How's Work Going 2011

Public Prosecution Service 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 sent to all employees in an online format. This report contains the results of all permanent, contract and term employees who responded to the survey. Public Prosecution Service had a response rate of 54% (56% corporately). The survey was open between March 2 – 31, 2011.

1.3 How to read this report?

In this report, the results are presented in the following matter (note, due to the rounding of numbers the agreement scores may not equal 100%):

• **Engagement Score**	Engagement index which measures the extent to which individuals feel connected to and involved in their job and their organization and their level of satisfaction and commitment.
• **Disagree**- **Agreement Percentage**	Percentage of respondents who strongly disagreed and somewhat disagreed.
• **Neutral** - **Agreement Percentage**	Percentage of respondents who either agreed or disagreed.
• **Agree - Agreement Percentage**	Percentage of respondents who strongly agreed and somewhat agreed.
• **Mean Category Score**	The respondents average score calculated for each category (1-5 range).

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

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

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

Interpreting the Action

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

High

Average Level of Agreement

3 | 4

3.5

2 | 1

Low 3.5 **High**

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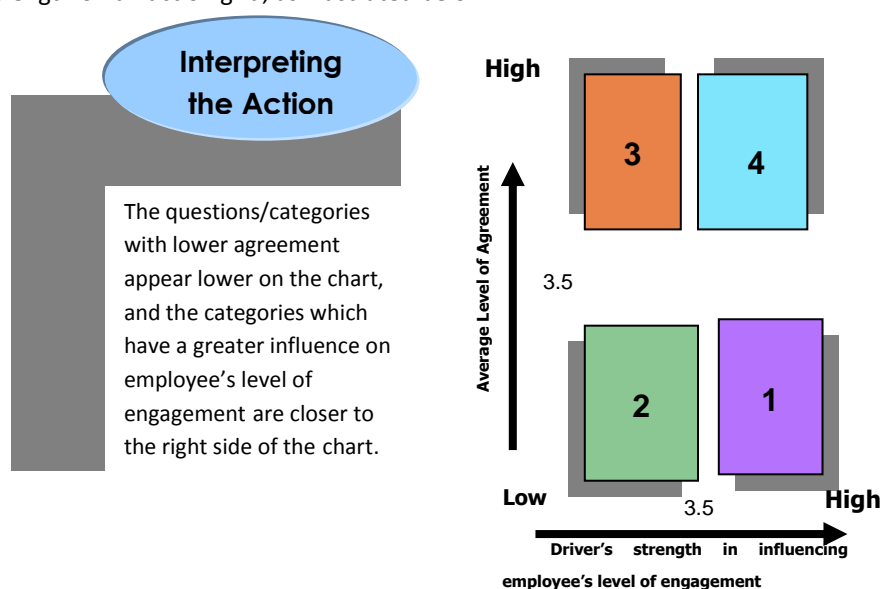
Chapter 2 - Engagement Outcome Results

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, organization, 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	65
Organizational Satisfaction	
Department Satisfaction	68
Overall Satisfaction	65
Organizational Commitment	
Proud	55
Preference to stay with NS Government	63
Inspired	68
Would Recommend as a great place to work	58
Engagement Index	**63**

Table 1 Employee Engagement Agreement Scores

Public Prosecution Service's (PPS) employee index is 63 and would be considered an area of strength. The corporate employee index is 62 and would be considered an area of strength as well.

2.2   Employee Engagement and Outcome Details

2.2.1 Engagement Outcome Details

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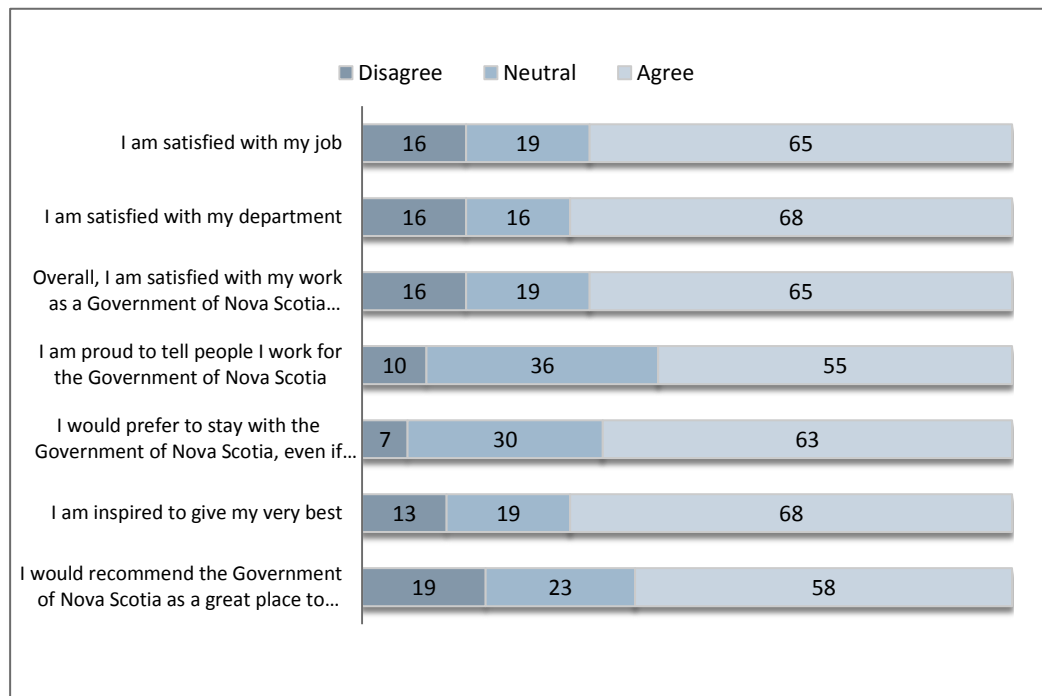
Figure 1 Detail engagement outcome results for 2011

2.2.2 Employee Engagement Trend for 2009 and 2011

Table 2 below compares PPS' 2009 and 2011 employee engagement results.

	Agreement Score	
	2011	**2009**
Job Satisfaction		
Job Satisfaction	65	94
Organizational Satisfaction		
Department Satisfaction	68	85
Overall Satisfaction	65	85
Organizational Commitment		
Proud	55	71
Preference to stay with Government of Nova Scotia	63	71
Inspired	68	88
Would Recommend as a great place to work	58	75
Engagement Level	63	79

Table 2 Employee Engagement Trend for 2009 and 2011

Figure 2 below displays the agreement score comparisons for Employee Engagement drivers.
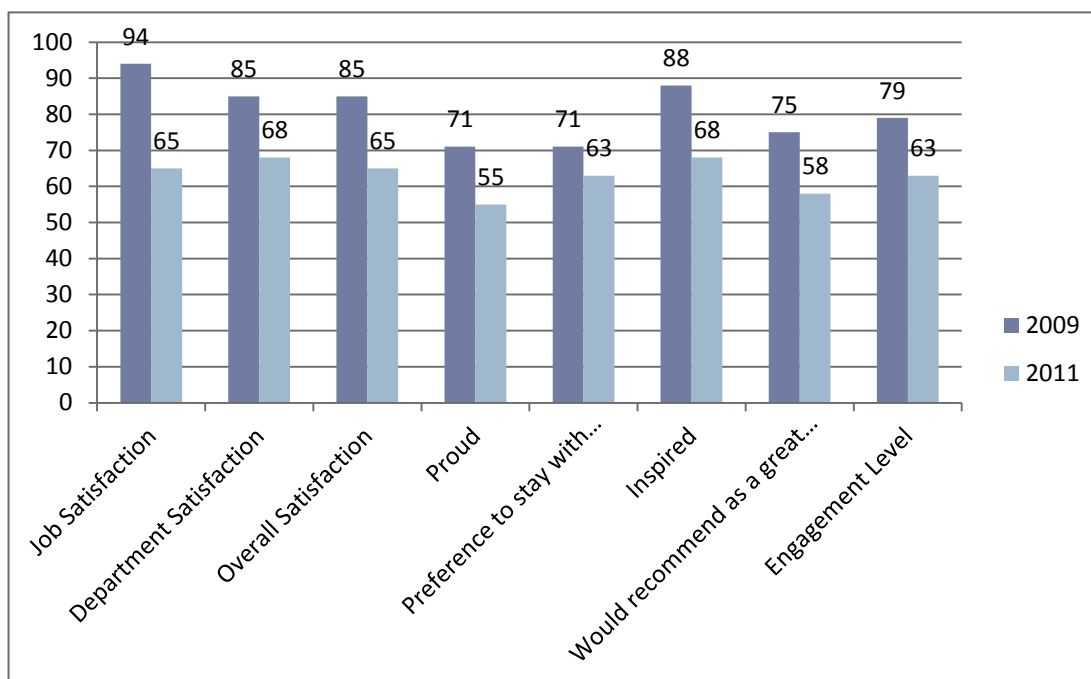
Figure 2 Agreement Score Comparison for 2009 and 2011

Compared to the 2009 survey results, PPS saw substantial declines in agreement for all engagement questions by 8 to 29 percent. Job satisfaction had the greatest decline falling in agreement by 29 percent and going from a clear strength to a basic strength. Department and overall satisfaction fell by 17 and 20 percent, with both going from areas of clear to basic strength. Employees who are proud to say they work for the Government of Nova Scotia fell by 16 percent and is now an area for improvement. Those who are inspired to do their best fell by 20 and has gone from a clear to basic strength. Employees who would recommend the Government of Nova Scotia as a great place to work fell by 17 percent and went from an area of clear strength to an area for improvement. The overall employee engagement index fell by 16 percent and has gone from an area of clear strength to basic strength.

2.2.3   How does the Department engagement compare?

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

	Agreement Scores	
	PPS	**Corporate**
Job Satisfaction		
Job Satisfaction	65	59
Organizational Satisfaction		
Department Satisfaction	68	53
Overall Satisfaction	65	67
Organizational Commitment		
Proud	55	62
Preference to stay with Government of Nova Scotia	63	62
Inspired	68	68
Would Recommend as a great place to work	58	57
Engagement Level	63	62

Table 3 Employee Engagement score comparison

As noted in the table above, PPS has many similarities when compared to the corporate results.   The overall engagement level is 1 percent higher in agreement and an area of clear strength similar to the corporate results.

Using the strength-improvement category guide, in comparison to the corporate results PPS employees' agreement responses is not as strong in the following area:

- Proud to say they work for the Government of Nova Scotia

Using the strength-improvement category guide, in comparison to the corporate results PPS employees' agreement responses are stronger in the following areas:

- Job satisfaction
- Department satisfaction

2.3   How can the level of employee engagement be improved?

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

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

2.3.1   What do employees value?

The survey results reveal that PPS employees value:

1.   Challenging and interesting work – 67%

2.   Pay and benefits – 57%

3.   Working with people I like – 57%

4.   Being treated with respect – 57%

5.   Opportunities to balance work and personal life – 40%

6.   A chance to learn new skills and develop – 33%

7.   Freedom to make decisions about how I do my job – 33%

8.   Recognition – 27%

9.   Opportunities for growth and advancement – 27%

10.   A chance to make a difference – 23%

2.3.2 What attracted them to work for Government?

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

1. Compensation – 57%

2. Opportunity to work in chosen field – 47%

3. Work location – 47%

4. Opportunities for work-life balance – 40%

5. Desire to work in the public service – 30%

6. Career advancement opportunities – 23%

2.3.3 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 below illustrates this:
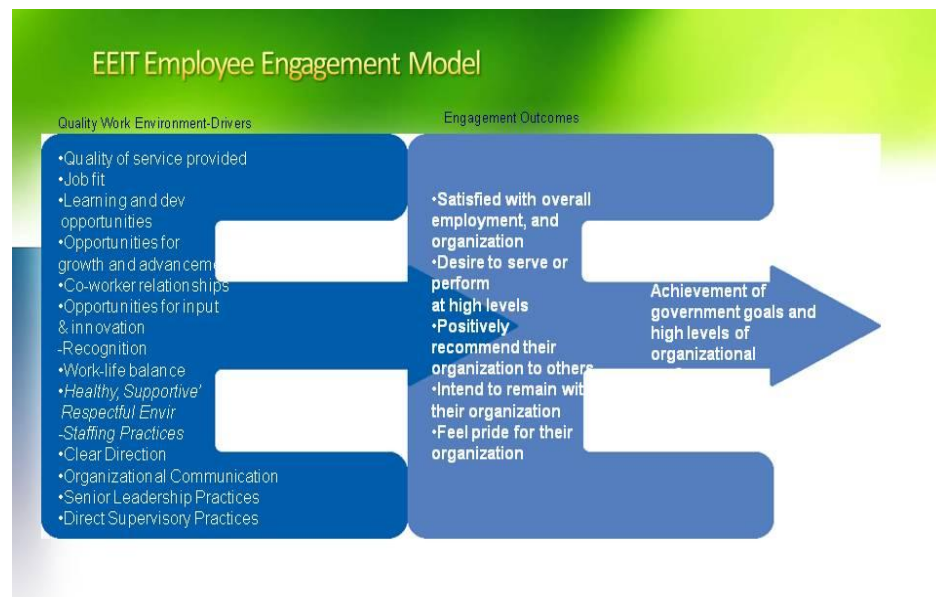
Figure 3 Employee Engagement Model

The Quality Work Environment indicators (drivers) used in this report are based on the Public Sector Interjurisdictional Engagement Model. The Quality Environment indicators can be grouped under four categories, see Figure 4.
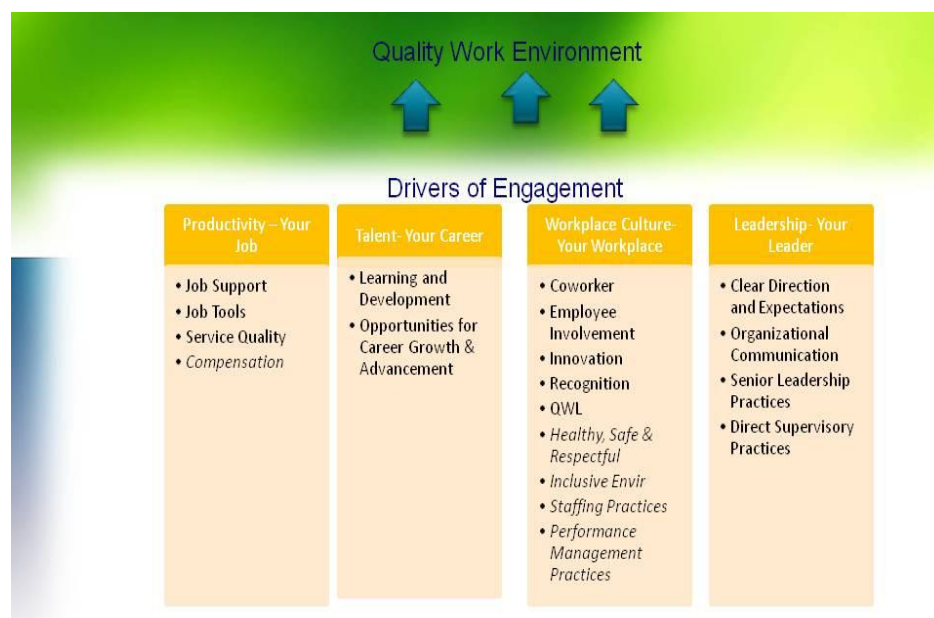
Figure 4 Drivers of Engagement category chart

To understand which drivers had a stronger influence for PPS employees, a correlation analysis was conducted. 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 PPS 2011 survey results.

1. Job Satisfaction
2. Job Support and Tools
3. Quality of Work Life
4. Recognition
5. Healthy, Supportive and Respectful Environment
6. Learning and Development Opportunities
7. Organizational Communication

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

1. Job Support and Tools
2. Quality of Work Life
3. Quality of Services
4. Healthy, Supportive and Respectful Environment
5. Job Fit
6. Recognition

2.3.4 How is PPS performing in relation to the drivers (factors) of engagement?

A Quality Environment Index can be used to understand how PPS is performing in relation 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.

For PPS the Quality Environment Index (average of all the drivers of engagement) is 52. The Corporate Quality Environment Index is 60.

2.3.5 Where does PPS need to focus to improve their employees' work environment and to keep employees engaged?

To help understand the results and to determine where PPS 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 factors. The mean score and the driver strength score for each of the 18 drivers were then mapped on the scatter plot below. To provide a visual picture to illustrate with regards to how employees perceive their current work environment and what they consider as important to them,
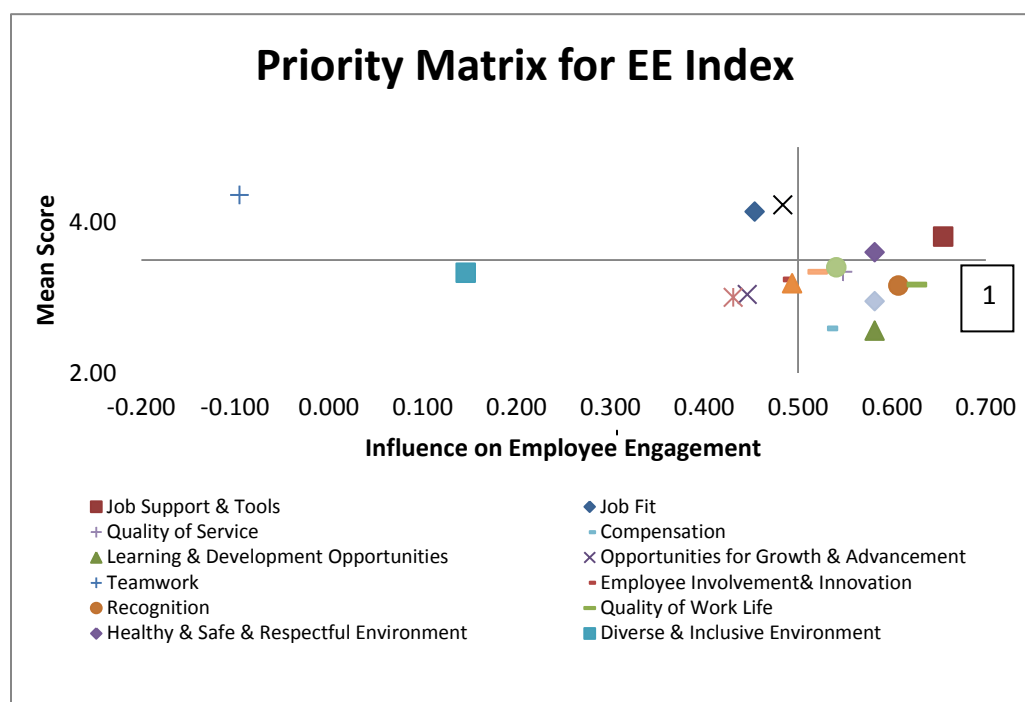
Figure 5 Priority Action Matrix Grid

As shown in Figure 5, 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 PPS 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 PPS' focus should be:

- Learning and Development Opportunities
- Compensation
- Organizational Communication
- Recognition
- Quality of Work Life
- Supervisory Practices
- Quality of Service
- Performance Management Practices
- Staffing Practices
- Healthy, Safe and Respectful Environment

The next section of this report provides insight into how PPS 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 to 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.
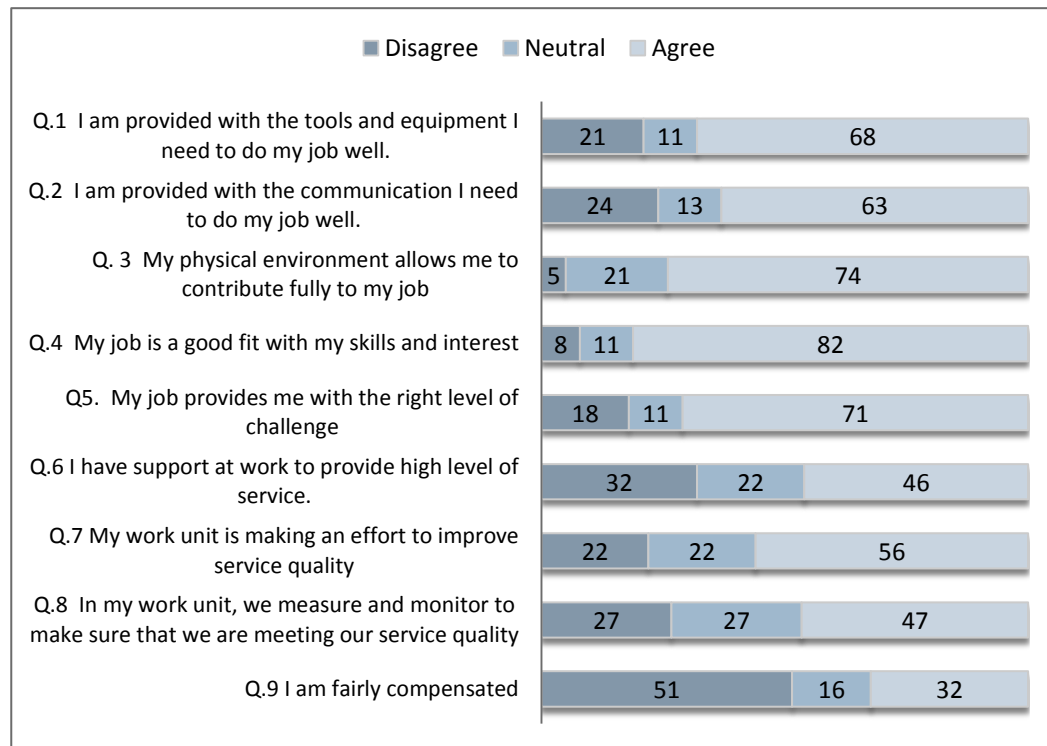
Figure 6 Detail job productivity capacity results for 2011

3.1.2 Productivity Capacity Trend for 2009 and 2011 results

Table 4 shows the productivity capacity trend analysis for PPS' 2009 and 2011 employee survey results.

	2011	2009
Provided with the tools and equipment needed to do job well	68	83
Provided with the communication needed to do job well	63	82
Job is a good fit with skills and interests	82	91
Job provides right level of challenge	71	82
Have support at work to provide high level of service	46	80
Compensated fairly for job	32	58

Table 4 Productivity Capacity Trend for 2009 and 2011 results

Compared to the 2009 results, PPS saw substantial declines in agreement of 9 to 34 percentage points. Tools/equipment, communication, and job challenge fell in agreement by 11 to 19 percent and have gone from areas of clear to basic strength. Employees who feel they have support to provide a high level of service saw the greatest decline in agreement falling by 34 percent and going from an area of clear strength to an area for concern. Compensation also fell by 26 percent and went from an area for improvement to an area for concern.

3.1.3 Productivity Capacity Comparison

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

	Agreement Scores	
	PPS	**Corporate**
Job Support and Tools		
Provided with the tools and equipment needed to do job well	68	72
Provided with the communication needed to do job well	63	58
Physical work environment allows employees to fully contribute to job	74	71
Job Fit		
Job is a good fit with skills and interests	82	79
Job provides right level of challenge	71	66
Quality of Service Provided		
Have support at work to provide high level of service	46	61
Work unit is making an effort to improve service quality	56	68
Work unit measures and monitors to make sure they are meeting their service quality	47	56
Compensation		
Compensated fairly for job	32	44

Table 5 Productivity Capacity comparison

As noted in Table 5, PPS has similar agreement scores for some of the questions compared to the corporate results but is weaker in the majority of questions. Compensation is a corporate wide issue; therefore, PPS has no unique areas of concern. Using the strength-improvement category guide, in comparison to the corporate results PPS employees' agreement responses are not as strong in the following areas:

- Support to provide high level of service
- Work units making an effort to improve service quality
- Work units measuring and monitoring to make sure they are meeting their service quality

Using the strength-improvement category guide, in comparison to the corporate results PPS employees' agreement responses are stronger in the following areas:

- Provided with communication to do job well

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.
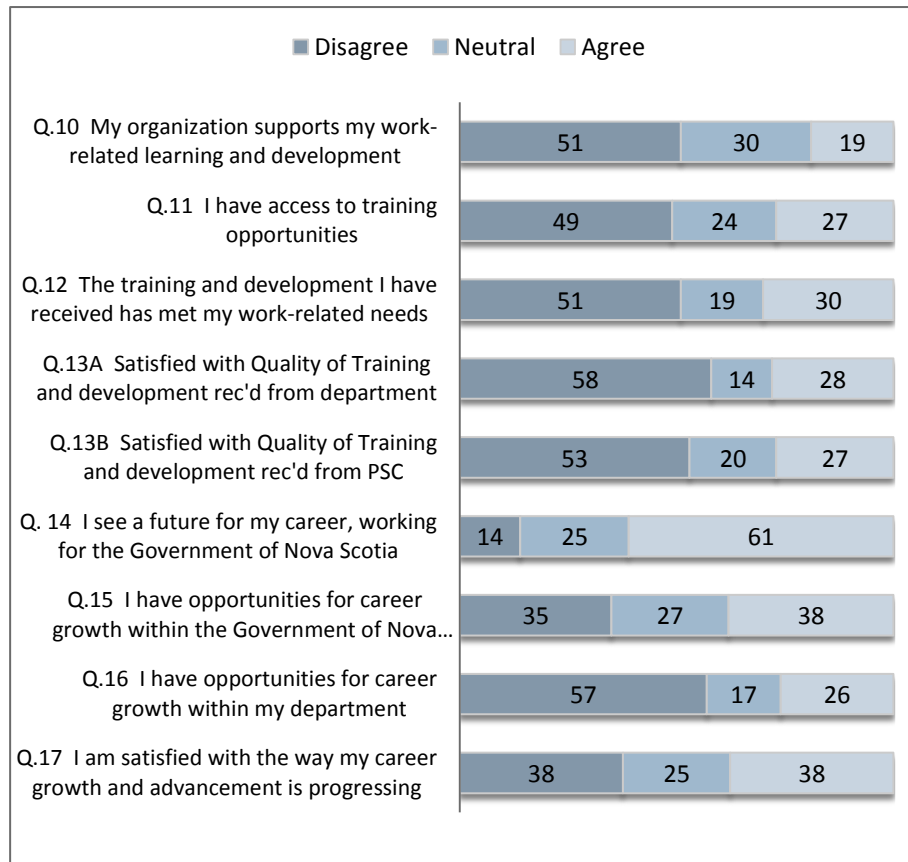
Figure 7 Detail talent capacity results for 2011

3.2.2 Talent Capacity Trend

Table 6 shows the talent capacity trend analysis for PPS' 2009 and 2011 employee survey results.

	2011	2009
Organization supports work-related learning and development	19	63
Have access to training opportunities	27	65
Training and development received met work-related needs	30	69
See a future for career working for the Government of Nova Scotia	61	72
Have opportunities for career growth within the Government of Nova Scotia	38	45
Have opportunities for career growth within the department	26	27

Table 6 Talent Capacity Trend for 2011 and 2009

As shown in Table 6, the agreement scores for talent capacity decreased substantially by 1 to 44 percent. Employees who feel the organization supports their work-related learning and development had the highest decline, falling in agreement by 44 percent and going from an area of strength to an area for concern. Employees who feel they have access to training opportunities and that the training received meets their work-related needs fell in agreement by 38 and 39 percent, with each going from areas of strength to concern. Opportunities for career growth within the Government of Nova Scotia or the department fell in agreement and remain areas of concern.   However, employees still see a future for their careers working for the Government of Nova Scotia, which remains an area of strength.

3.2.3 Talent Capacity Comparison

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

	Agreement Score	
	PPS	**Corporate**
Learning and Development Opportunities		
Organization supports work-related learning and development	19	62
Have access to training opportunities	27	62
Training and development received met work-related needs	30	62
Satisfied with the quality of training and development received from department	28	54
Satisfied with the quality of training and development received from PSC	27	53
Opportunities for Career Growth and Advancement		
See a future for career working for the Government of Nova Scotia	61	60
Have opportunities for career growth within the Government of Nova Scotia	38	42
Have opportunities for career growth within the department	26	32
Satisfied with the way career growth and advancement is progressing	38	38

Table 7 Talent Capacity Comparison

As noted in Table 7, PPS has some similarities compared to the corporate results. Concern for opportunities for career growth and advancement within the Government of Nova Scotia and the department, in addition to satisfaction with how career growth and advancement is progressing are corporate-wide issues, and therefore, PPS has no unique areas of concern.

Using the strength-improvement category guide, in comparison to the corporate results PPS employees' agreement responses are not as strong the following areas:

- Organization supports work-related learning and development
- Access to training opportunities
- Training and development meeting work-related needs
- Satisfaction with quality of training and development received from department
- Satisfaction with quality of training and development received from PSC

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.

Legend: ■ Disagree ■ Neutral ■ Agree

Question	Disagree	Neutral	Agree
Q.38 My department values diversity	10	40	50
Q.39 My department is actively implementing activities and practices that support a diverse…	20	50	30
Q.41 The Government of Nova Scotia hires and promotes people based on their education,…	25	31	44
Q.42 In my department, the hiring, promotion and other staffing processes is based on…	20	17	63
Q.43 In my department, the process of selecting a person for a position is clear	17	23	60
Q.44 In my department, the process of selecting a person for a position is timely	74	13	13
Q. 45 In my department, the process of selecting a person is fair	17	23	60
Q.46 In my department, the process of hiring, promotion and other staffing processes are free…	39	21	39
Q.48 I have a clear understanding how my performance is evaluated	39	31	31
Q.49 My most recent performance appraisal/review reflects my performance	6	33	61

Figure 8 Detail workplace culture results for 2011

3.3.2 Workplace Culture Trend

Table 8 shows the workplace culture trend analysis for PPS' 2009 and 2011 employee survey results.

	2011	2009
The people I work with make an effort to help each other	81	92
Have a positive working relationship with coworkers	87	93
Have opportunities to provide input into decisions that affect their work	53	74
Shared goals are developed for work unit	36	54
Supervisor considers their work-related ideas	47	70
Feel free to suggest innovative changes in their work	49	76
Innovation is valued in their work	42	69
Feel valued for contributions at work	53	71
Receive meaningful recognition for work well done	36	60
Receive recognition from supervisor for a job well done	50	67
Have support at work to balance work and personal life	51	75
Work-related stress is manageable	40	79
Workload is manageable	42	79
Department promotes a healthy and supportive workplace	28	65
Department creates a safe work environment for its employees	50	73
Employees feel safe working in their job	53	73
Employees in department are respectful of employee differences	69	81
Treated respectfully at work	69	90
A healthy atmosphere (trust, mutual respect) exists in work unit	64	75
Department values diversity	50	67
Department is actively implementing activities and practices that support a diverse workplace	30	50
NS Government hires and promotes people based on their education, skills, knowledge and experience	44	67
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	63	63
In the department, the process of selecting a person for a position is clear	60	67
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	50	41
Have a clear understanding of how performance is evaluated	31	37
Most recent performance appraisal/review reflects performance	61	39

Table 8 Workplace Culture Trend for 2011 and 2009

Compared to the 2009 results, PPS saw substantial decreases in agreement by 6 to 39 percent, but also saw some increases of 9 to 22 percent. Shared goals developed for work unit, supervisors considering work-related ideas, free to suggest innovative changes to their work, the value of innovation, and recognition all fell by 18 to 27 percent and are now areas for concern. The same is true for managing work-related stress and workloads, which fell by 37 to 39 percent, in addition to employees who feel their department promotes a healthy and supportive workplace. All have gone from areas of clear or basic strength to concern. The percentage of employees who participated in a performance appraisal/review increased by 9 percent and is now an area for improvement, and in relation, the agreement score for employees who feel their performance review reflects their performance increased by 22 percent and now is an area of strength; however, clarity of how performance is evaluated remains an area for concern.

3.3.3 Workplace Culture Comparison

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

	Agreement Scores	
	PPS	Corporate
Coworker Relationship		
The people I work with make an effort to help each other	81	77
Have a positive working relationship with coworkers	87	84
Employee Involvement and Innovation		
Have opportunities to provide input into decisions that affect their work	53	60
Shared goals are developed for work unit	36	51
Supervisor considers their work-related ideas	47	69
Feel free to suggest innovative changes in their work	49	67
Innovation is valued in their work	42	54
Recognition		
Feel valued for contributions at work	53	54
Receive meaningful recognition for work well done	36	47
Receive recognition from supervisor for a job well done	50	58
Quality of Work Life		
Have support at work to balance work and personal life	51	62
Work-related stress is manageable	40	59
Workload is manageable	42	58
Healthy, Supportive and Respectful Environment		
Department promotes a healthy and supportive workplace	28	59
Department creates a safe work environment for its employees	50	73
Employees feel safe working in their job	53	78
Employees in department are respectful of employee differences	69	69
Treated respectfully at work	69	74
A healthy atmosphere (trust, mutual respect) exists in work unit	64	62
Diverse and Inclusive Environment		
Department values diversity	50	67
Department is actively implementing activities and practices that support a diverse workplace	30	54
Staffing Practices		
NS Government hires and promotes people based on their education, skills, knowledge and experience	44	49
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	63	48
In the department, the process of selecting a person for a position is clear	60	47

In the department, the process of selecting a person for a position is timely	13	21
In the department, the process of selecting a person is fair	60	41
In the department, hiring, promotion and other staffing processes are free from favouritism	39	38
Performance Management Practices		
Participated in a performance appraisal/review with direct supervisor in the past 12 months (yes/no scale)	50	65
% who didn't participate in a performance appraisal/review who would like to	75	76
Have a clear understanding of how performance is evaluated	31	59
Most recent performance appraisal/review reflects performance	61	67

Table 9 Workplace Culture comparison with corporate results for 2011

As noted in Table 9 on this page and the previous page, PPS shares a few of the same strengths with the corporate results.

Using the strength-improvement category guide, in comparison to the corporate results PPS employees' agreement responses are not as strong the following areas:

- Employee involvement and innovation (all areas)
- Quality of work life (all areas)
- Employees who feel the department promotes a healthy and supportive workplace
- Employees who feel the department creates a safe work environment
- Employees who feel safe in their job
- Diverse and inclusive environment (all areas)
- Participation in a performance appraisal/review with direct supervisor
- Clarity of how performance is evaluated

Using the strength-improvement category guide, in comparison to the corporate results PPS employees' agreement responses are stronger the following areas:

- Employees who feel the department hires/promotes people based on their education, etc.
- Clarity of staffing practices in the department
- Fairness of staffing practices in the department

3.4   Leadership - Your Leader

3.4.1   Leadership Details

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

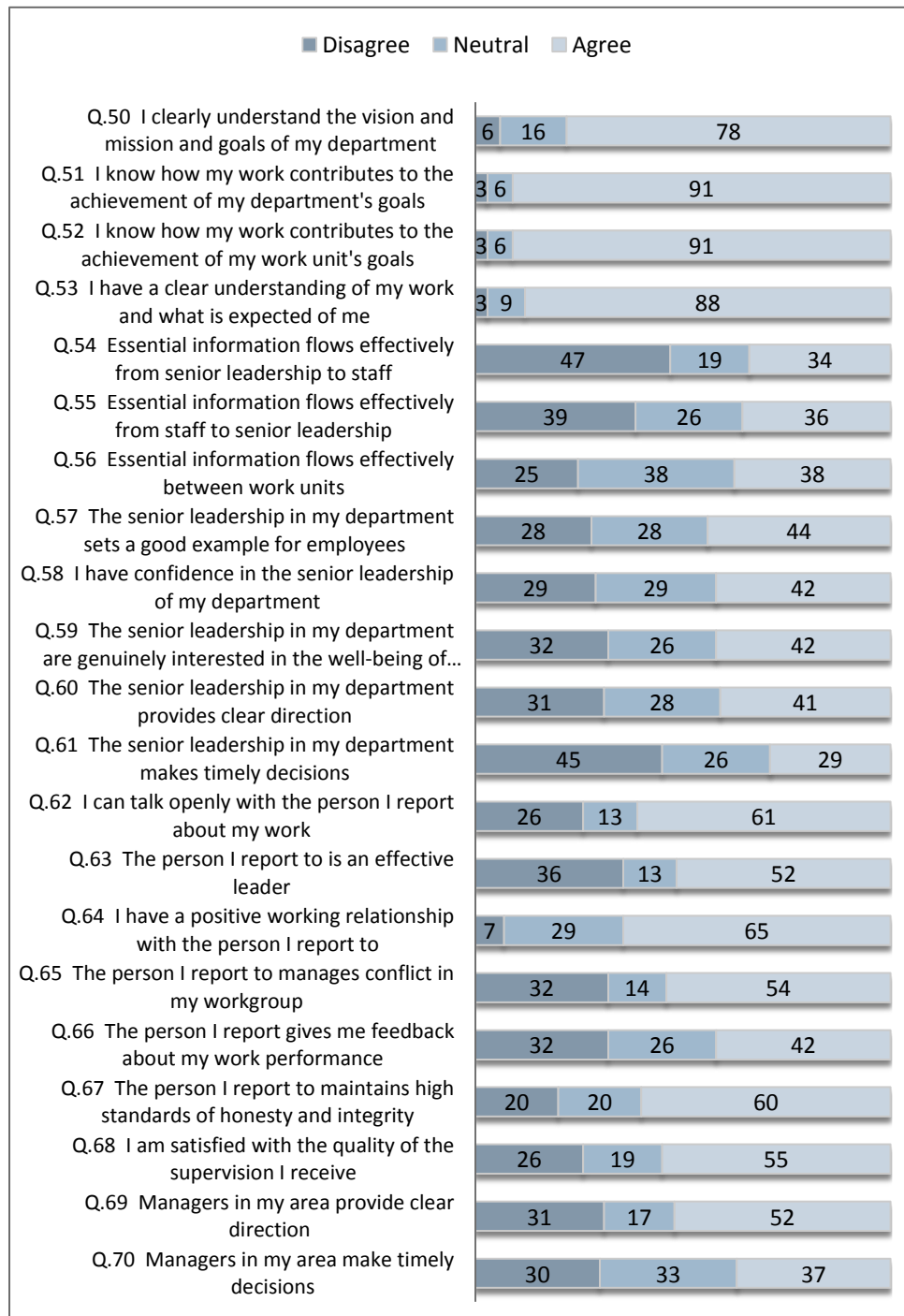|	Disagree	Neutral	Agree
Q.50 I clearly understand the vision and mission and goals of my department	6	16	78
Q.51 I know how my work contributes to the achievement of my department's goals	3	6	91
Q.52 I know how my work contributes to the achievement of my work unit's goals	3	6	91
Q.53 I have a clear understanding of my work and what is expected of me	3	9	88
Q.54 Essential information flows effectively from senior leadership to staff	47	19	34
Q.55 Essential information flows effectively from staff to senior leadership	39	26	36
Q.56 Essential information flows effectively between work units	25	38	38
Q.57 The senior leadership in my department sets a good example for employees	28	28	44
Q.58 I have confidence in the senior leadership of my department	29	29	42
Q.59 The senior leadership in my department are genuinely interested in the well-being of…	32	26	42
Q.60 The senior leadership in my department provides clear direction	31	28	41
Q.61 The senior leadership in my department makes timely decisions	45	26	29
Q.62 I can talk openly with the person I report about my work	26	13	61
Q.63 The person I report to is an effective leader	36	13	52
Q.64 I have a positive working relationship with the person I report to	7	29	65
Q.65 The person I report to manages conflict in my workgroup	32	14	54
Q.66 The person I report gives me feedback about my work performance	32	26	42
Q.67 The person I report to maintains high standards of honesty and integrity	20	20	60
Q.68 I am satisfied with the quality of the supervision I receive	26	19	55
Q.69 Managers in my area provide clear direction	31	17	52
Q.70 Managers in my area make timely decisions	30	33	37

Figure 9 Leadership Capacity details

3.4.2 Leadership Trend

Table 10 shows the Leadership trend analysis for PPS' 2009 and 2011 employee survey results.

	2011	2009
Clearly understood the vision, mission and goals of the department	78	67
Know how work contributes to the achievement of department goals	91	83
Know how work contributes to the achievement of work unit goals	91	87
Have a clear understanding of their work and what is expected of them	88	94
Essential information flows effectively from senior leadership to staff	34	54
Department senior leadership sets a good example	44	60
Have confidence in the department senior leadership	42	66
Department senior leadership are genuinely interested in the well being of employees	42	58
Department senior leadership provides clear direction	41	62
Department senior leadership makes timely decisions	29	46
Employees can talk openly with the person they report to about work	61	90
Person report to is an effective leader	52	83
Employees have a positive working relationship with the person they report to	65	92
Person they report to manages conflict in the work unit	54	63
Person they report to gives employees feedback on their work performance	42	65
Person they report to maintains high standards of honesty and integrity	60	83
Satisfied with the quality of supervision received	55	79
Managers provide clear direction	52	69
Managers make timely decisions	37	63

Table 10 Leadership Trend for 2011 and 2009

Compared to the 2009 results, PPS saw substantial decreases in agreement by 6 to 27 percent, but also saw some increases in agreement by 4 to 11 percent. Employees who clearly understand the vision, mission and goals of the department increased by 11 percent and went from an area of basic to clear strength. Questions regarding senior leadership practices fell in agreement by 16 to 24 percent and went from areas of strength or improvement to areas for concern. Employees who have a positive working relationship with the person they report to saw the largest decline in agreement falling by 27 percent and going from an area of clear to basic strength. Questions regarding supervisory practices fell in agreement by 9 to 26 percent with many going from areas of strength to areas for improvement or concern.

3.4.3 Leadership Comparison

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

	Agreement Scores	
	PPS	Corporate
Clear Direction and Expectations		
Clearly understood the vision, mission and goals of the department	78	68
Know how work contributes to the achievement of department goals	91	73
Know how work contributes to the achievement of work unit goals	91	79
Have a clear understanding of their work and what is expected of them	88	79
Organizational Communication		
Essential information flows effectively from senior leadership to staff	34	37
Essential information flows effectively from staff to senior leadership	36	43
Essential information flows effectively between work units	38	33
Senior Leadership Practices		
Department senior leadership sets a good example	44	48
Have confidence in the department senior leadership	42	48
Department senior leadership are genuinely interested in the well being of employees	42	49
Department senior leadership provides clear direction	41	42
Department senior leadership makes timely decisions	29	36
Direct Supervisory Practices		
Employees can talk openly with the person they report to about work	61	76
Person report to is an effective leader	52	63
Employees have a positive working relationship with the person they report to	65	77
Person they report to manages conflict in the workgroup	54	54
Person they report to gives employees feedback on their work performance	42	63
Person they report to maintains high standards of honesty and integrity	60	72
Satisfied with the quality of supervision received	55	65
Managers provide clear direction	52	56
Managers make timely decisions	37	51

Table 11 Leadership Comparisons

As noted in Table 11 on the previous page, PPS shares many similarities with the corporate results. Concern for the organizational communication and senior leadership practices are corporate wide issues and therefore, PPS has no unique areas for concern in those areas.

Using the strength-improvement category guide, in comparison to the corporate results PPS employees' agreement responses are not as strong the following areas:

- Employees who feel they can talk openly with the person they report to about work
- Employees who feel the person they report to is an effective leader
- Employees who have a positive work-relationship with the person they report to
- Person they report to provide feedback on work performance
- Satisfaction with quality of supervision received
- Employees who feel their managers make timely decisions

Using the strength-improvement category guide, in comparison to the corporate results PPS employees' agreement responses are stronger the following areas:

- Clearly understood the vision, mission and goals of the department
- Know how work contributes to the achievement of department goals

Chapter 4 - Other Work Environment Questions

4.1   Respectful Environment

As shown in the survey results, 30% of PPS employees have experienced bullying behavior in the last 12 months and only 22% of employees who experienced bullying behavior reported the behavior.   Corporately 25% of employees experienced bullying, with only 45% stating they reported the behavior.

As noted in Table 12, the majority of the behaviour was experienced from a co-worker or a manager. The table below outlines the percentages.

Experienced the bullying behavior from:	
Co-worker or colleague	25%
The person they report to	25%
A member of the public	17%
Someone else	17%
Another manager in the organization	8%
Someone who works for another part of the organization	8%

Table 12 Where bullying behaviour came from

4.2 Inclusive Environment

As shown in the survey results, 3% of PPS respondents reported that they have experienced racism and/or discrimination in the last 12 months; however, no body reported the behaviour.   Corporately 7% of employees experienced racism and/or discrimination, with 30% stating they reported the behavior.

The survey showed that 100% of the behaviour was experienced from the person they report to and was because of colour.

4.3 Employees' Retention Intentions

As shown in the table below, 25% of PPS employees are planning on leaving within the next 5 years with the main reasons for leaving being retirement.

Table 13 outlines employees stated intentions to stay with the Government of Nova Scotia.

Employees intend to stay:	
2 years or less	8%
Between 3-5 years	17%
Between 6-10 years	13%
11 years or more	63%

Table 13 Employees retention intentions for 2011

Table 14 outlines the reasons an employees is planning on leaving the organization within the next 5 years.

Reason for Leaving:	
Retirement	44%
Management (lack of support or recognition	22%
Pursuing other employment opportunities	22%
Job itself (not interesting work or lack of challenge)	11%

Table 14 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	3.71
Provided with the communication needed to do job well	3.63
Physical work environment allows employees to fully contribute to job	4.08
Job Fit	
Job is a good fit with skills and interests	4.34
Job provides right level of challenge	3.95
Quality of Service Provided	
Have support at work to provide high level of service	3.22
Work unit is making an effort to improve service quality	3.47
Work unit measures and monitors to make sure they are meeting their service quality	3.32
Compensation	
Compensated fairly for job	2.59
Talent Capacity	
Learning and Development Opportunities	
Organization supports work-related learning and development	2.46
Have access to training opportunities	2.62
Training and development received met work-related needs	2.70
Satisfied with the quality of training and development received from department	2.47
Satisfied with the quality of training and development received from PSC	2.53
Opportunities for Career Growth and Advancement	
See a future for career working for the Government of Nova Scotia	3.81
Have opportunities for career growth within the Government of Nova Scotia	3.03
Have opportunities for career growth within the department	2.43
Satisfied with the way career growth and advancement is progressing	2.88
Workplace Culture	

	Mean Score
Coworker Relationship	
The people I work with make an effort to help each other	4.30
Have a positive working relationship with coworkers	4.43
Employee Involvement and Innovation	
Have opportunities to provide into decisions that affect their work	3.42
Shared goals are developed for work unit	3.22
Supervisor considers their work-related ideas	3.25
Feel free to suggest innovative changes in their work	3.27
Innovation is valued in their work	3.03
Recognition	
Feel valued for contributions at work	3.28
Receive meaningful recognition for work well done	2.97
Receive recognition from supervisor for a job well done	3.22
Quality of Work Life	
Have support at work to balance work and personal life	3.49
Work-related stress is manageable	3.06
Workload is manageable	2.97
Healthy, Supportive and Respectful Environment	
Department promotes a healthy and supportive workplace	2.89
Department creates a safe work environment for its employees	3.33
Employees feel safe working in their job	3.58
Employees in department are respectful of employee differences	3.97
Treated respectfully at work	3.97
A healthy atmosphere (trust, mutual respect) exists in work unit	3.83
Diverse and Inclusive Environment	
Department values diversity	3.53
Department is actively implementing activities and practices that support a diverse workplace	3.13
Staffing Practices	
NS Government hires and promotes people based on their education, skills, knowledge and experience	3.28

	Mean Score
In the department, the hiring, promotion and other staffing processes is based on their education, skills, knowledge and experience	3.57
In the department, the process of selecting a person for a position is clear	3.57
In the department, the process of selecting a person for a position is timely	2.06
In the department, the process of selecting a person is fair	3.60
In the department, hiring, promotion and other staffing processes are free from favouritism	3.07
Performance Management Practices	
Have a clear understanding of how performance is evaluated	2.96
Most recent performance appraisal/review reflects performance	3.89
Leadership	
Clear Direction and Expectations	
Clearly understood the vision, mission and goals of the department	4.06
Know how work contributes to the achievement of department goals	4.28
Know how work contributes to the achievement of work unit goals	4.28
Have a clear understanding of their work and what is expected of them	4.28
Organizational Communication	
Essential information flows effectively from senior leadership to staff	2.75
Essential information flows effectively from staff to senior leadership	2.97
Essential information flows effectively between work units	3.13
Senior Leadership Practices	
Department senior leadership sets a good example	3.09
Have confidence in the department senior leadership	3.10
Department senior leadership are genuinely interested in the well-being of employees	3.10
Department senior leadership provides clear direction	3.03
Department senior leadership makes timely decisions	2.68
Direct Supervisory Practices	
Employees can talk openly with the person they report to about work	3.61
Person report to is an effective leader	3.35

	Mean Score
Employees have a positive working relationship with the person they report to	3.97
Person they report to manages conflict in the workgroup	3.25
Person they report to gives employees feedback on their work performance	3.13
Person they report to maintains high standards of honesty and integrity	3.73
Satisfied with the quality of supervision received	3.42
Managers provide clear direction	3.17
Managers make timely decisions	2.97
Overall	
Work for an effective organization	3.54
Satisfied with my job	3.68
Satisfied with my department	3.61
Overall satisfied with work as a Government of Nova Scotia employee	3.65
Proud to tell people work as a Government of Nova Scotia employee	3.74
Prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	3.80
Inspired to give my very best	3.90
Would recommend the Government of Nova Scotia as a great place to work	3.74