How's Work Going 2011

Department of Health and Wellness
Employee Survey Results

Evaluation & Accountability

June 2011

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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 Health and Wellness had a response rate of 53%. 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   3.5   High

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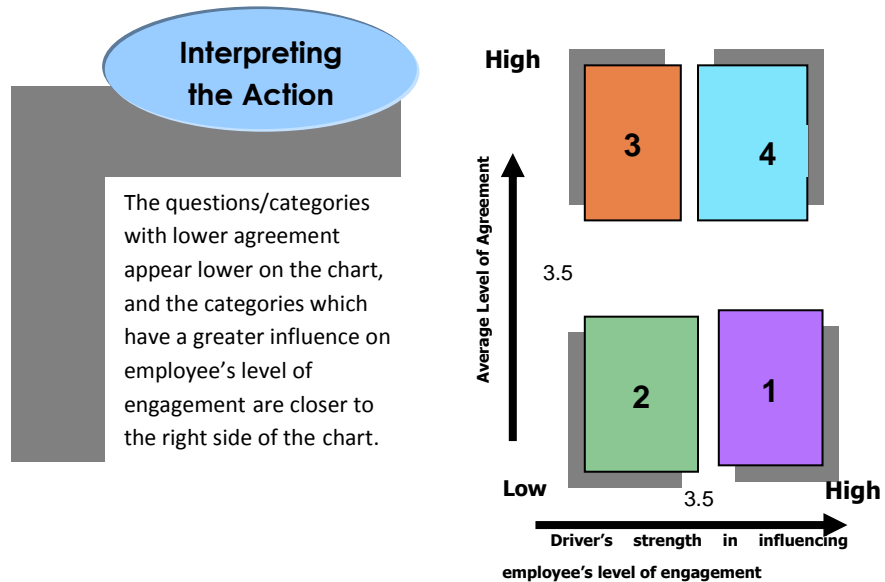
Chapter 2- Outcome Results

2-1 Engagement Outcome Results 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	54
Organizational Satisfaction	
Department Satisfaction	44
Overall Satisfaction	61
Organizational Commitment	
Proud	57
Preference to stay with NS Government	54
Inspired	63
Would Recommend as a great place to work	51
Engagement Index	**55**

Table 1 Engagement Index and Engagement Outcome Results

Health and Wellness employee index is 55 and would be considered an area for improvement

2-2 Engagement Outcome Details

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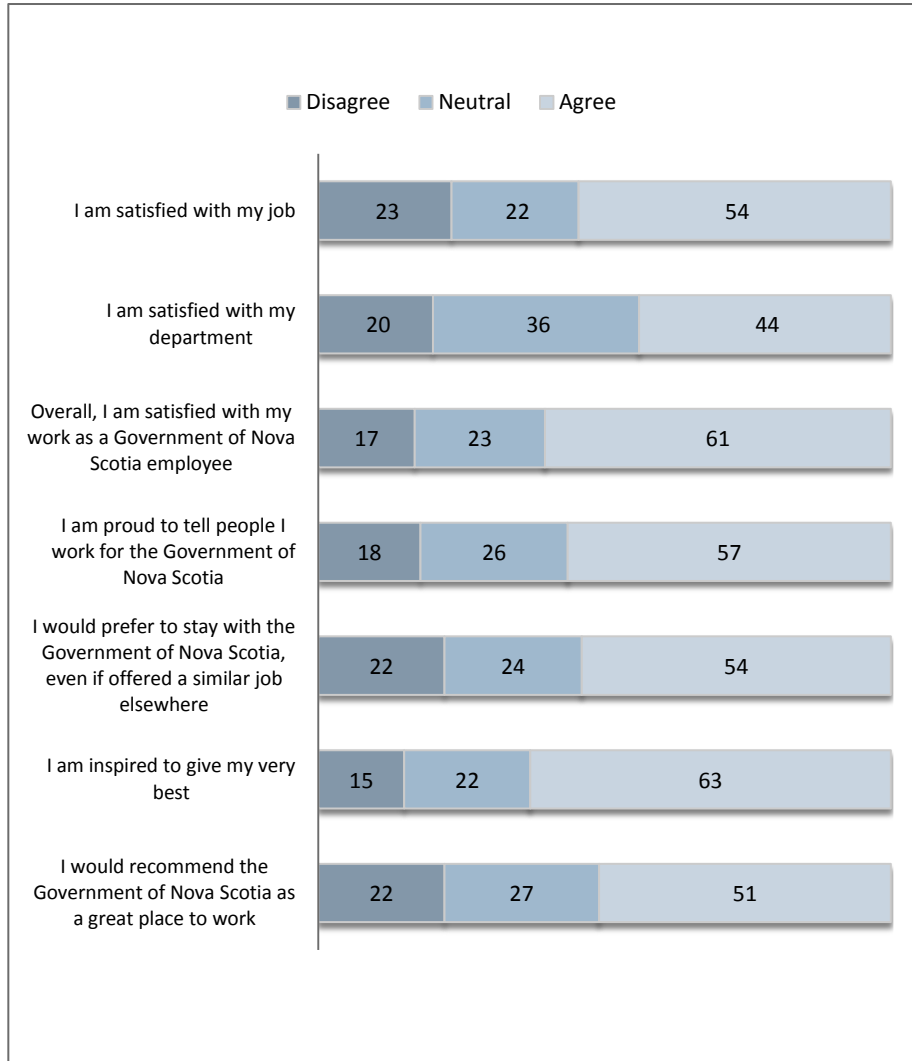
Figure 1 Detail engagement outcome results for 2011

2-3 How does Health and Wellness engagement compared?

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

	Department Agreement Score	Corporate Agreement Score
Job Satisfaction		
Job Satisfaction	54	59
Organizational Satisfaction		
Department Satisfaction	44	53
Overall Satisfaction	61	67
Organizational Commitment		
Proud	57	62
Preference to stay with Government of Nova Scotia	54	62
Inspired	63	68
Would Recommend as a great place to work	51	57
Engagement Level	55	62

Table 2 Employee Engagement Trend

Clear Strength	Strength	Area for Improvement	Area for Concern

As noted in the table above, Health and Wellness shares the same strengths and areas for improvement as seen in the corporate results. Using the strength-improvement category guide, Health and Wellness is not as strong in comparison to the corporate results in the areas:

- Department satisfaction.
- Proud
- Preference to stay
- Would recommend

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

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

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

2-4-1 What do employees value?

The survey results reveal that Health and Wellness employees value:

1. Challenging and interesting work -15%

2. Pay and benefits- 12%

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

4. A chance to make a difference – 10%

5. Opportunities for growth and advancement- 9%

6. Being treated respectfully – 9%

7. Working with people I like - 7%

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

9. Freedom to make decisions about how I do my job- 6%

10. Working for a leader I respect – 5%

11. A chance to have my ideas adopted and put into use- 4%

12. Working for a manager I respect – 3%

13. Receiving recognition for a job well done – 3%

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

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

1. Opportunity to work in chosen Field -22%

2. Compensation- 16%

3. Career advancement opportunities- 14%

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

5. Work location- 12%

6. Opportunity for work-life balance – 12%

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

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

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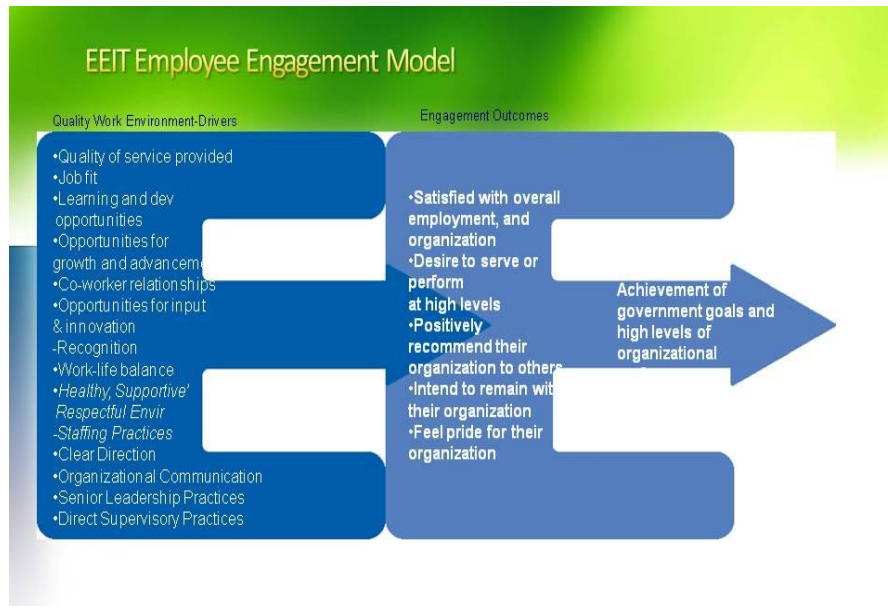
Figure 2 Employee Engagement Model

The drivers (quality environment indicators) can be grouped under four categories.
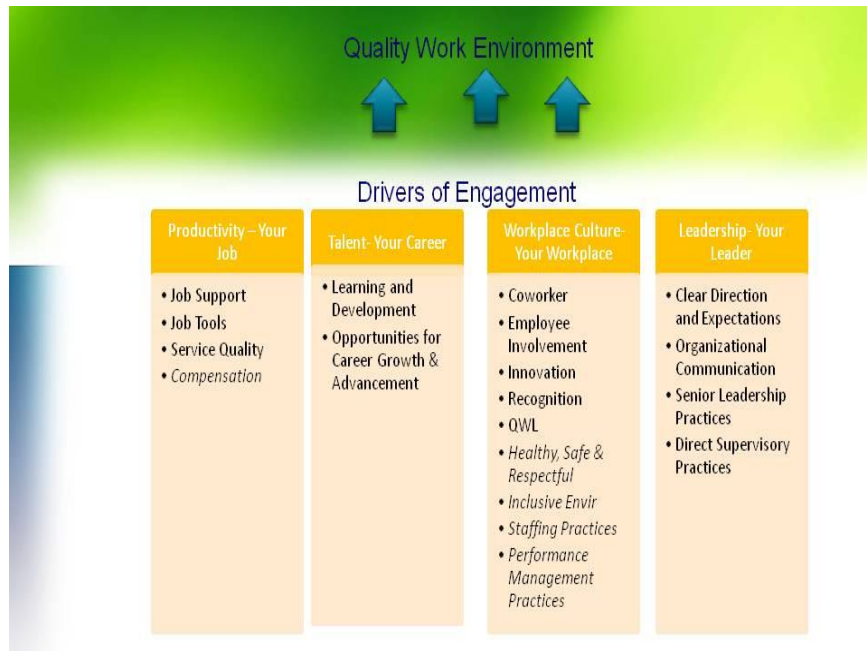
Figure 3 Drivers of Engagement category chart

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 factors

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

1. Job satisfaction
2. Opportunities for Career Growth and Advancement
3. Senior Leadership Practices
4. Recognition
5. Organizational Communication
6. Clear expectations and Directions
7. Staffing Practices

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

1. Opportunities for Career Growth and Advancement
2. Recognition
3. Job Fit
4. Provided support to provide quality service
5. Organizational Communication

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

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

For Health and Wellness:

	Index
Job Productivity Index	68
Talent Capacity Index	49
Workplace Culture Index	65
Leadership Index	53
Overall- Quality Environment Index	59

Table 3 Driver Indices for 2011

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

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

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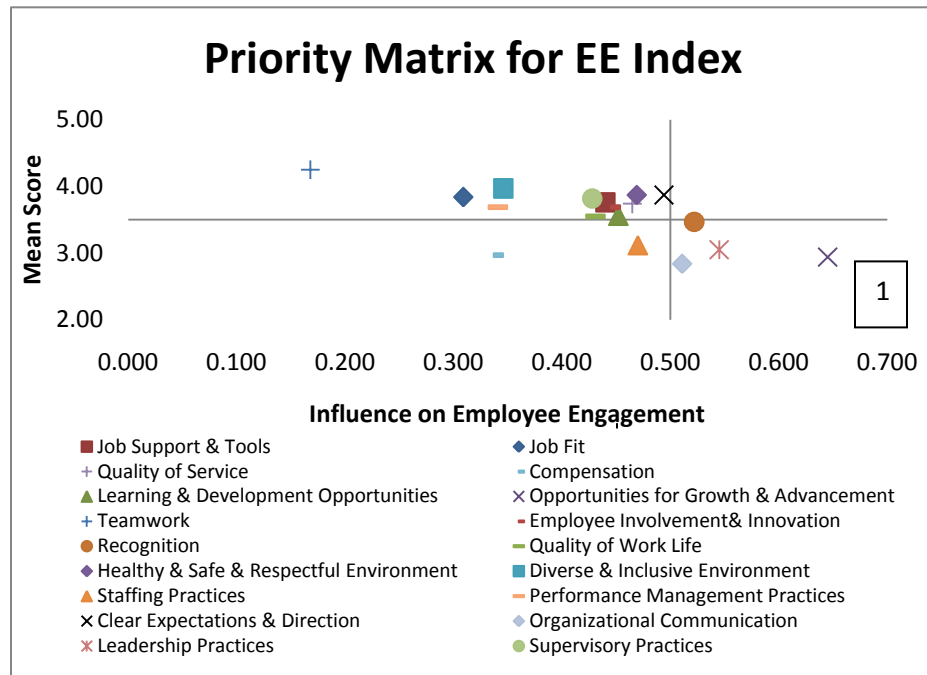
Figure 4 Priority Action Matrix Grid

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

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

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

Except for recognition, the categories noted above are also the corporate focus as well.

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

Chapter 3- Quality Work Environment

3-1 Your Job- Productivity Capacity

3-1-1 Productivity Capacity Details

Figure 5 below summarizes the disagreement, neutral and agreement scores for the job – productivity capacity (job support, job fit, quality of service provided and compensation drivers) results.
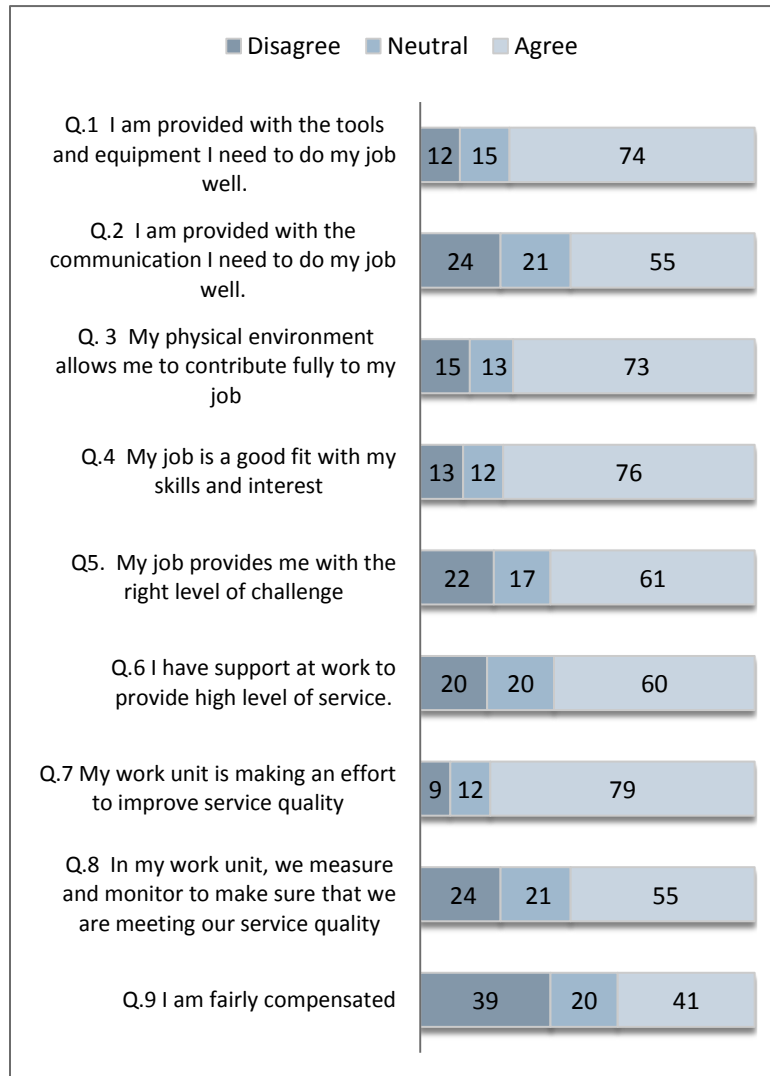
Figure 5 Detail job productivity capacity results for 2011

3-1-2 Productivity Capacity Comparison

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

	Health and Wellness	Corporate
Job Support and Tools		
Provided with the tools and equipment needed to do job well	74	72
Provided with the communication needed to do job well	55	58
Physical work environment allows employees to fully contribute to job	73	71
Job Fit		
Job is a good fit with skills and interests	76	79
Job provides right level of challenge	61	66
Quality of Service Provided		
Have support at work to provide high level of service	60	61
Work unit is making an effort to improve service quality	79	68
Work unit measures and monitors to make sure they are meeting their service quality	55	56
Compensation		
Compensated fairly for job	41	44

Table 4 Productivity Capacity comparison

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

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

- Work units making an effort to improve service quality

3-2 Talent Capacity- Your Career

3-2-2 Talent Capacity Details

Figure 6 summarizes the disagreement, neutral, and agreement scores for the career-talent capacity results (learning and development, opportunities for career advancement, and growth drivers).
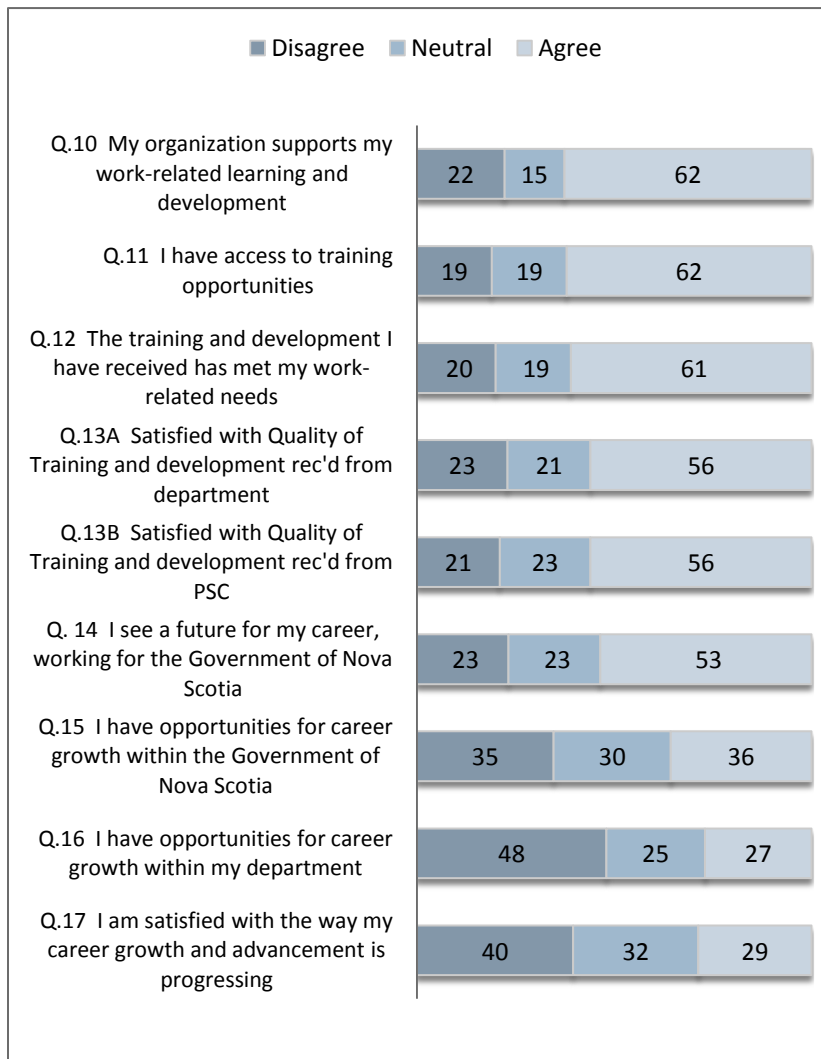
Figure 6 Detail talent capacity results for 2011

3-2-3 Talent Capacity Comparison

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

	Health & Wellness	Corporate
Learning and Development Opportunities		
Organization supports work-related learning and development	62	62
Have access to training opportunities	62	62
Training and development received met work-related needs	61	62
Satisfied with the quality of training and development received from department	56	54
Satisfied with the quality of training and development received from PSC	56	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	53	60
Have opportunities for career growth within the Government of Nova Scotia	36	42
Have opportunities for career growth within the department	27	32
Satisfied with the way career growth and advancement is progressing	29	38

Table 5 Talent Capacity Comparison

As noted in the table above, Health and Wellness 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.

Health and Wellness does have one unique areas of concern. Using the strength-improvement category guide, Health and Wellness is not as strong in the following area:

- Seeing a future for career working for the Government of Nova Scotia

3-3 Workplace Culture- Your Workplace

3-3-1 Workplace Culture Details

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

■ Disagree   ■ Neutral   ■ Agree

Question	Disagree	Neutral	Agree
Q.18 The people I work with make an effort to help each other out	10	14	77
Q.19 I have a positive working relationship with my coworkers	3	10	87
Q.20 I have opportunities to provide input into decisions that affect my work	21	15	64
Q.21 Shared goals are developed for my work unit	23	17	61
Q.22 My supervisor considers my work-related ideas	10	17	73
Q.23 I feel free to suggest innovative changes in my work	15	14	71
Q.24 Innovation is valued in my work	24	16	60
Q.25 I feel valued for my contributions at work	24	20	56
Q.26 I receive meaningful recognition for work well done	27	23	50
Q.27 I receive recognition from my supervisor for a job well done	22	16	62
Q.28 I have support at work to balance my work and personal life	17	18	65
Q.29 My work-related stress is manageable	21	16	63
Q.30 My workload is manageable	31	16	53
Q.31 My department promotes a healthy and supportive workplace	21	25	54
Q.32 My department creates a safe work environment for its employees	11	14	76
Q.33 I feel safe working in my job	8	10	82
Q.34 Employees in my department are respectful of employee differences	10	14	76
Q.35 I am treated respectfully	14	12	75
Q.36 A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	19	15	67

Figure 7 Detail workplace culture results for 2011

3-3-2 Workplace Culture Comparison

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

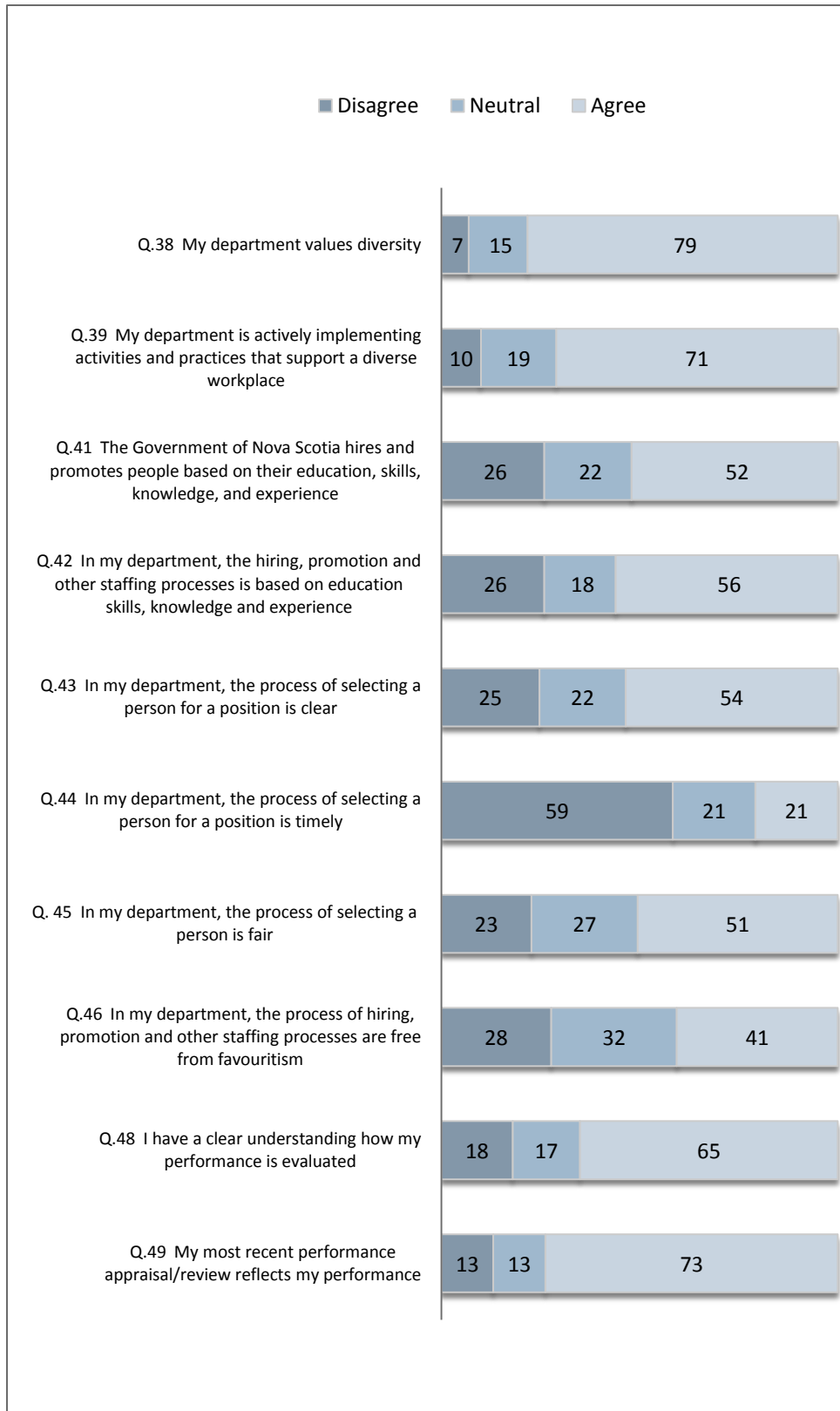|	Health & Wellness	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	77	77
Have a positive working relationship with coworkers	87	84
Employee Involvement and Innovation		
Have opportunities to provide into decisions that affect their work	64	60
Shared goals are developed for work unit	61	51
Supervisor considers their work-related ideas	73	69
Feel free to suggest innovative changes in their work	71	67
Innovation is valued in their work	60	54
Recognition		
Feel valued for contributions at work	56	54
Receive meaningful recognition for work well done	50	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	65	62
Work-related stress is manageable	63	59
Workload is manageable	53	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	54	59
Department creates a safe work environment for its employees	76	73
Employees feel safe working in their job	82	78
Employees in department are respectful of employee differences	76	69
Treated respectfully at work	75	74
A healthy atmosphere (trust, mutual respect) exists in work unit	67	62
Diverse and Inclusive Environment		
Department values diversity	79	67
Department is actively implementing activities and practices that support a diverse workplace	71	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	52	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	56	48
In the department, the process of selecting a person for a position is clear	54	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	51	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)	86	65
% who didn't participate in a performance appraisal/review who would like to	77	76
Have a clear understanding of how performance is evaluated	65	59
Most recent performance appraisal/review reflects performance	73	67

Table 6 Workplace Culture comparison with corporate results

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

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

- Shared goals are developed for work units
- Innovation is valued
- Receiving meaningful recognition
- Receiving recognition from direct report
- Work-related stress
- Creating a safe environment
- Respectful of employee differences
- Treating employees respectfully
- Diverse and Inclusive environment
- Perception of merit hiring, fairness, and understanding of the staffing practices
- Participation in performance appraisals and employees understanding the performance management practices

3-4 Leadership - Your Leader

3-4-1 Leadership Details

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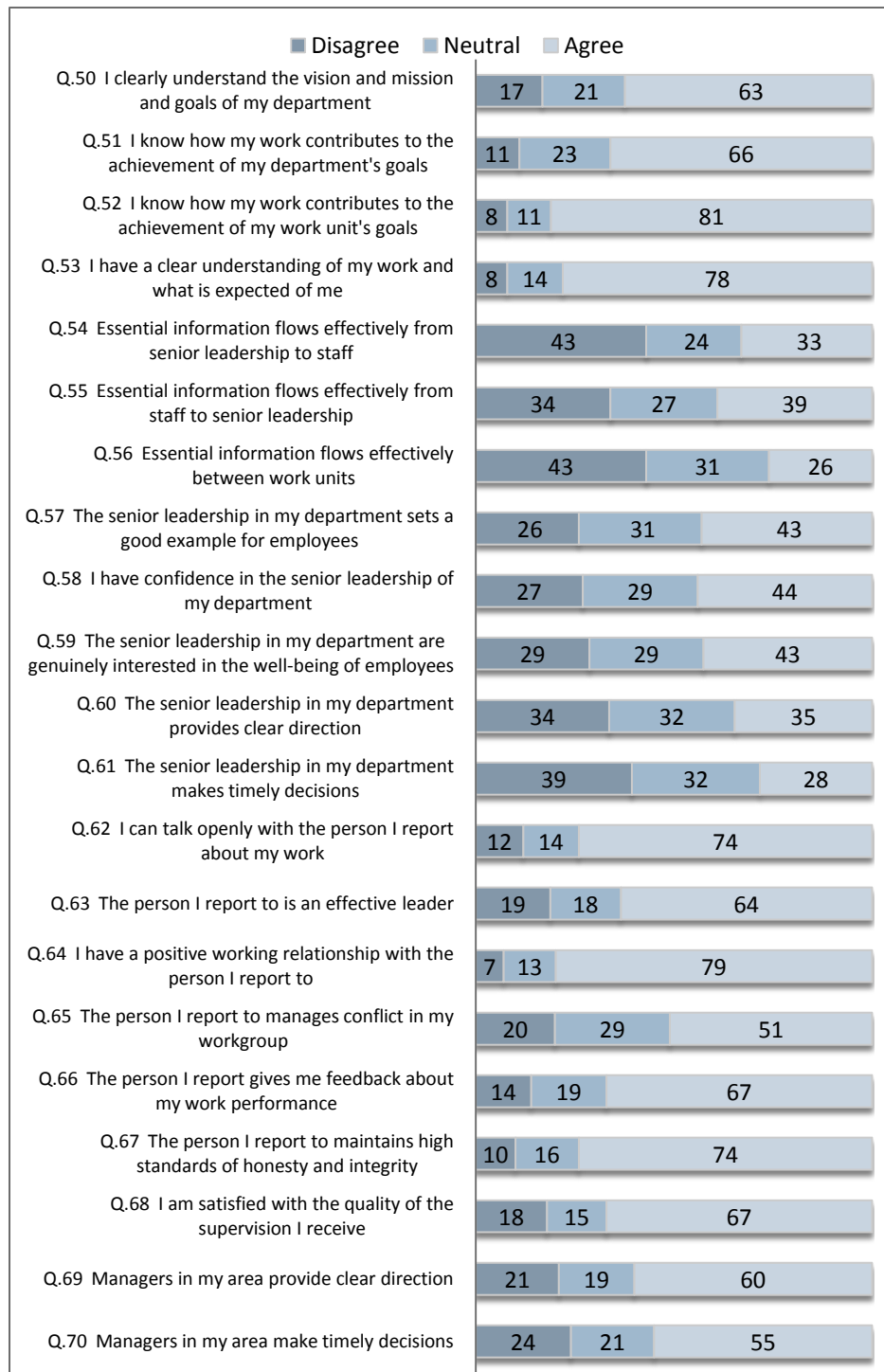

Figure 8 Detail leadership results for 2011

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3-4-2 Leadership Comparison

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

	Health & Wellness	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	63	68
Know how work contributes to the achievement of department goals	66	73
Know how work contributes to the achievement of work unit goals	81	79
Have a clear understanding of their work and what is expected of them	78	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	33	37
Essential information flows effectively from staff to senior leadership	39	43
Essential information flows effectively between work units	26	33
Senior Leadership Practices		
Department senior leadership sets a good example	43	48
Have confidence in the department senior leadership	44	48
Department senior leadership are genuinely interested in the well being of employees	43	49
Department senior leadership provides clear direction	35	42
Department senior leadership makes timely decisions	28	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	74	76
Person report to is an effective leader	64	63
Employees have a positive working relationship with the person they report to	79	77
Person they report to manages conflict in the workgroup	51	54
Person they report to gives employees feedback on their work performance	67	63
Person they report to maintains high standards of honesty and integrity	74	72
Satisfied with the quality of supervision received	67	65
Managers provide clear direction	60	56
Managers make timely decisions	55	51

Table 7 Leadership Comparisons

As noted in the table on the previous page, Health and Wellness 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, Health and Wellness is less strong in the following area:

- Employees feeling they can talk openly to the person they report to.

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

- Managers providing clarity

Chapter 4 - Other Work Environment Questions

4-1 Respectful Environment

As shown in the survey, 24% of Health and Wellness employees have experienced bullying behavior in the last 12months. And 48% 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	31%
The person they report to	31%
Another manager in the organization	24%
Someone who works for another part of the organization	6%
Someone who works in the government workplace who is not a direct employee of government	6%
A member of the public	2%

Table 8 Where bullying behaviour came from

4-2 Inclusive Environment

As shown in the survey, 4% of Health and Wellness employees have experienced racism and/or discrimination in the last 12months. None 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 manger (not direct manager) or someone who works for another part of the organization. The table below outlines the percentage.

Experienced the racism and/or discrimination from:	
Another manager in your organization	40%
Someone who works for another part of the organization	30%
Person they report to	20%
Someone who works at a government workplace who is not a direct employee of government	10%

Table 9 Where racism/discrimination came from

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

Racism and/or discrimination experienced:	
Age	31%
Sex (Gender)	23%
Sexual orientation	15%
Mental disability	8%
National or Aboriginal origin	8%
Source of income	8%
Political belief, affiliation or activity	8%

Table 10 Type of racism/discrimination experienced

4-3 Employees' Retention Intentions

As shown in the tables below, 41% of Health and Wellness 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	14%
Between 3-5 years	27%
Between 6-10 years	20%
11 years or more	40%

Table 11 Employees retention intentions for 2011

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

Reason for Leaving	
Retirement	32%
Pursuing other employment opportunities	26%
Other	11%
Management (lack of support or recognition)	10%
Job itself (not interesting work or lack of challenge)	8%
Family obligations	7%
Pursuing other educational training	5%
End of term or contract	2%

Table 12 Reason employees are planning to leave the department

June 2011

Appendix I   Mean Scores

	Mean Score
Productivity	
Job Support and Tools	
Provided with the tools and equipment needed to do job well	3.94
Provided with the communication needed to do job well	3.44
Physical work environment allows employees to fully contribute to job	3.92
Job Fit	
Job is a good fit with skills and interests	4.04
Job provides right level of challenge	3.63
Quality of Service	
Have support at work to provide high level of service	3.61
Work unit is making an effort to improve service quality	4.13
Work unit measures and monitors to make sure they are meeting their service quality	3.49
Compensation	
Compensated fairly for job	2.97
Talent Capacity	
Learning and Development	
Organization supports work-related learning and development	3.63
Have access to training opportunities	3.66
Training and development received met work-related needs	3.61
Satisfied with the quality of training and development received from department	3.39
Satisfied with the quality of training and development received from PSC	3.48
Opportunities for Career Growth and Advancement	
See a future for career working for the Government of Nova Scotia	3.44
Have opportunities for career growth within the Government of Nova Scotia	2.94
Have opportunities for career growth within the department	2.59
Satisfied with the way career growth and advancement is progressing	2.81

	Mean Score
Workplace Culture	
Coworker Relationship	
The people I work with make an effort to help each other	4.13
Have a positive working relationship with coworkers	4.37
Employee Involvement and Innovation	
Have opportunities to provide into decisions that affect their work	3.59
Shared goals are developed for work unit	3.51
Supervisor considers their work-related ideas	3.94
Feel free to suggest innovative changes in their work	3.88
Innovation is valued in their work	3.53
Recognition	
Feel valued for contributions at work	3.47
Receive meaningful recognition for work well done	3.31
Receive recognition from supervisor for a job well done	3.63
Quality of Work Life	
Have support at work to balance work and personal life	3.74
Work-related stress is manageable	3.57
Workload is manageable	3.36
Healthy, Supportive and Respectful Environment	
Department promotes a healthy and supportive workplace	3.49
Department creates a safe work environment for its employees	3.95
Employees feel safe working in their job	4.14
Employees in department are respectful of employee differences	3.95
Treated respectfully at work	3.92
A healthy atmosphere (trust, mutual respect) exists in work unit	3.74
Diverse and Inclusive Environment	
Department values diversity	4.06
Department is actively implementing activities and practices that support a diverse workplace	3.87
Staffing Practices	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.25
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.33
In the department, the process of selecting a person for a position is	3.36

	Mean Score
clear	
In the department, the process of selecting a person for a position is timely	2.38
In the department, the process of selecting a person is fair	3.33
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	3.59
Most recent performance appraisal/review reflects performance	3.80

Leadership

	Mean Score
Clear Direction and Expectations	
Clearly understood the vision, mission and goals of the department	3.64
Know how work contributes to the achievement of department goals	3.77
Know how work contributes to the achievement of work unit goals	4.05
Have a clear understanding of their work and what is expected of them	4.02
Organizational Communication	
Essential information flows effectively from senior leadership to staff	2.77
Essential information flows effectively from staff to senior leadership	3.01
Essential information flows effectively between work units	2.72
Senior Leadership Practices	
Department senior leadership sets a good example	3.16
Have confidence in the department senior leadership	3.20
Department senior leadership are genuinely interested in the well-being of employees	3.16
Department senior leadership provides clear direction	2.94
Department senior leadership makes timely decisions	2.78
Direct Supervisory Practices	
Employees can talk openly with the person they report to about work	4.05
Person report to is an effective leader	3.72
Employees have a positive working relationship with the person they report to	4.17
Person they report to manages conflict in the workgroup	3.48
Person they report to gives employees feedback on their work performance	3.84
Person they report to maintains high standards of honesty and integrity	4.09

	Mean Score
Satisfied with the quality of supervision received	3.86
Managers provide clear direction	3.65
Managers make timely decisions	3.49
Overall	
Work for an effective organization	3.25
Satisfied with my job	3.38
Satisfied with my department	3.30
Overall satisfied with work as a Government of Nova Scotia employee	3.53
Proud to tell people work as a Government of Nova Scotia employee	3.58
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.46
Inspired to give my very best	3.75
Would recommend the Government of Nova Scotia as a great place to work	3.42