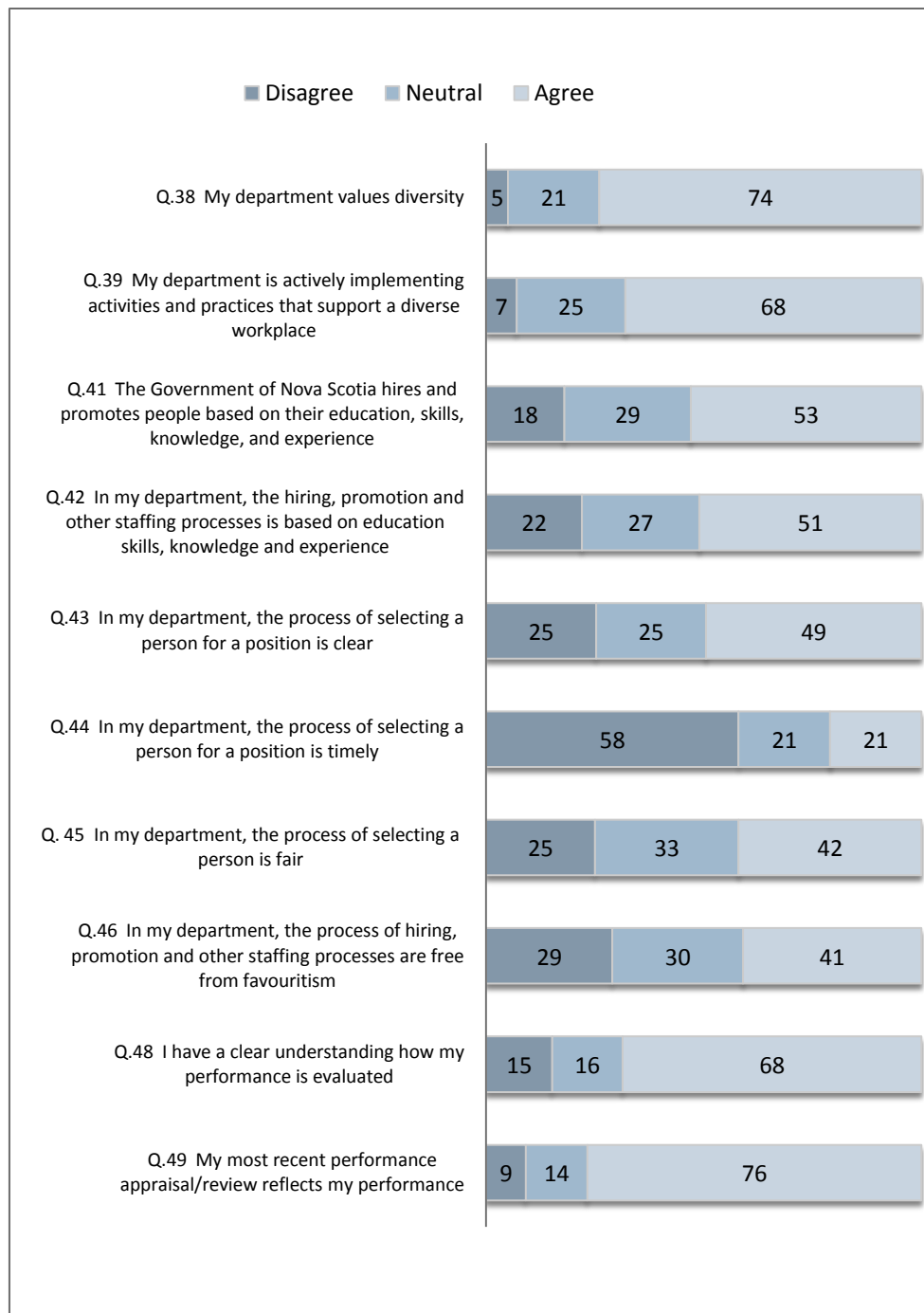|	DNR	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	82	77
Have a positive working relationship with coworkers	87	84
Employee Involvement and Innovation		
Have opportunities to provide into decisions that affect their work	64	60
Shared goals are developed for work unit	58	51
Supervisor considers their work-related ideas	74	69
Feel free to suggest innovative changes in their work	76	67
Innovation is valued in their work	63	54
Recognition		
Feel valued for contributions at work	58	54
Receive meaningful recognition for work well done	46	47
Receive recognition from supervisor for a job well done	62	58
Quality of Work Life		
Have support at work to balance work and personal life	73	62
Work-related stress is manageable	66	59
Workload is manageable	58	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	66	59
Department creates a safe work environment for its employees	79	73
Employees feel safe working in their job	85	78
Employees in department are respectful of employee differences	76	69
Treated respectfully at work	80	74
A healthy atmosphere (trust, mutual respect) exists in work unit	69	62
Diverse and Inclusive Environment		
Department values diversity	74	67
Department is actively implementing activities and practices that support a diverse workplace	68	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	53	49

	DNR	Corporate
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	51	48
In the department, the process of selecting a person for a position is clear	49	47
In the department, the process of selecting a person for a position is timely	21	21
In the department, the process of selecting a person is fair	42	41
In the department, hiring, promotion and other staffing processes are free from favouritism	41	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	82	65
% who didn't participate in a performance appraisal/review who would like to	88	76
Have a clear understanding of how performance is evaluated	68	59
Most recent performance appraisal/review reflects performance	76	67

Table 9 Workplace Culture comparison with corporate results

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

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

- Feeing free to suggest innovative ideas
- Valuing innovation
- Receiving recognition from their supervisor
- Promoting a healthy and a safe environment
- Employees respecting employee differences
- Treating employees respectfully
- Actively implementing initiatives to support diversity
- Perception of merit hiring
- Performance Management Practices category

3.3.3   Workplace Culture Trend

Table 10 (continued on the next page) shows the workplace culture trend analysis for DNR's employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
The people I work with make an effort to help each other	82	88	90	87	84	75
Have a positive working relationship with coworkers	87	91	91	89	n/a	n/a
Have opportunities to provide into decisions that affect their work	64	78	76	84	77	68
Shared goals are developed for work unit	58	66	67	62	69	56
Supervisor considers their work-related ideas	74	85	86	84	87	74
Feel free to suggest innovative changes in their work	76	82	n/a	n/a	n/a	n/a
Innovation is valued in their work	63	71	59	n/a	n/a	n/a
Feel valued for contributions at work	58	65	65	44	61	58
Receive meaningful recognition for work well done	46	53	53	35	n/a	n/a
Receive recognition from supervisor for a job well done	62	66	67	65	67	65
Have support at work to balance work and personal life	73	78	76	69	70	63
Work-related stress is manageable	66	80	n/a	n/a	n/a	n/a
Workload is manageable	58	71	n/a	n/a	n/a	n/a
Department promotes a healthy and supportive workplace	66	72	53	n/a	n/a	n/a
Department creates a safe work environment for its employees	79	88	89	89	92	78
Employees feel safe working in their job	85	93	95	93	92	78
Employees in department are respectful of employee differences	76	75	73	73	78	64
Treated respectfully at work	80	82	n/a	n/a	n/a	n/a
A healthy atmosphere (trust, mutual respect) exists in work unit	69	69	n/a	n/a	n/a	n/a
Department values diversity	74	73	55	60	65	50
Department is actively implementing activities and practices that support a diverse workplace	68	56	42	n/a	n/a	n/a
NS Government hires and promotes people based on their education, skills, knowledge and experience	53	59	44	42	41	46
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	51	62	n/a	n/a	n/a	n/a
In the department, the process of selecting a person for a position is clear	49	63	n/a	n/a	n/a	n/a
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	82	77	71	84	84	70
Have a clear understanding of how performance is evaluated	68	72	n/a	n/a	n/a	n/a

	2011	2009	2007	2006	2005	2004
Most recent performance appraisal/review reflects performance	76	71	n/a	n/a	n/a	n/a
Workplace Culture Index	**67**	**74**	**71**	**n/a**	**n/a**	**n/a**

Table 10 Workplace Culture Trend

For 21 out of the 27 questions, the level of agreement decreased substantially (by 4 to 14 percentage points) since 2009.   The questions with the largest decrease in agreement were:

- Have opportunities to provide into decisions that affect their work
- Work-related stress is manageable
- In the department, the process of selecting a person for a position is clear

For the following questions the favourable scores have increased in comparison to 2009 (by 1 to 12 percentage points):

- Employees in department are respectful of employee differences
- Department values diversity
- Department is actively implementing activities and practices that support a diverse workplace
- Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)
- Most recent performance appraisal/review reflects performance

For the question "A healthy atmosphere (trust, mutual respect) exists in work unit" there was no change in the favourable score in comparison to 2009.

3.4   Leadership - Your Leader

3.4.1   Leadership Details

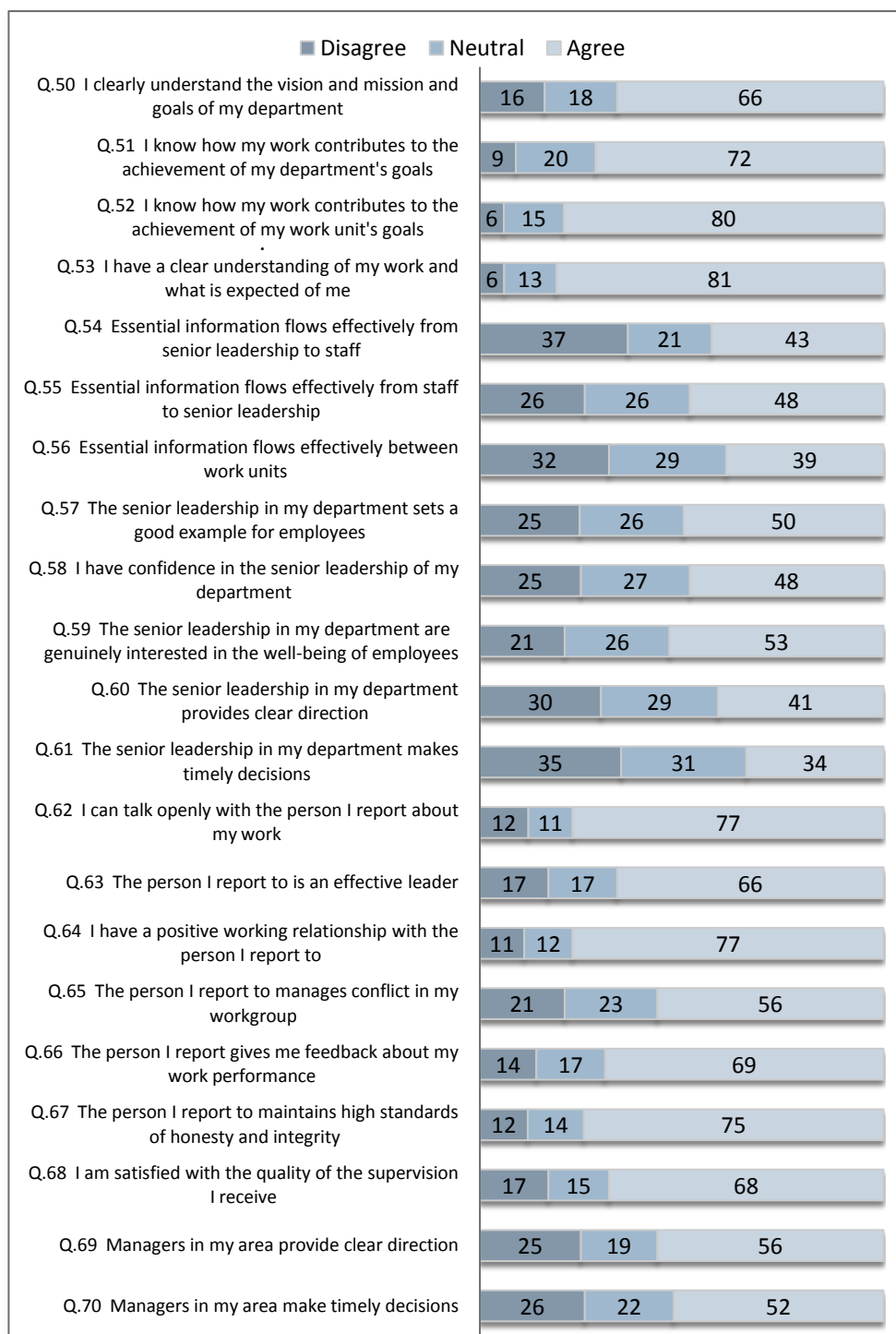Figure 9 summarizes the disagreement, neutral, and agreement scores for leadership practices results.

	■ Disagree	■ Neutral	■ Agree
Q.50 I clearly understand the vision and mission and goals of my department	16	18	66
Q.51 I know how my work contributes to the achievement of my department's goals	9	20	72
Q.52 I know how my work contributes to the achievement of my work unit's goals	6	15	80
Q.53 I have a clear understanding of my work and what is expected of me	6	13	81
Q.54 Essential information flows effectively from senior leadership to staff	37	21	43
Q.55 Essential information flows effectively from staff to senior leadership	26	26	48
Q.56 Essential information flows effectively between work units	32	29	39
Q.57 The senior leadership in my department sets a good example for employees	25	26	50
Q.58 I have confidence in the senior leadership of my department	25	27	48
Q.59 The senior leadership in my department are genuinely interested in the well-being of employees	21	26	53
Q.60 The senior leadership in my department provides clear direction	30	29	41
Q.61 The senior leadership in my department makes timely decisions	35	31	34
Q.62 I can talk openly with the person I report about my work	12	11	77
Q.63 The person I report to is an effective leader	17	17	66
Q.64 I have a positive working relationship with the person I report to	11	12	77
Q.65 The person I report to manages conflict in my workgroup	21	23	56
Q.66 The person I report gives me feedback about my work performance	14	17	69
Q.67 The person I report to maintains high standards of honesty and integrity	12	14	75
Q.68 I am satisfied with the quality of the supervision I receive	17	15	68
Q.69 Managers in my area provide clear direction	25	19	56
Q.70 Managers in my area make timely decisions	26	22	52

Figure 9 Leadership Capacity details

3.4.2 Leadership Comparison

Table 11 below compares DNR's results to the overall corporate results for 2011 employee survey leadership results.

	NR	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	66	68
Know how work contributes to the achievement of department goals	72	73
Know how work contributes to the achievement of work unit goals	80	79
Have a clear understanding of their work and what is expected of them	81	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	43	37
Essential information flows effectively from staff to senior leadership	48	43
Essential information flows effectively between work units	39	33
Senior Leadership Practices		
Department senior leadership sets a good example	50	48
Have confidence in the department senior leadership	48	48
Department senior leadership are genuinely interested in the well being of employees	53	49
Department senior leadership provides clear direction	41	42
Department senior leadership makes timely decisions	34	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	77	76
Person report to is an effective leader	66	63
Employees have a positive working relationship with the person they report to	77	77
Person they report to manages conflict in the workgroup	56	54
Person they report to gives employees feedback on their work performance	69	63
Person they report to maintains high standards of honesty and integrity	75	72
Satisfied with the quality of supervision received	68	65
Managers provide clear direction	56	56
Managers make timely decisions	52	51

Table 11 Leadership Comparisons

As noted in Table 11 on the previous page, Natural Resources shares similar strengths and areas for improvement with the corporate results.   Natural Resources has no unique areas of concern.   Concern for the organizational communication and senior leadership practices are corporate-wide issues.

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

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

3.4.2 Leadership Trend

Table 12 shows the Leadership trend analysis for DNR's employee survey results from 2004 to 2011.

	2011	2009	2007	2006	2005	2004
Clearly understood the vision, mission and goals of the department	66	56	n/a	n/a	n/a	n/a
Know how work contributes to the achievement of department goals	72	76	76	69	82	71
Know how work contributes to the achievement of work unit goals	80	82	n/a	n/a	n/a	n/a
Have a clear understanding of their work and what is expected of them	81	86	n/a	n/a	n/a	n/a
Essential information flows effectively from senior leadership to staff	43	53	41	n/a	n/a	n/a
Department senior leadership sets a good example	50	59	40	40	47	51
Have confidence in the department senior leadership	48	58	39	40	48	52
Department senior leadership are genuinely interested in the well being of employees	53	58	48	n/a	n/a	n/a
Department senior leadership provides clear direction	41	49	40	n/a	n/a	n/a
Department senior leadership makes timely decisions	34	44	30	n/a	n/a	n/a
Employees can talk openly with the person they report to about work	77	84	83	87	84	75
Person report to is an effective leader	66	73	69	60	n/a	n/a
Employees have a positive working relationship with the person they report to	77	84	85	87	n/a	n/a
Person they report to manages conflict in the workgroup	56	57	56	53	58	51
Person they report to gives employees feedback on their work performance	69	73	72	78	76	68
Person they report to maintains high standards of honesty and integrity	75	76	n/a	n/a	n/a	n/a
Satisfied with the quality of supervision received	68	76	73	n/a	n/a	n/a
Managers provide clear direction	56	61	n/a	n/a	n/a	n/a
Managers make timely decisions	52	56	63	n/a	n/a	n/a
Leadership Index	**58**	**66**	**57**	**n/a**	**n/a**	**n/a**

Table 12 Leadership Trend

Except for one question, the level of agreement decreased (by 1 to 10 percentage points) since 2009.   The questions with the largest decrease in agreement were:

- Essential information flows effectively from senior leadership to staff
- Have confidence in the department senior leadership
- Department senior leadership makes timely decisions

For the "Clearly understood the vision, mission and goals of the department" question the favourable scores have increased in comparison to 2009 (by 10 percentage points).

Chapter 4 - Other Work Environment Questions

4.1 Respectful Environment

As shown in the survey, 17% of Natural Resources employees have experienced bullying behavior in the last 12months. And 29% who experienced bullying behavior reported the behavior.

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

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

Experienced the bullying behavior from:	
Coworker or colleague	36%
The person they report to	29%
Another manager in the org	16%
Someone who works for another part of the organization	7%
A member of the public	7%
Someone you manage	4%
A client	2%

Table 13 Where bullying behaviour came from

4.2 Inclusive Environment

As shown in the survey, 6% of Natural Resources employees have experienced racism and/or discrimination in the last 12months. Only 50% of employees who experienced racism and/or discrimination reported the behavior.

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

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

Experienced the racism and/or discrimination from:	
Coworker or colleague	44%
Another manager in the organization	25%
A member of the public	19%
The person they report to	6%
Someone who works for another part of the organization	6%

Table 14 Where racism/discrimination came from

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

Racism and/or discrimination experienced:	
Sex (Gender)	18%
National or Aboriginal origin	14%
Family status	14%
Age	14%
Physical disability	9%
Political belief, affiliation or activity	9%
Race	5%
Religion	5%
Creed	5%
Sexual orientation	5%
Mental disability	5%

Table 15 Type of racism/discrimination experienced

4.3 Employees' Retention Intentions

As shown in the tables below, 34% of Natural Resources employees are planning on leaving within the next 5 years. The main reason for leaving is retirement and to pursue other employment opportunities.

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

Employees intend to stay	
2 years or less	11%
Between 3-5 years	23%
Between 6-10 years	25%
11 years or more	42%

Table 16 Employees retention intentions for 2011

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

Reason for Leaving	
Retirement	70%
Pursuing other employment opportunities	11%
Management (lack of support or recognition)	9%
Job itself (not interesting work or lack of challenge)	4%
Other	4%
Family obligations	1%
End of contract or term appointment	1%

Table 17 Reason employees are planning to leave the department

Appendix I   Mean Scores

	Mean Score
Productivity	
Job Support and Tools	
Provided with the tools and equipment needed to do job well	4.05
Provided with the communication needed to do job well	3.68
Physical work environment allows employees to fully contribute to job	4.14
Job Fit	
Job is a good fit with skills and interests	4.45
Job provides right level of challenge	3.93
Quality of Service	
Have support at work to provide high level of service	3.67
Work unit is making an effort to improve service quality	3.70
Work unit measures and monitors to make sure they are meeting their service quality	3.47
Compensation	
Compensated fairly for job	3.33
Talent Capacity	
Learning and Development	
Organization supports work-related learning and development	3.87
Have access to training opportunities	3.95
Training and development received met work-related needs	3.90
Satisfied with the quality of training and development received from department	3.76
Satisfied with the quality of training and development received from PSC	3.67
Opportunities for Career Growth and Advancement	
See a future for career working for the Government of Nova Scotia	3.74
Have opportunities for career growth within the Government of Nova Scotia	3.14
Have opportunities for career growth within the department	2.89
Satisfied with the way career growth and advancement is progressing	3.14

	Mean Score
Workplace Culture	
Coworker Relationship	
The people I work with make an effort to help each other	4.14
Have a positive working relationship with coworkers	4.34
Employee Involvement and Innovation	
Have opportunities to provide into decisions that affect their work	3.67
Shared goals are developed for work unit	3.45
Supervisor considers their work-related ideas	3.96
Feel free to suggest innovative changes in their work	3.95
Innovation is valued in their work	3.57
Recognition	
Feel valued for contributions at work	3.50
Receive meaningful recognition for work well done	3.23
Receive recognition from supervisor for a job well done	3.60
Quality of Work Life	
Have support at work to balance work and personal life	3.93
Work-related stress is manageable	3.70
Workload is manageable	3.48
Healthy, Supportive and Respectful Environment	
Department promotes a healthy and supportive workplace	3.65
Department creates a safe work environment for its employees	4.07
Employees feel safe working in their job	4.26
Employees in department are respectful of employee differences	3.94
Treated respectfully at work	4.11
A healthy atmosphere (trust, mutual respect) exists in work unit	3.81
Diverse and Inclusive Environment	
Department values diversity	3.94
Department is actively implementing activities and practices that support a diverse workplace	3.86
Staffing Practices	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.43
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.39

	Mean Score
In the department, the process of selecting a person for a position is clear	3.37
In the department, the process of selecting a person for a position is timely	2.41
In the department, the process of selecting a person is fair	3.26
In the department, hiring, promotion and other staffing processes are free from favouritism	3.13
Performance Management Practices	
Have a clear understanding of how performance is evaluated	3.75
Most recent performance appraisal/review reflects performance	3.93
Leadership	
Clear Direction and Expectations	
Clearly understood the vision, mission and goals of the department	3.67
Know how work contributes to the achievement of department goals	3.88
Know how work contributes to the achievement of work unit goals	4.02
Have a clear understanding of their work and what is expected of them	4.10
Organizational Communication	
Essential information flows effectively from senior leadership to staff	2.98
Essential information flows effectively from staff to senior leadership	3.18
Essential information flows effectively between work units	3.01
Senior Leadership Practices	
Department senior leadership sets a good example	3.27
Have confidence in the department senior leadership	3.26
Department senior leadership are genuinely interested in the well-being of employees	3.39
Department senior leadership provides clear direction	3.05
Department senior leadership makes timely decisions	2.92
Direct Supervisory Practices	
Employees can talk openly with the person they report to about work	4.10
Person report to is an effective leader	3.75
Employees have a positive working relationship with the person they report to	4.10
Person they report to manages conflict in the workgroup	3.47
Person they report to gives employees feedback on their work performance	3.79
Person they report to maintains high standards of honesty and integrity	4.03
Satisfied with the quality of supervision received	3.83
Managers provide clear direction	3.42
Managers make timely decisions	3.30

	Mean Score
Overall	
Work for an effective organization	3.38
Satisfied with my job	3.78
Satisfied with my department	3.61
Overall satisfied with work as a Government of Nova Scotia employee	3.88
Proud to tell people work as a Government of Nova Scotia employee	3.83
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.84
Inspired to give my very best	3.88
Would recommend the Government of Nova Scotia as a great place to work	3.71