How's Work Going 2011

Department of Energy 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 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 Energy had a response rate of 92% (93% 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 75% and over	Strength 60-74%	Area for Improvement 50-59%	Area for Concern Under 50%

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

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

Interpreting the Action

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

High

Average Level of Agreement

3.5

| 3 | 4 |

| 2 | 1 |

Low   3.5   **High**

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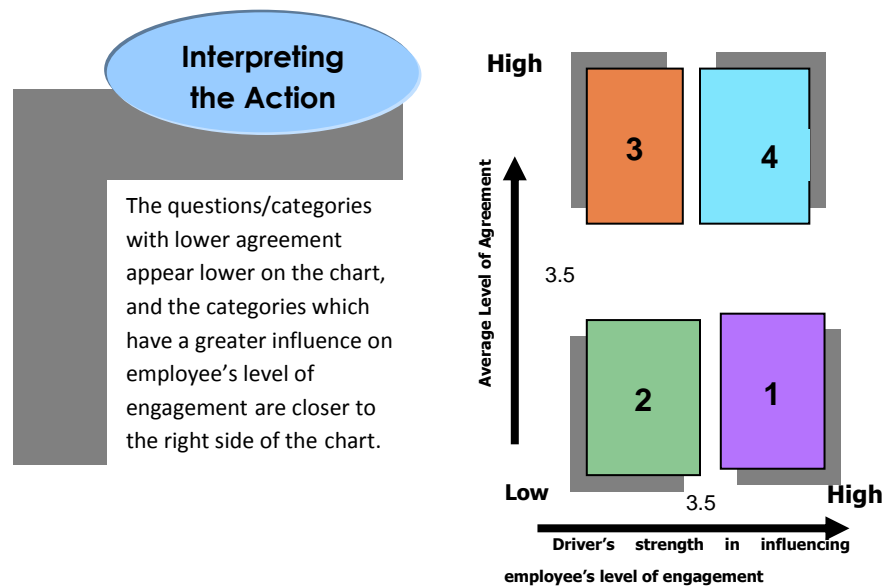
Chapter 2- Outcome Results

2-1 Engagement Outcome Summary

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	62
Organizational Satisfaction	
Department Satisfaction	58
Overall Satisfaction	75
Organizational Commitment	
Proud	69
Preference to stay with NS Government	50
Inspired	72
Would Recommend as a great place to work	58
Engagement Index	**64**

Table 1 Engagement Index and Engagement Outcome Results

Department of Energy employee index is 64 and would be considered a strength.

2-2 Engagement Outcome Details

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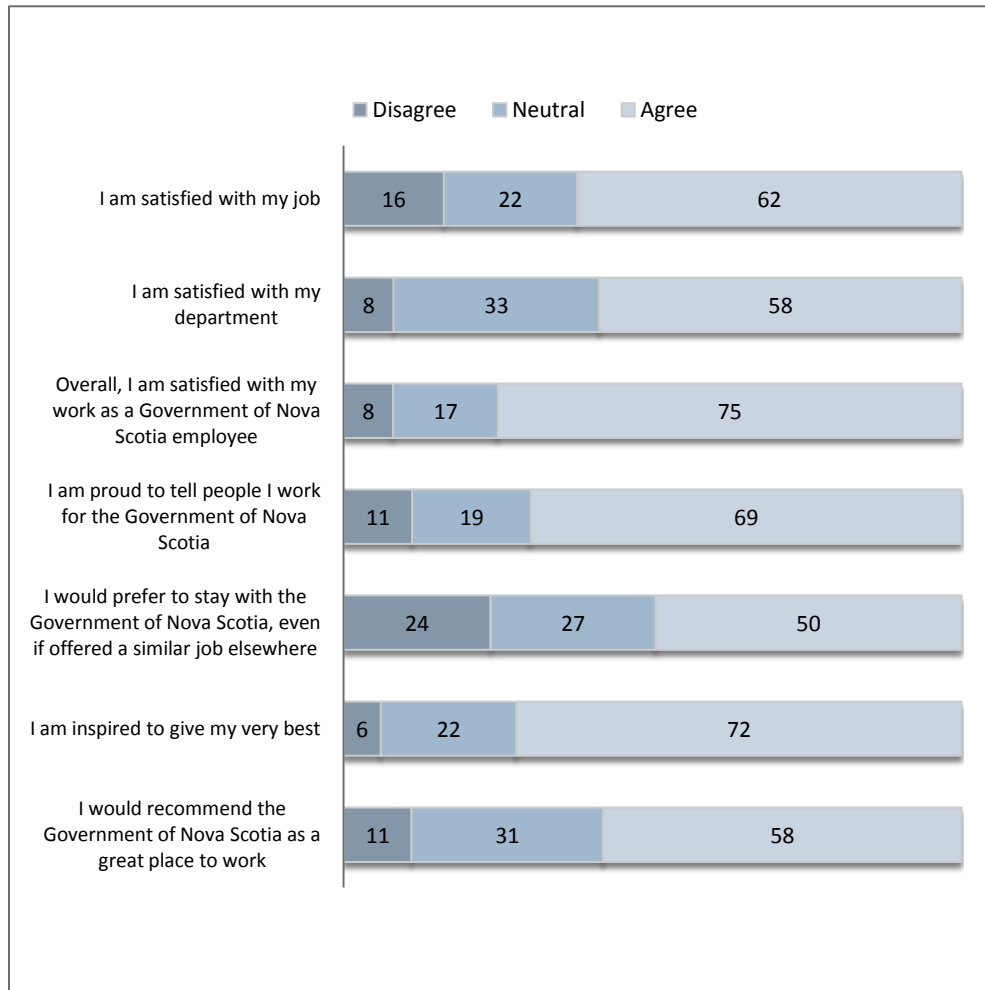
Figure 1 Detail engagement outcome results for 2011

2-3 Engagement Trend

Table 2 below shows the comparison between the Department's 2007, 2009 and 2011 survey results for the employee engagement outcomes.

	2011	2009	2007
Job Satisfaction	62	84	70
Department Satisfaction	58	84	63
Overall Satisfaction	75	87	78
Proud	69	76	78
Preference to stay with Government of Nova Scotia	50	71	44
Inspired	72	84	70
Would Recommend as a great place to work	58	82	74
Engagement Level	**64**	81	68

Table 2 Comparison between 2007, 2009 and 2011 for engagement outcomes

For all seven questions, the level of agreement decreased substantially (by 7 to 26 percentage points) since 2009. In comparison to the baseline all of the satisfaction questions plus the proud and would recommend have decreased (by 3 to 16 percentage points). For the commitment questions preference to stay and inspired the favourable scores have increased in comparison to their baseline (by 2 to 6 percentage points). The question with the largest decrease in agreement was department satisfaction agreement score.
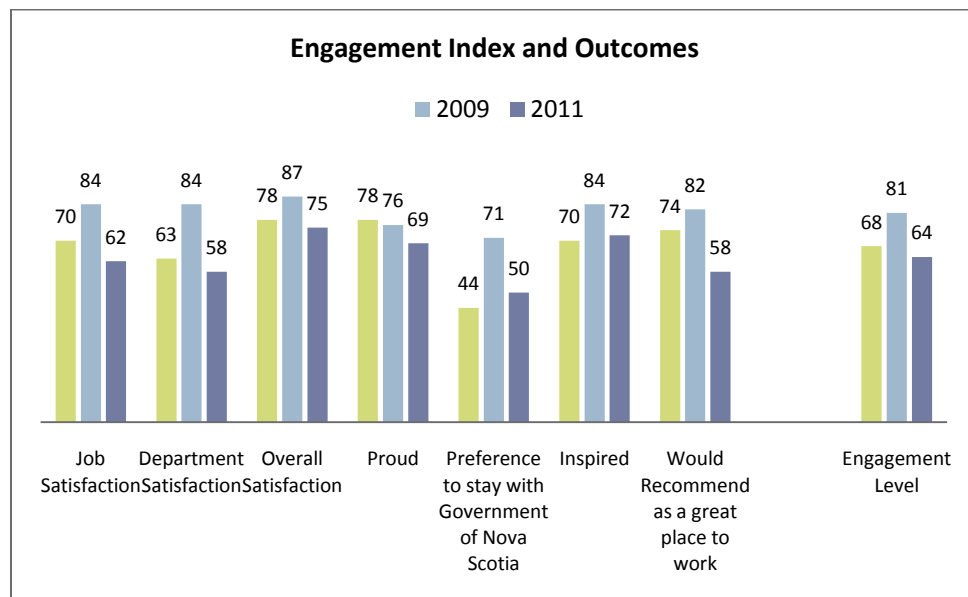
Figure 2 Agreement Score Comparison

2-4 How does Energy's 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	62	59
Organizational Satisfaction		
Department Satisfaction	58	53
Overall Satisfaction	75	67
Organizational Commitment		
Proud	69	62
Preference to stay with Government of Nova Scotia	50	62
Inspired	72	68
Would Recommend as a great place to work	58	57
Engagement Level	64	62

Table 3 Comparison between Department and Corporate results for 2011 for engagement outcomes

Clear Strength	Strength	Area for Improvement	Area for Concern

As noted in the table above, Energy shares the same strengths and areas for improvement as seen in the corporate results.   Using the strength-improvement category guide, Energy has stronger job and overall satisfaction in comparison to the corporate results. Energy's preference to stay is not as strong as 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 Energy employees value:

1. Challenging and interesting work -17%

2. Opportunities for growth and advancement- 11%

3. A chance to make a difference – 10%

4. A chance to learn new skills and to develop - 9%

5. Pay and benefits -8%

6. Working with people I like -8%

7. Having the opportunity to balance work and personal life – 8%

8. A chance to have ideas adopted and put into use -7%

9. Being treated with respect- 6%

10. Working with a leader they respect -6%

11. Freedom to make decisions about how do their job -5%

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

13. Working for a manager they respect -2%

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 -24%

2. Quality work life balance – 18%

3. Work Location – 15%

4. Desire to work for the public service- 14%

5. Career advancement opportunities- 13%

6. Compensation- 8%

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

2-5-3 What factors influence employees' level of satisfaction and commitment with the organization?

There are several drivers of employee engagement, which can be measured. These include employees perceptions of their opportunities for input into decisions that affect their work; productive, collaborative and respectful working relationships; clear expectations and sense of direction for the organization; confidence in leadership; job fit with skills and interests; opportunities for learning and development; recognition for their work; and, having the support they need to provide customers quality service while achieving a balance between work and personal life. Figure 3 illustrates this:
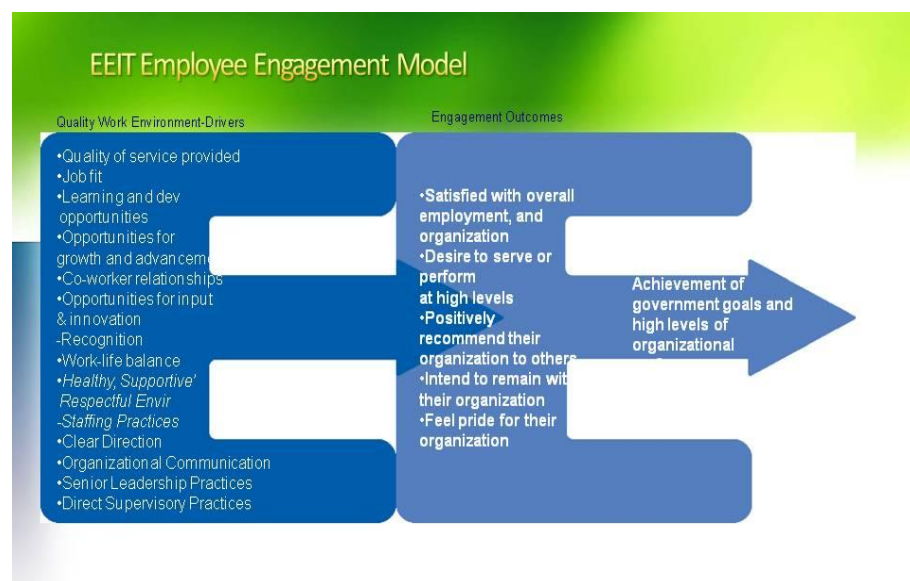
Figure 3 Interjurisdictional Employee Engagement Model

The drivers (quality environment indicators) can be grouped under four categories.
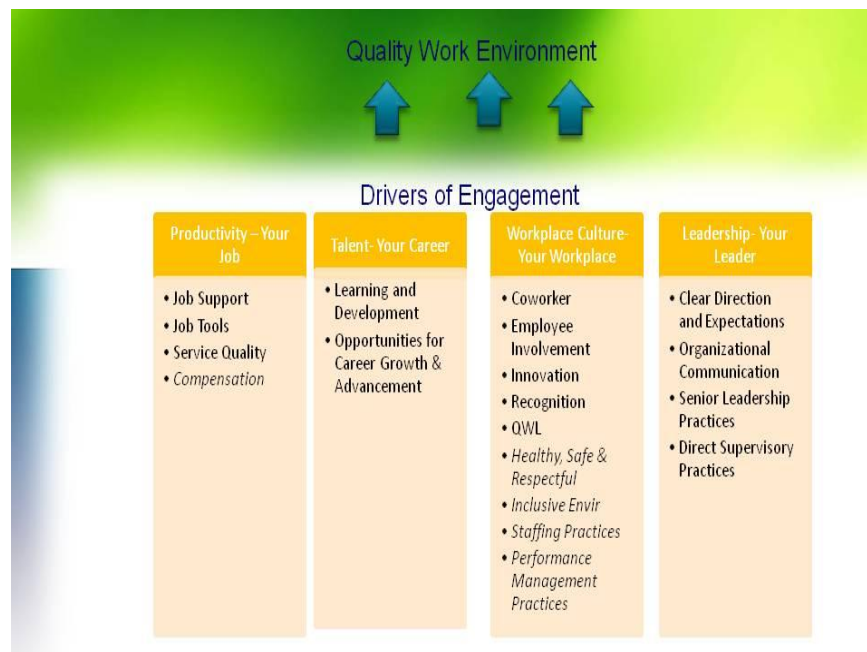
Figure 4 Engagement Drivers by Category

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

1. Opportunities for Career Growth and Advancement
2. Job satisfaction
3. Organizational Communication
4. Senior Leadership Practices
5. Employee Involvement and Innovation
6. Direct Supervisory Practices
7. Recognition

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

1. Provided support to provide quality service
2. Direct Supervisory Practices
3. Recognition
4. Opportunities for Growth and Advancement
5. Employee Involvement and Innovation
6. Learning and Development Opportunities

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 drivers common questions.

For Energy :

	Index
Job Productivity Index	64
Talent Capacity Index	63
Workplace Culture Index	59
Leadership Index	59
Overall- Quality Environment Index	60

Table 4 Driver Indices for 2011

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

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

Evaluation and Accountability calculated the average scores for each of the 18 drivers. The mean score and the driver strength score for each of the 18 drivers was then mapped on a scatter plot. This scatter plot, shown in Figure 5, provides a visual picture to illustrate how employees perceive their current work environment and what is influences their level of satisfaction and commitment.
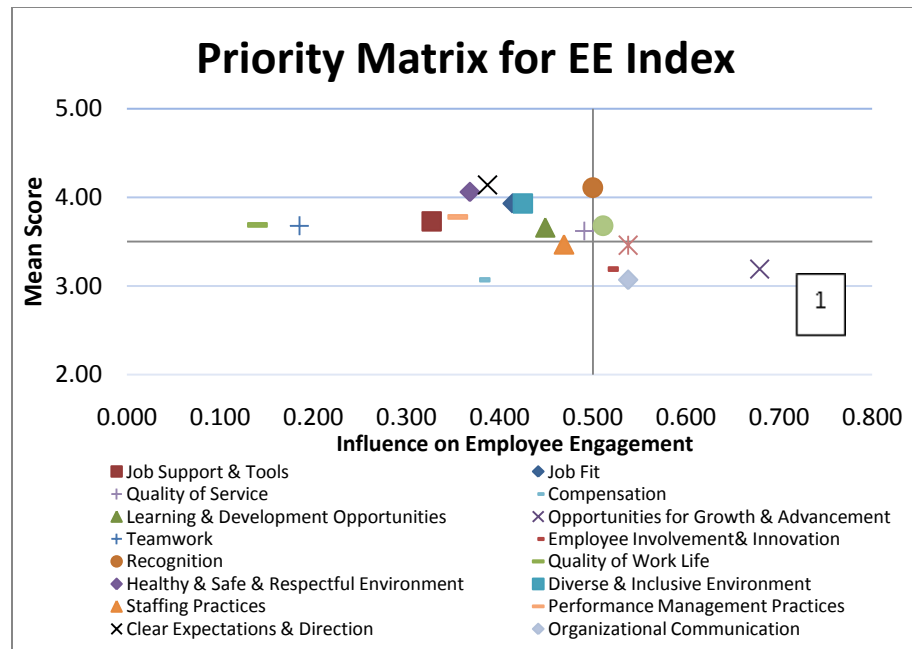
Figure 5 Priority Action Matrix Grid

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, the categories that follow into quadrant 1 and where the Department focus should be are:

- Opportunities for Career Growth and Advancement
- Organization Communication
- Employee Involvement and Innovation
- Leadership Practices

All of these categories, except for employee involvement and innovation, are also the corporate focus as well.

The next section of this report provides insight into how Energy 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

3-1-1 Productivity Capacity Details

Figure 6 below summarizes the disagreement, neutral and agreement scores for the job – productivity capacity (job support, job fit, quality of service provided and compensation drivers) results.
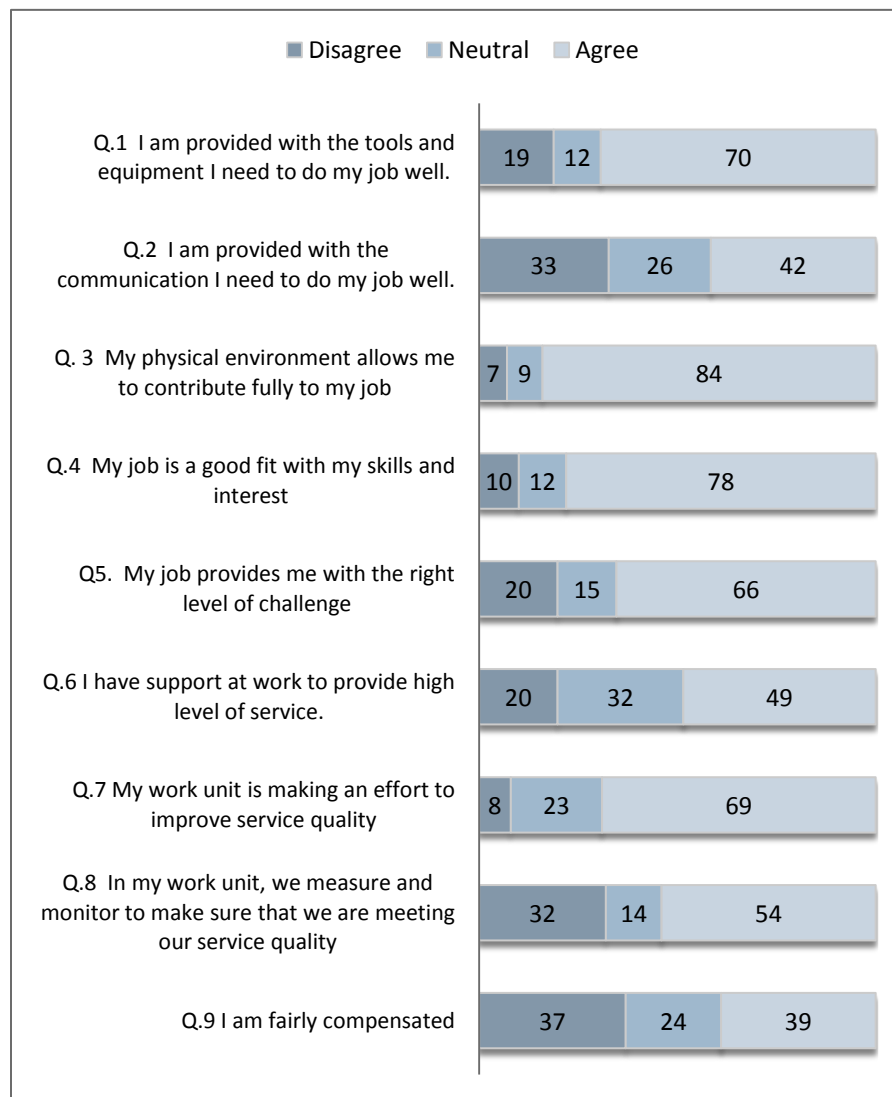
Figure 6 Detail job productivity capacity results for 2011

3-1-2 Productivity Capacity Comparison

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

	Energy	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	70	72
Provided with the communication needed to do job well	42	58
Physical work environment allows employees to fully contribute to job	84	71
Job Fit		
Job is a good fit with skills and interests	78	79
Job provides right level of challenge	66	66
Quality of Service Provided		
Have support at work to provide high level of service	49	61
Work unit is making an effort to improve service quality	69	68
Work unit measures and monitors to make sure they are meeting their service quality	54	56
Compensation		
Compensated fairly for job	39	44

Table 5 Comparison between Department and Corporate results

As noted in the table above, Energy shares similar strengths and areas for improvement with the corporate results. Compensation is a corporate-wide issue.

Energy does have two unique areas for concern- providing communication needed for employees to do their job well; and providing support at work for employees to provide high level of service.

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

- Providing a physical work environment that allows employees to fully contribute to their job

3-1-3 Productivity Capacity Trend

Table 6 below shows the comparison between the Department's 2007, 2009 and 2011 survey results for the Productivity Capacity category.

	2011	2009	2007
Provided with the tools and equipment needed to do job well	70	80	78
Provided with the communication needed to do job well	42	82	78
Job is a good fit with skills and interests	78	90	74
Job provides right level of challenge	66	85	n/a
Have support at work to provide high level of service	49	85	70
Compensated fairly for job	39	54	44
Productivity Index	**64**	**88**	**72**

Table 6 Comparison between 2007, 2009 and 2011 for Productivity category

For all six questions, except "compensated fairly for job", the level of agreement decreased substantially (by 10 to 40 percentage points) since 2009. The question with the largest decrease in agreement was the "Provided with the communication needed to do job well" agreement score.

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 (learning and development, opportunities for career advancement, and growth drivers).

Disagree ■ **Neutral** ■ **Agree**

Question	Disagree	Neutral	Agree
Q.10 My organization supports my work-related learning and development	17	10	73
Q.11 I have access to training opportunities	18	15	68
Q.12 The training and development I have received has met my work-related needs	11	24	66
Q.13A Satisfied with Quality of Training and development rec'd from department	14	39	47
Q.13B Satisfied with Quality of Training and development rec'd from PSC	14	44	42
Q. 14 I see a future for my career, working for the Government of Nova Scotia	20	17	63
Q.15 I have opportunities for career growth within the Government of Nova Scotia	33	15	53
Q.16 I have opportunities for career growth within my department	39	32	29
Q.17 I am satisfied with the way my career growth and advancement is progressing	39	18	44

Figure 7 Detail talent capacity results for 2011

3-2-2 Talent Capacity Comparison

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

	Energy	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	73	62
Have access to training opportunities	68	62
Training and development received met work-related needs	66	62
Satisfied with the quality of training and development received from department	47	54
Satisfied with the quality of training and development received from PSC	42	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	63	60
Have opportunities for career growth within the Government of Nova Scotia	53	42
Have opportunities for career growth within the department	29	32
Satisfied with the way career growth and advancement is progressing	44	38

Table 7 Comparison between Department and Corporate results for 2011

As noted in the table above, Energy shares similar strengths and areas for improvement with the corporate results. Concern for opportunities for career growth and advancement and satisfaction with career progress are corporate-wide issues.

Energy does have two unique area for concern- employees satisfaction with the quality of training and development they receive from their department and PSC.

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

• Employees feeling they have opportunities for career growth within the Government of Nova Scotia

3-2-3 Talent Capacity Trend

Table 8 below shows the comparison between the Department's 2007, 2009 and 2011 survey results for the Talent Capacity category.

	2011	2009	2007
Organization supports work-related learning and development	73	87	**93**
Have access to training opportunities	68	92	**85**
Training and development received met work-related needs	66	80	**n/a**
See a future for career working for the Government of Nova Scotia	63	80	**63**
Have opportunities for career growth within the Government of Nova Scotia	53	64	**56**
Have opportunities for career growth within the department	29	54	**48**
Talent Capacity Index	**63**	**76**	**75**

Table 8 Comparison between 2007, 2009 and 2011 for Talent Capacity

For all six questions, the level of agreement decreased substantially (by 11 to 25 percentage points) since 2009. The question with the largest decrease in agreement was the "Have opportunities for career growth within the department" 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 (coworker relationships, employee involvement, innovation, recognition, quality of work life, healthy, supportive and respectful environment, diverse and inclusive workplace, staffing practices, and performance management practices).
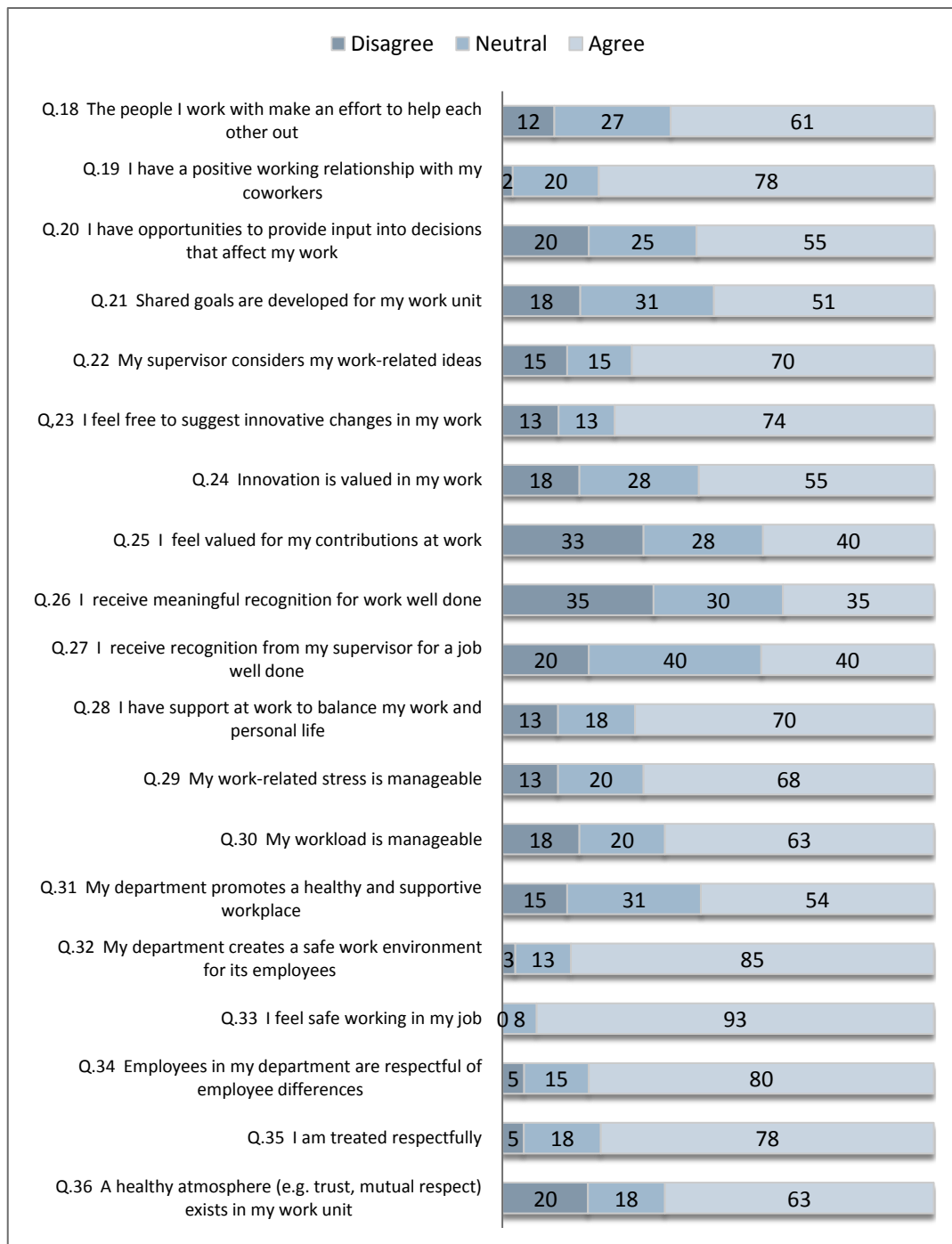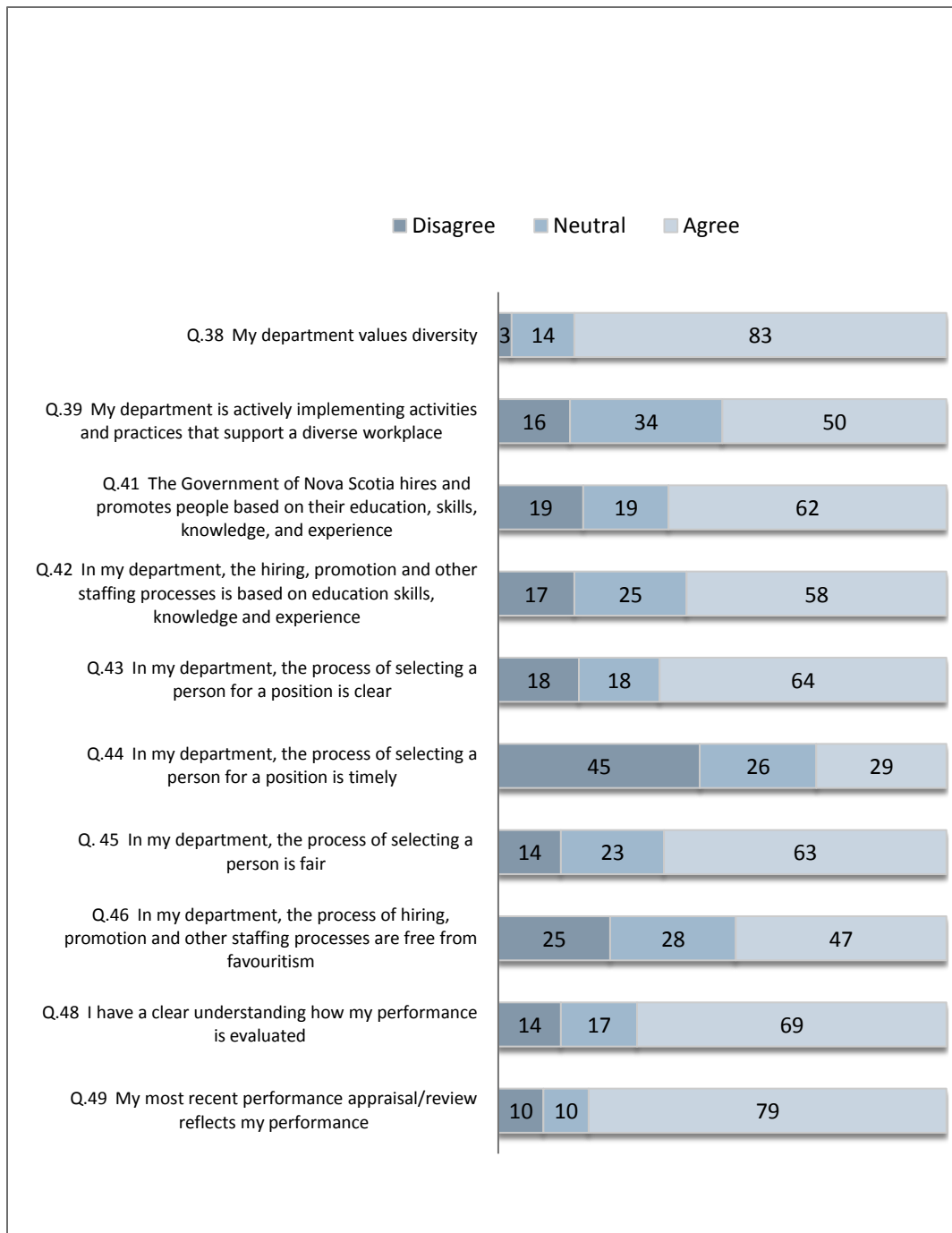
Figure 8 Detail workplace culture results for 2011

3-3-2 Workplace Culture Comparison

Table 9 (continued on next page) compares the Department results to the overall Corporate results for 2011 employee survey workplace culture results.

	Energy	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	61	77
Have a positive working relationship with coworkers	78	84
Employee Involvement and Innovation		
Have opportunities to provide into decisions that affect their work	55	60
Shared goals are developed for work unit	51	51
Supervisor considers their work-related ideas	70	69
Feel free to suggest innovative changes in their work	74	67
Innovation is valued in their work	55	54
Recognition		
Feel valued for contributions at work	40	54
Receive meaningful recognition for work well done	35	47
Receive recognition from supervisor for a job well done	40	58
Quality of Work Life		
Have support at work to balance work and personal life	70	62
Work-related stress is manageable	68	59
Workload is manageable	63	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	54	59
Department creates a safe work environment for its employees	85	73
Employees feel safe working in their job	93	78
Employees in department are respectful of employee differences	80	69
Treated respectfully at work	78	74
A healthy atmosphere (trust, mutual respect) exists in work unit	63	62
Diverse and Inclusive Environment		
Department values diversity	83	67

Department is actively implementing activities and practices that support a diverse workplace	50	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	62	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	58	48
In the department, the process of selecting a person for a position is clear	64	47
In the department, the process of selecting a person for a position is timely	29	21
In the department, the process of selecting a person is fair	63	41
In the department, hiring, promotion and other staffing processes are free from favouritism	47	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	74	65
% who didn't participate in a performance appraisal/review who would like to	78	76
Have a clear understanding of how performance is evaluated	69	59
Most recent performance appraisal/review reflects performance	79	67

Table 9 Comparison between Department and Corporate results for 2011 for Workplace Culture results

As noted in the table on the two previous pages, Energy shares similar strengths and areas for improvement with the corporate results. Concern for the receiving meaningful recognition, timeliness, and favouritism in the staffing practice are a corporate wide issue.

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

- People making an effort to help each other out
- Employees having opportunities to provide input into decisions that affect their work
- Feeling values
- Receiving recognition for a job well done by their supervisor

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

- Manageability of work-related stress and workload
- Creating a safe environment
- Employees respecting employee differences
- Treating employees respectfully
- Perception of the fairness and merit hiring of the selection process within government and their department
- Employees understanding of the staffing practices
- Employees understanding of the performance management practices
- Employees belief that performance appraisal reflects actual work performance

3-3-3 Workplace Culture Trend

Table 10 below shows the comparison between the Department's 2007, 2009 and 2011 survey results for the Workplace Culture category.

	2011	2009	2007
The people I work with make an effort to help each other	61	97	100
Have a positive working relationship with coworkers	78	97	96
Have opportunities to provide into decisions that affect their work	55	92	93
Shared goals are developed for work unit	51	92	85
Supervisor considers their work-related ideas	70	92	96
Feel free to suggest innovative changes in their work	74	90	n/a
Innovation is valued in their work	55	87	78
Feel valued for contributions at work	40	77	67
Receive meaningful recognition for work well done	35	62	59
Receive recognition from supervisor for a job well done	40	74	74
Have support at work to balance work and personal life	70	85	70
Work-related stress is manageable	68	80	n/a
Workload is manageable	63	74	n/a
Department promotes a healthy and supportive workplace	54	80	74
Department creates a safe work environment for its employees	85	82	100
Employees feel safe working in their job	93	97	96
Employees in department are respectful of employee differences	80	90	85
Treated respectfully at work	78	82	n/a
A healthy atmosphere (trust, mutual respect) exists in work unit	63	77	n/a
Department values diversity	83	77	74
Department is actively implementing activities and practices that support a diverse workplace	50	49	56
NS Government hires and promotes people based on their education, skills, knowledge and experience	62	74	48
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	58	64	n/a
In the department, the process of selecting a person for a position is clear	64	62	n/a
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	74	54	70
Have a clear understanding of how performance is evaluated	69	59	n/a

	2011	2009	2007
Most recent performance appraisal/review reflects performance	79	46	n/a
Workplace Index	59	85	79

Table 10 Comparison between 2007, 2009 and 2011 for Workplace Culture category

Out of the 27 questions, for 20 questions the level of agreement decreased substantially (by 4 to 41 percentage points) since 2009. The question with the largest decrease in agreement was the "Shared goals are developed for work unit "agreement score.

For the following seven questions, the level of agreement increased (by 1 to 33 percentage points) since 2009:

- Department creates a safe work environment for its employees
- Department values diversity
- Department is actively implementing activities and practices that support a diverse workplace
- In the department, the process of selecting a person for a position is clear
- Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)
- Have a clear understanding of how performance is evaluated
- Most recent performance appraisal/review reflects performance

3-4 Leadership - Your Leader

3-4-1 Leadership Details

Figure 9 summarizes the disagreement, neutral, and agreement scores for leadership practices results (clear direction and expectations, organizational communication, senior leadership practices and direct supervisory practices drivers).

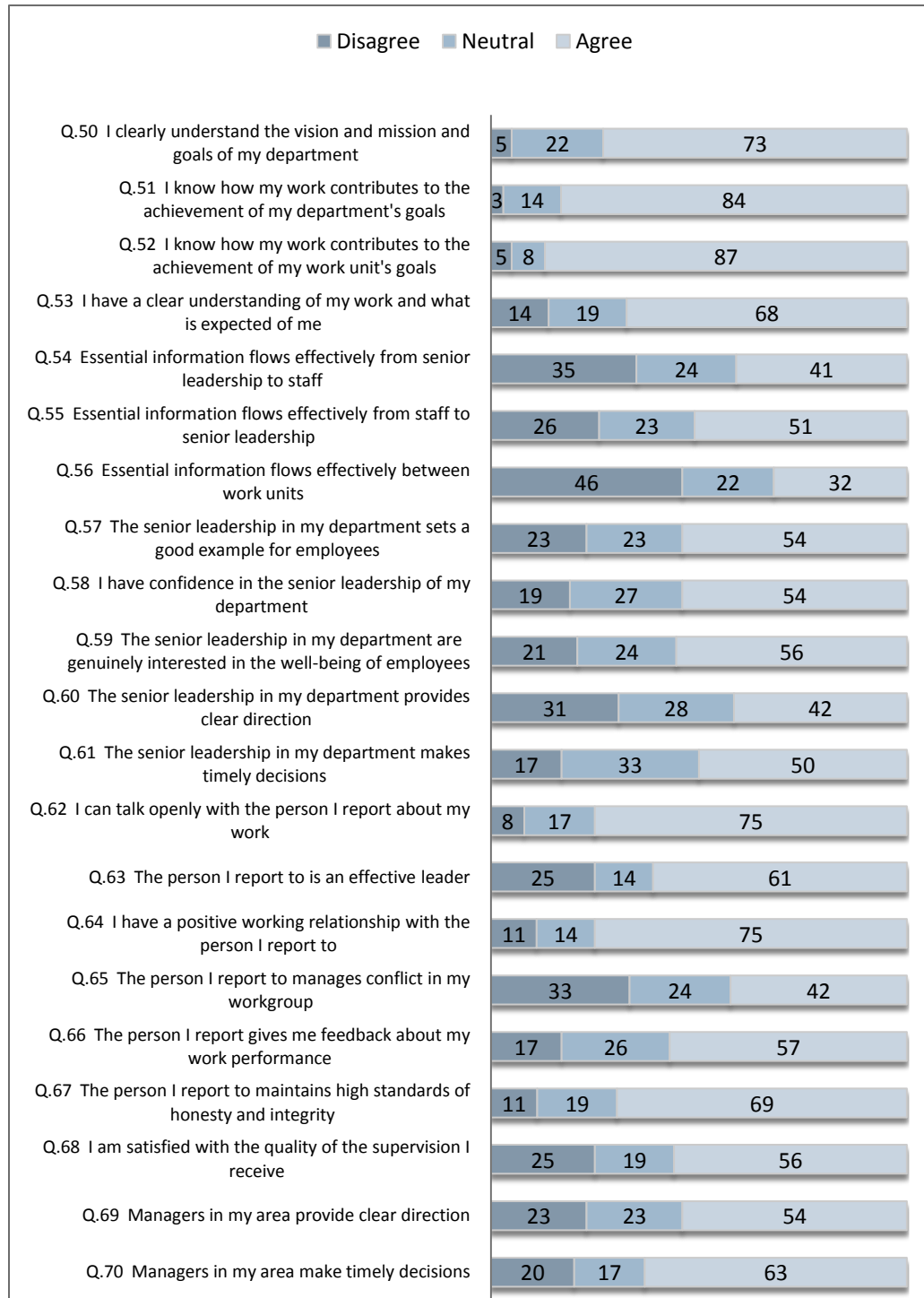| Question	Disagree	Neutral	Agree
Q.50 I clearly understand the vision and mission and goals of my department	5	22	73
Q.51 I know how my work contributes to the achievement of my department's goals	3	14	84
Q.52 I know how my work contributes to the achievement of my work unit's goals	5	8	87
Q.53 I have a clear understanding of my work and what is expected of me	14	19	68
Q.54 Essential information flows effectively from senior leadership to staff	35	24	41
Q.55 Essential information flows effectively from staff to senior leadership	26	23	51
Q.56 Essential information flows effectively between work units	46	22	32
Q.57 The senior leadership in my department sets a good example for employees	23	23	54
Q.58 I have confidence in the senior leadership of my department	19	27	54
Q.59 The senior leadership in my department are genuinely interested in the well-being of employees	21	24	56
Q.60 The senior leadership in my department provides clear direction	31	28	42
Q.61 The senior leadership in my department makes timely decisions	17	33	50
Q.62 I can talk openly with the person I report about my work	8	17	75
Q.63 The person I report to is an effective leader	25	14	61
Q.64 I have a positive working relationship with the person I report to	11	14	75
Q.65 The person I report to manages conflict in my workgroup	33	24	42
Q.66 The person I report gives me feedback about my work performance	17	26	57
Q.67 The person I report to maintains high standards of honesty and integrity	11	19	69
Q.68 I am satisfied with the quality of the supervision I receive	25	19	56
Q.69 Managers in my area provide clear direction	23	23	54
Q.70 Managers in my area make timely decisions	20	17	63

Figure 9 Leadership Details for 2011

3-4-2 Leadership Comparison

Table 11 below compares the Department results to the overall Corporate results for 2011 employee survey leadership results.

	Energy	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	73	68
Know how work contributes to the achievement of department goals	84	73
Know how work contributes to the achievement of work unit goals	87	79
Have a clear understanding of their work and what is expected of them	68	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	41	37
Essential information flows effectively from staff to senior leadership	51	43
Essential information flows effectively between work units	32	33
Senior Leadership Practices		
Department senior leadership sets a good example	54	48
Have confidence in the department senior leadership	54	48
Department senior leadership are genuinely interested in the well being of employees	56	49
Department senior leadership provides clear direction	42	42
Department senior leadership makes timely decisions	50	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	75	76
Person report to is an effective leader	61	63
Employees have a positive working relationship with the person they report to	75	77
Person they report to manages conflict in the workgroup	42	54
Person they report to gives employees feedback on their work performance	57	63
Person they report to maintains high standards of honesty and integrity	69	72
Satisfied with the quality of supervision received	56	65
Managers provide clear direction	54	56
Managers make timely decisions	63	51

Table 11 Comparison between Department and Corporate results

As noted in the table on the previous page, Energy shares similar strengths and areas for improvement with the corporate results.   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 Energy is not as strong the following areas:

- Employees clear understanding of their work and what is expected of them
- Employees perception that the person they report to manages conflict in the workgroup
- Employees belief that the person they report to gives them feedback about their work performance
- Employees satisfaction with the quality of supervision

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

- Employees know how their work contributes to the achievement of the department goals
- Employees belief that essential information effectively flows from staff to senior leadership
- Senior leadership setting a good example
- Confidence in senior leadership
- Senior leadership genuinely interested in employees
- Timeliness of senior leadership and managers decisions

3-4-3 Leadership Trend

Table 12 below shows the comparison between the Department's 2007, 2009 and 2011 survey results for the Leadership category.

	2011	2009	2007
Clearly understood the vision, mission and goals of the department	73	77	n/a
Know how work contributes to the achievement of department goals	84	92	82
Know how work contributes to the achievement of work unit goals	87	97	n/a
Have a clear understanding of their work and what is expected of them	68	90	n/a
Essential information flows effectively from senior leadership to staff	41	64	59
Department senior leadership sets a good example	54	67	59
Have confidence in the department senior leadership	54	69	59
Department senior leadership are genuinely interested in the well -being of employees	56	72	70
Department senior leadership provides clear direction	42	64	56
Department senior leadership makes timely decisions	50	62	59
Employees can talk openly with the person they report to about work	75	92	89
Person report to is an effective leader	61	76	67
Employees have a positive working relationship with the person they report to	75	90	85
Person they report to manages conflict in the workgroup	42	71	63
Person they report to gives employees feedback on their work performance	57	82	56
Person they report to maintains high standards of honesty and integrity	69	87	n/a
Satisfied with the quality of supervision received	56	90	74
Managers provide clear direction	54	71	n/a
Managers make timely decisions	63	74	70
Leadership Index	**59**	**79**	**69**

Table 12 Comparison between 2007, 2009 and 2011 for Leadership category

For all 19 questions, the level of agreement decreased substantially (by 4 to 34 percentage points) since 2009. The question with the largest decrease in agreement was the "Satisfied with the quality of supervision received" agreement score.

Chapter 4- Other Work Environment Questions

4- 1 Respectful Environment

As shown in the survey, 21% of Energy employees have experienced bullying behavior in the last 12months. And 80% 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 someone who works for another part of the organization. The table below outlines the percentage.

Experienced the bullying behavior from:	
Someone who works for another part of the organization	43%
Coworker or colleague	29%
The person they report to	14%
Another manager in the organization	14%

Table 13 Who harassed/bullied the employee in 2011

4-2 Inclusive Environment

From the 2011 survey results, respondents reported that 0% of Energy employees have experienced racism and/or discrimination in the last 12months.

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

4-3 Employees' Retention Intentions

As shown in the tables below, 38% of Energy 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	19%
Between 3-5 years	19%
Between 6-10 years	37%
11 years or more	26%

Table 14 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	29%
Pursuing other employment opportunities	29%
Management (lack of support or recognition)	12%
Job itself (not interesting work or lack of challenge)	12%
End of contract or term appointment	12%
Other	6%

Table 15 Reason employees are planning to leave the department within the next 5 years

Appendix I   Mean Scores

	Mean Score
Productivity	
Job Support and Tools	
Provided with the tools and equipment needed to do job well	3.86
Provided with the communication needed to do job well	3.19
Physical work environment allows employees to fully contribute to job	4.14
Job Fit	
Job is a good fit with skills and interests	4.17
Job provides right level of challenge	3.68
Quality of Service	
Have support at work to provide high level of service	3.49
Work unit is making an effort to improve service quality	4.00
Work unit measures and monitors to make sure they are meeting their service quality	3.38
Compensation	
Compensated fairly for job	3.07
Talent Capacity	
Learning and Development	
Organization supports work-related learning and development	3.78
Have access to training opportunities	3.75
Training and development received met work-related needs	3.79
Satisfied with the quality of training and development received from department	3.50
Satisfied with the quality of training and development received from PSC	3.44
Opportunities for Career Growth and Advancement	
See a future for career working for the Government of Nova Scotia	3.63
Have opportunities for career growth within the Government of Nova Scotia	3.33
Have opportunities for career growth within the department	2.78
Satisfied with the way career growth and advancement is progressing	3.03

	Mean Score
Workplace Culture	
Coworker Relationship	
The people I work with make an effort to help each other	3.83
Have a positive working relationship with coworkers	4.39
Employee Involvement and Innovation	
Have opportunities to provide into decisions that affect their work	3.52
Shared goals are developed for work unit	3.41
Supervisor considers their work-related ideas	3.92
Feel free to suggest innovative changes in their work	3.90
Innovation is valued in their work	3.62
Recognition	
Feel valued for contributions at work	3.23
Receive meaningful recognition for work well done	3.03
Receive recognition from supervisor for a job well done	3.33
Quality of Work Life	
Have support at work to balance work and personal life	3.85
Work-related stress is manageable	3.70
Workload is manageable	3.53
Healthy, Supportive and Respectful Environment	
Department promotes a healthy and supportive workplace	3.51
Department creates a safe work environment for its employees	4.27
Employees feel safe working in their job	4.58
Employees in department are respectful of employee differences	4.15
Treated respectfully at work	4.13
A healthy atmosphere (trust, mutual respect) exists in work unit	3.72
Diverse and Inclusive Environment	
Department values diversity	4.20
Department is actively implementing activities and practices that support a diverse workplace	3.63
Staffing Practices	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.65

	Mean Score
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.72
In the department, the process of selecting a person for a position is clear	3.77
In the department, the process of selecting a person for a position is timely	2.68
In the department, the process of selecting a person is fair	3.69
In the department, hiring, promotion and other staffing processes are free from favouritism	3.33
Performance Management Practices	
Have a clear understanding of how performance is evaluated	3.69
Most recent performance appraisal/review reflects performance	3.90
Leadership	
Clear Direction and Expectations	
Clearly understood the vision, mission and goals of the department	4.11
Know how work contributes to the achievement of department goals	4.35
Know how work contributes to the achievement of work unit goals	4.35
Have a clear understanding of their work and what is expected of them	3.76
Organizational Communication	
Essential information flows effectively from senior leadership to staff	3.05
Essential information flows effectively from staff to senior leadership	3.40
Essential information flows effectively between work units	2.78
Senior Leadership Practices	
Department senior leadership sets a good example	3.46
Have confidence in the department senior leadership	3.57
Department senior leadership are genuinely interested in the well-being of employees	3.56
Department senior leadership provides clear direction	3.25
Department senior leadership makes timely decisions	3.47

	Mean Score
<u>Direct Supervisory Practices</u>	
Employees can talk openly with the person they report to about work	4.11
Person report to is an effective leader	3.50
Employees have a positive working relationship with the person they report to	4.03
Person they report to manages conflict in the workgroup	3.24
Person they report to gives employees feedback on their work performance	3.66
Person they report to maintains high standards of honesty and integrity	3.94
Satisfied with the quality of supervision received	3.53
Managers provide clear direction	3.46
Managers make timely decisions	3.63
<u>Overall</u>	
Work for an effective organization	4.21
Satisfied with my job	3.62
Satisfied with my department	3.58
Overall satisfied with work as a Government of Nova Scotia employee	4.00
Proud to tell people work as a Government of Nova Scotia employee	4.00
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.50
Inspired to give my very best	4.11
Would recommend the Government of Nova Scotia as a great place to work	3.75