



# Employee Engagement Survey

Finance and Treasury Board

2015 Report



This summary report provides insights on how to improve our employees' workplace which will help cultivate an engaging work environment and culture.

Analyzed and prepared by:  
Katharine Cox-Brown, CGA, MPA

Data Analysis by:  
Cathy-Leigh Spencer, BMgmt

Crown copyright, Province of Nova Scotia, 2015  
Engagement and Accountability Team  
NS Public Service Commission

# Introduction

---

To build a strong public service delivering quality service to the public, it is essential to reach out and ask our employees for their input in improving their work environment.

---

This is the eighth in a series of government-wide engagement surveys that has been conducted by the Public Service Commission, since 2004. The 2015 "How's Work Going?" Employee Engagement Survey was conducted across government department, agencies and commissions.

The fieldwork for the survey ran from March 4 to April 8th, with approximately 6,800 employees participating in the survey, for an overall response rate of 61%. Across the participating departments the median response rate was 76%. The March timeframe has been consistent for all eight surveys conducted. For more information of the survey methodology please refer to the government-wide report.

This report contains a summary Finance and Treasury Board results for the participating permanent<sup>2</sup>, contract and term employees. The Department response rate was 68%.

---

<sup>2</sup>Includes both fulltime and part-time employees

## **How can the results of an employee survey be used?**

An employee survey is a communication and management tool. The survey is a way for employees to communicate openly and honestly with government leaders and management. The results provide Government with a picture of where they are now, through their employee's eyes. The results relay employees' opinion on how effective they believe their current work environment is, and what employees feel is important. This can guide an organization's efforts to improve the quality of work life for their employees.

As a management tool, employee surveys are diagnostic tools that can help pinpoint employees concerns, and can draw attention to areas that employees feel are not being adequately addressed. The information helps inform Government of what is working, what needs adjustment and what is just not working. It can inform Government if an issue is Government-wide, or a particular concern for a demographic group (gender, age, department, etc.) Employee surveys may direct an organization to the areas that need further exploration; while employee comments can help highlight the meaning behind their responses.

# Engagement

---

The Government of Nova Scotia defines employee engagement as the extent to which individuals feel connected to and involved with their jobs and their organization

---

Engagement is about developing a work environment and culture that fosters a productive, satisfied and committed workforce driven to provide service excellence and superior results.

Our research tells us that engaged employees:

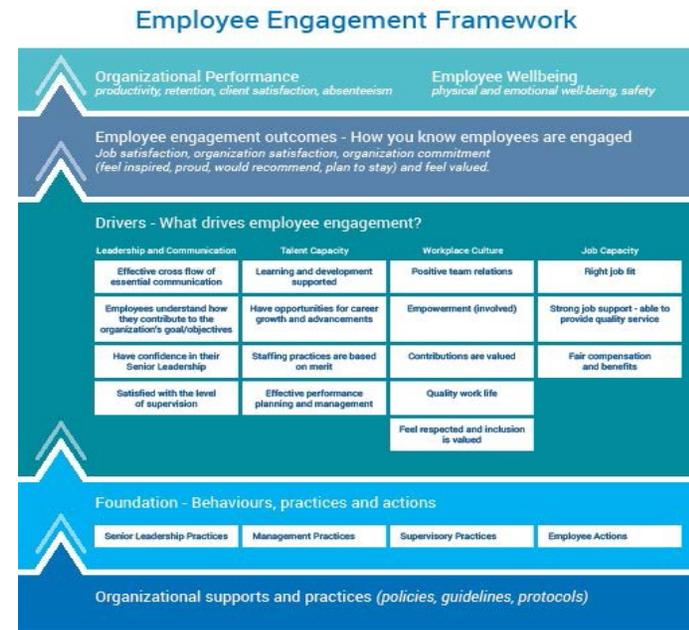
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

# Our Approach to Measuring & Understanding Employee Engagement

Government of Nova Scotia uses an analytical framework to measure and understand the various factors and experiences in an employee's work environment that contributes to building an engaging environment which ultimately affects employees' wellbeing and government's success

Our work and the survey questions are based on a comprehensive analytical framework, the Employee Engagement Model (see Figure 1).

The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees' levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



---

## *Overall Engagement Levels*

Employee engagement is the extent to which individuals feel connected to and involved with their jobs and their organization.

As noted in the Figure below, the current level of employee engagement as measured by the Employee Engagement index is **69**.

*The Government-wide employee engagement index is 60.*

The Table 1 below provides the agreement scores for the engagement characteristics.

<b>Employee Engagement</b>	
Satisfied with their job	<b>67%</b>
Satisfied with their department	<b>70%</b>
Overall, satisfied with their work as Government of Nova Scotia employee	<b>72%</b>
Proud when they tell people they work for the Government of Nova Scotia	<b>69%</b>
Inspired to give their best	<b>76%</b>
Would recommend the Government of Nova Scotia as a great place to work	<b>67%</b>
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	<b>59%</b>
Overall, feel valued as a Government of Nova Scotia employee	<b>57%</b>

# *Engagement Driver and Themes Indices Results*

The driver average provides information on a particular work factor while an index provides more of overall comprehensive view on a wider topic area. The four indices used in the survey match the four pillars in the Corporate Engagement Strategy, 'Pride in the Public Service'. The indices provide measurement framework to track progress of the strategy.

# Report highlights

## The Drivers results

### Quality Work Environment (Driver indices)

Pillar 1- Leadership Index	73%
Pillar 2- Talent Index	54%
Pillar 3- Workplace Culture Index	70%
Pillar 4- Job capacity Index	73%

### Areas of Strength ( $\geq 60\%$ agreement)

- Clear direction and expectation
- Senior leadership and communication
- Direct supervisory and management
- Staffing and performance planning
- Team
- Empowerment
- Quality work life
- Diverse , inclusive and respectful environment
- Job Fit (Work)
- Job supports
- Orientation

### Opportunities to Build (51-60% agreement)

- Learning and development
- Compensation and benefits

### Areas of Concern and Focus (< 50% agreement)

- Career growth and advancement
- Recognition

---

# Retention Intentions, Harassment and Discrimination Result

## Taking action

Employee confident that senior leadership will try to resolve issues raised by employees in this 2015 How's Work Going? employee engagement survey **54%**

---

## Future intentions

Employee stated retention intentions

*I intend to stay with the Government of Nova Scotia for 2 years or less* **14%**

---

*I intend to stay with the Government of Nova Scotia for 3-5 years* **18%**

---

*I intend to stay with the Government of Nova Scotia for 6-10 years* **19%**

---

*I intend to stay with the Government of Nova Scotia for 11 years or more* **49%**

---

For employees planning on leaving the Government of Nova Scotia within the next 5 years, their main reasons were:

*Going to a job elsewhere* **30%**

---

*Retiring from the work force* **48%**

---

*Moving for personal reasons* **4%**

---

*End of term contract or temporary assignment* **0%**

---

*Returning to school* **0%**

---

*Prefer not to say or other* **18%**

---

## Bullying and harassment

During the past 12 months the percentage of employees who stated they have experienced harassment/bullying behaviour at work **9%**

---

## Discrimination

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work **0%**

---

## Appendix A -Finance and Treasury Board detail results

	Gov Overall	Finance and Treasury Board
<b>Employee engagement index</b>	60	69
<b>Quality Environment Drivers and Indices:</b>		
Pillar 1- Leadership Index	55	73
Organizational direction and expectations	70	85
Leadership and organizational communication	44	68
Direct supervisor and manager	60	67
Pillar 2- Talent Index	47	54
Learning and development	52	59
Career growth and opportunities	41	49
Staffing and performance planning	40	66
Pillar 3- Workplace Culture Index	61	70
Team (co-worker relationship)	66	79
Empowerment (includes employee involvement and innovation)	56	65
Recognition	41	48
Quality Work Life (includes safe, healthy and mental well-being)	61	72
Diverse, inclusive and respectful environment	65	75
Pillar 4- Job Capacity Index	69	73
Work	70	74
Job Supports	55	68
Orientation	62	65
Compensation and benefits	62	58

## Appendix A -Finance and Treasury Board detail results

	Gov Overall	Finance and Treasury Board
<b>Employee engagement index</b>	60	69
<b>Employee engagement</b>		
Employees are satisfied with my job	66	67
Employees are satisfied with their department	55	70
Overall, employees are satisfied with their work as Government of Nova Scotia employee	66	72
Proud to tell people they work for the Government of Nova Scotia	59	69
Inspired to give their best	66	76
Would recommend the Government of Nova Scotia as a great place to work	53	67
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	59
Overall, feel valued as a Government of Nova Scotia employee	47	57

## Appendix A -Finance and Treasury Board detail results

Gov Overall

Finance and Treasury  
Board

### Pillar 1- Leadership Index

#### Organizational direction and expectation

Employees have a clear understanding of work and what is expected of them	79	89
Employees have a clear understanding of their department's priorities	63	79
Employees know how their work contributes to the achievement of their department's goals	68	87

#### Leadership and organizational communication

The department senior leadership are genuinely interested in their well-being	45	66
The department senior leadership sets a good example for employees	46	73
The department senior leadership provides clear direction	42	61
The department senior leadership makes timely decisions	37	61
Essential information flows effectively from senior leadership to staff	39	57
Essential information flows effectively from staff to senior leadership	41	62
Have confidence in the department senior leadership	47	77
Have confidence in their senior leader	52	83

#### Direct supervisor and manager

The person they report to considers their work-related ideas	73	77
Employees receive recognition from the person they report to for a job well done	65	67
The person they report to gives employees feedback about their work performance	61	59
The person they report to manages conflict in their work unit	48	51
Employees satisfied with the quality of supervision they receive	64	69
Essential information flows effectively from management in their work unit to staff	49	62
Employees feel trusted by their management	63	77
Employees have confidence in their management team	55	75

## Appendix A -Finance and Treasury Board detail results

	Gov Overall	Finance and Treasury Board
<b>Pillar 2- Talent Index</b>		
<b>Learning and development</b>		
Employees have access to the right training and development opportunities	52	52
Employees have adequate opportunities to develop their skills	49	63
Organization supports employees work-related learning and development	55	58
Learning and development activities completed in the past 2 years have helped to improve their performance	55	64
Learning and development activities completed helped them to develop their career	51	59
<b>Staffing and performance planning</b>		
In their department, hiring, promotion and other staffing processes are free from favouritism	39	62
In their department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	70
Most recent performance plan helped employees achieve their work goals	42	35
Most recent performance plan is helping employees work towards their career goals	37	36
<b>Career growth and opportunities</b>		
Employees are satisfied with the way their career growth and advancement is progressing with the Government of Nova Scotia.	44	48
Employee have opportunities for career growth within the Government of Nova Scotia	38	50

## Appendix A -Finance and Treasury Board detail results

	Gov Overall	Finance and Treasury Board
<b>Pillar 3- Workplace Culture Index</b>		
<b>Team</b>		
A healthy atmosphere (e.g. trust, mutual respect) exists in their work unit	59	79
Members of their team communicate effectively with each other	60	71
Employees have a positive working relationship with their coworkers	80	87
<b>Empowerment</b>		
Innovation is valued in their work	50	58
Employees feel free to suggest innovative ideas	62	74
Employees have the freedom to make decisions to do their job well	57	61
Employees have the opportunities to provide input into decisions that affect their work	56	66
<b>Recognition</b>		
Department does a good job formally recognizing its employees	35	24
Employees receive meaningful recognition for work well done	41	53
Employees feel valued for their contributions at work	47	68
<b>Quality Work Life</b>		
Employees have support at work to balance my work and personal life	65	71
If applicable, employees flexible work arrangement helps me achieve balance in my work and personal life	68	69
Employees feel safe working in their job	77	91
Department creates a healthy work environment for its employees	58	74
Department creates a work environment that supports and cares about employees' emotional well-being	49	64
Employees work-related stress is manageable	58	70
Employees would describe my workplace as healthy, safe and supportive of employees' emotional well-being	51	67
<b>Diverse, inclusive and respectful environment</b>		
Department values diversity	66	70
In department, policies and practices are fair and equitable	59	68
Employees in department respect individual differences	67	82
Employees feel they are treated respectfully at work	73	82
In department, the opinions and perspective of people from diverse backgrounds are considered in the enhancement of employees' work tasks and practices	60	73

## Appendix A -Finance and Treasury Board detail results

Gov Overall  
Finance and Treasury Board

### Pillar 4- Job Capacity Index

#### Work

Employees' job is a good fit for their skills and interests	82	79
Employees have a choice in deciding how they do my work	65	73
In department, I have opportunities to implement ideas to improve their work	62	70
Employees work gives them a sense of personal accomplishment	70	74

#### Job Supports

Employees are provided with the communication they need to do their job well	51	59
Employees are provided with the equipment and resources they need to do their job well	58	77
Employees' workload is manageable	57	69
Employees' have support at work to provide a high level of service	55	66

#### Orientation

If I have been employed less than 2 years or started a new job in the last 2 years, received an orientation	62	65
---	----	----

#### Compensation and benefits

Employees feel they are compensated fairly	54	48
Employees are satisfied with their benefits (e.g. health, dental, LTD)	72	70
Employees are satisfied with their pension	61	55

## Appendix A -Finance and Treasury Board detail results

	Gov Overall	Finance and Treasury Board
<b>Taking action</b>		
Confident that their senior leadership will try to resolve issues raised by employees in this 2015 How's Work Going? employee engagement survey	43	54
Confident that managers where they work will take actions to resolve issues in this survey	47	56
<b>Future intentions</b>		
The following statements reflects employees intention to stay with Government of NS		
<i>Intend to stay with the Government of Nova Scotia for 2 years or less</i>	12	14
<i>Intend to stay with the Government of Nova Scotia for 3-5 years</i>	20	18
<i>Intend to stay with the Government of Nova Scotia for 6-10 years</i>	24	19
<i>Intend to stay with the Government of Nova Scotia for 11 years or more</i>	44	49
If planning on leaving the Government of Nova Scotia within the next 5 years, the main reason:		
<i>Going to a job elsewhere</i>	27	30
<i>Retiring from the work force</i>	49	48
<i>Moving for personal reasons</i>	3	4
<i>End of term contract or temporary assignment</i>	3	0
<i>Returning to school</i>	1	0
<i>Other</i>	17	18
<b>Bullying and harassment</b>		
During the past 12 months have experienced harassment/bullying behaviour at work.	19	9
<b>Discrimination</b>		
During the past 12 months have experienced discrimination behaviour at work.	6	0