Employee Engagement Survey 2015

Nova Scotia Government-wide Report

NOVA SCOTIA

Employee Engagement Survey 2015

This summary report provides information on the state of employee engagement in the Nova Scotia public service and insight on how to build on our areas of strength, as well as where we might improve, to enhance employee engagement in the organization.

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BACKGROUND

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 on what is good about their work environment as well as where is can be improved.

This report contains the government-wide results of the "How's Work Going?" 2015 Employee Engagement Survey. The 2015 Survey is the eighth in a series of government-wide surveys that have been conducted by the Nova Scotia Public Service Commission since 2004. The "How's Work Going?" survey was administered across the Government of Nova Scotia (GNS) to all departments, agencies and commissions.

The fieldwork for the survey ran from March 4 to April 8, 2015. The deadline was extended to April 24, 2015 for Transportation and Infrastructure Renewal due to operational demands resulting from severe weather. Approximately 6,800 employees participated in the survey for an overall response rate of 61% of permanent, term and contractual employees. However, across participating departments, the median response rate was 76%. The March-April timeframe has been consistent for all eight surveys.

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.

Employee engagement is critical to government's success. Leaders around the world recognize that having engaged employees increases innovation, retention, productivity, client satisfaction and employee well-being.

Overall Engagement Results

For 2015, the Government-wide Employee Engagement Index is 60. This is equivalent to the Public Sector Inter-jurisdictional Average, and the benchmark for engagement.

The engagement results* tell us:

66% of employees agree they are **satisfied with their job**;

55% of employees agree they are **satisfied with their departments**;

66% of employees agree overall they are **satisfied with their work** as a NS government employee;

59% of employees agree they are **proud** to tell people they work for the NS government;

66% of employees agree they are **inspired to give their best**;

53% of employees agree they **would recommend** the NS government as a great place to work;

58% of employees agree they **would prefer to stay** with the NS government, even if offered a similar job elsewhere; and

47% of employees agree they **feel valued** as a NS government employee

A score of 60 or higher is considered a strength, 51-59 indicates an opportunity to build, and below 50 indicates an area of concern and focus.

KEY OBSERVATIONS

Based on the 2015 results, engagement has remained steady overall. Some departments have seen modest to significant improvements. Small-and medium-sized departments saw the biggest gains and one of our largest departments had improved scores in all areas. Overall results show an increase in employee satisfaction levels.

Engagement results, when examined in relation to years of service, forms a U-shaped curve. Engagement is high for the first number of years of employment, then starts to decline for mid-career employees, and then it improves for employees around the 15-year mark.

Like other jurisdictions, the NS government is experiencing declining engagement levels for managers.

To improve employee engagement it is important to understand what influences engagement, measure it and assess areas that can be improved and enhanced.

Figure 1: **EMPLOYMENT ENGAGEMENT**
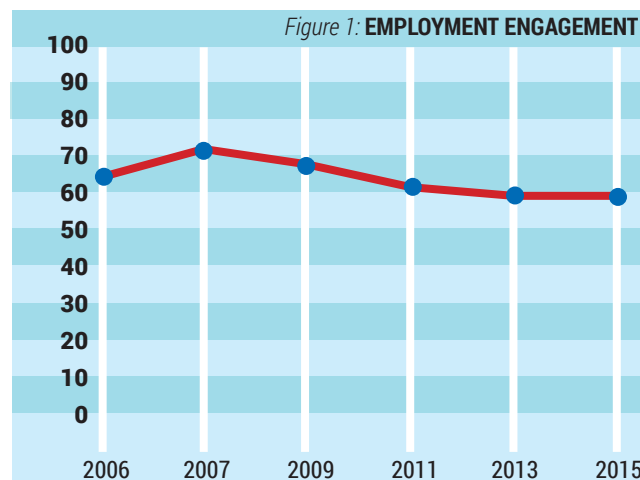
As Figure 1 on the left demonstrates, employee engagement has remained within or above the benchmark since 2006.

Key Drivers & Pillars of Employee Engagement

The "How's Work Going?" survey questions are based on an engagement analytical framework (see Figure 2 on page 4). Employee engagement is shaped by employees' experiences at work. This framework is based on understanding the levels of employee engagement and employees experiences at work.

To understand an employees' work experience and what work attributes are key; our statistical analysis have isolated 14 attributes in the workplace that have the strongest influence or impact on employees level of satisfaction or commitment.....we called these drivers.

THE 14 ENGAGEMENT DRIVERS ARE:

▶ Support for Quality Work Life
▶ Leadership Practices and Effective Communication Flow
▶ Career Growth and Advancement
▶ Job Support
▶ Recognition
▶ Empowerment
▶ Direct Supervisor Practices
▶ Learning and Development

▶ Fair Staffing Practices and Effective Performance Planning
▶ Job Fit
▶ Clear Direction and Expectations
▶ Inclusive and Respectful Environment
▶ Coworker Relationships
▶ Compensation and Benefits

To provide more comprehensive information, the 14 drivers are grouped under the four pillars (wider work themes). The pillars combine several drivers that refer to similar facets of a broader work environment theme.

THE FOUR PILLARS ARE:
▶ Leadership
▶ Talent
▶ Workplace Culture
▶ Job Capacity

For each pillar the report provides a performance measure (index) which provides a more consistent and robust metric. The next sections of the report show the detailed survey results by pillar.

Our analytical framework, initially built in 2004, identifies the work experiences and factors that can influence an employee's engagement level. Management uses this framework to improve and maintain the level of employee engagement.

Employee Engagement Framework *Figure 2*

ORGANIZATIONAL PERFORMANCE
(productivity, retention, client satisfaction, absenteeism)

EMPLOYEE WELLBEING
(physical and well-being, emotional safety)

EMPLOYEE ENGAGEMENT OUTCOMES
How you know employees are engaged? (Job satisfaction, organization satisfaction, feel inspired, proud, would recommend, plan to stay and feel valued.)

DRIVERS
What drives employee engagement?

Leadership	Talent Capacity	Workplace Culture	Job Capacity
Effective cross flow of essential communication	Learning and development supported	Positive team relations	Right job fit
Employees understand how they contribute to the organization's goal/objectives	Have opportunities for career growth and advancements	Feel empowerment (involved and innovative)	Strong job support - able to provide quality service
Have confidence in their Senior Leadership	Have confidence in staffing practices	Contributions are valued	Fair compensation and satisfied with benefits
Satisfied with the level of supervision	Effective performance planning	Have quality work life	
		Feel respected and inclusion is valued	

BEHAVIOURS, PRACTICES & ACTIONS

Senior Leadership Practices	Management Practices	Supervisory Practices	Employee Practices

ORGANIZATIONAL SUPPORTS & PRACTICES
(policies, guidelines, protocols, corporate supports)
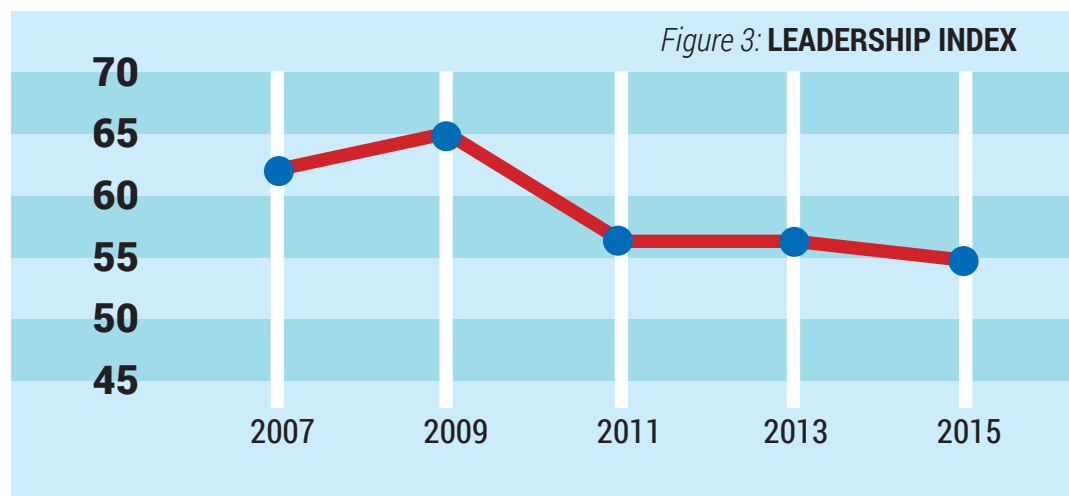
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LEADERSHIP PILLAR

Strong leadership and communication are key elements to providing a quality work environment that can contribute to employee engagement.

The Leadership Index reports on employees' perceptions of the quality of leadership, supervision and communication they receive.

The Leadership Index for 2015 is 55.

Figure 3: **LEADERSHIP INDEX**

The drivers of engagement that are grouped under this pillar are: clear direction and expectations; senior leadership and communication; and direct supervisory management.

EMPLOYEES' KEY PERCEPTIONS

68% agree they know how their work contributes to the achievement of their department's goals.
39% agree essential information flows effectively from senior leadership to staff.
47% agree they have confidence in the senior leadership of their department.
64% agree they are satisfied with the quality of supervision they receive.

KEY OBSERVATIONS

Leadership practices are a well-known driver of engagement. Significant work has been done on leadership competencies for leaders; competencies that have been tested around the world.

Research indicates that there is a close alignment between certain leadership styles and engaging employees. The strong linkages between engagement, leadership styles and competencies will continue to be given significant attention by our leaders.

Managers play a key role in employee engagement so it is important to be responsive to their needs. Providing enhanced support to engage managers remains an important goal for the NS government.

STRENGTHS

Employees' understanding how they contribute and the quality of supervision are strengths for the NS government.

Other Strengths noted include:
- Employees have a clear understanding of their work and what is expected of them;
- Employees understand their department's priorities;
- The person they report to considers their work-related ideas;
- Employees receive feedback on their work performance; and
- Employees feel trusted by their manager.

OPPORTUNITIES TO BUILD UPON

Under the Leadership Pillar, the majority of employees have confidence in their senior leader and management team. However, this is still an area that can be strengthened moving forward.

AREAS OF CONCERN

While direct supervisory practices are a strength, the management of conflict within teams and the flow of essential information from management are areas that some employees would like to see improved.

In general, the flow of internal communication is something employees would like to see improved.

Clarity in direction, timeliness of decisions, caring leadership, and the example set by senior leadership are other areas in which some employees would like to see improvement.

The following table outlines the agreement responses, by percentages, for each question under the Leadership Pillar.

LEADERSHIP & COMMUNICATION *Detail Results by Questions*

Organizational direction and expectation

A13.	I have a clear understanding of my work and what is expected of me	▶ 79
A14.	I have a clear understanding of my department's priorities	▶ 63
A15.	I know how my work contributes to the achievement of my department's goals	▶ 68

My leadership and organizational communication

A29.	The senior leadership in my department are genuinely interested in my well-being	▶ 45
A30.	The senior leadership in my department sets a good example for employees	▶ 46
A31.	The senior leadership in my department provides clear direction	▶ 42
A32.	The senior leadership in my department makes timely decisions	▶ 37
A33.	Essential information flows effectively from senior leadership to staff	▶ 39
A34.	Essential information flows effectively from staff to senior leadership	▶ 41
A35.	I have confidence in the senior leadership of my department	▶ 47
A36.	I have confidence in my senior leader	52

My direct report and manager

|		
A19.	The person I report to considers my work-related ideas	▶ 73
A20.	I receive recognition from the person I report to for a job well done	▶ 65
A21.	The person I report to gives me feedback about my work performance	▶ 61
A24.	The person I report to manages conflict in my work unit	▶ 48
A25.	I am satisfied with the quality of supervision I receive	▶ 64
A26.	Essential information flows effectively from management in my work unit to staff	▶ 49
A27.	I feel trusted by my management	▶ 63
A28.	I have confidence in my management team	55

▶ *Strength- agreement score 60% or above*   ▶ *Concern- agreement score 50% or lower*

TALENT PILLAR

Demonstrating a shared commitment with employees to assist them in development and growth opportunities enables employees to reach their full potential and contributes to an increased level of engagement.

The Talent Development Index reports on employees' perceptions on the NS government's ability to attract and develop its human resources.

The Talent (Development) Index for 2015 is 47.

Figure 4: **TALENT INDEX**
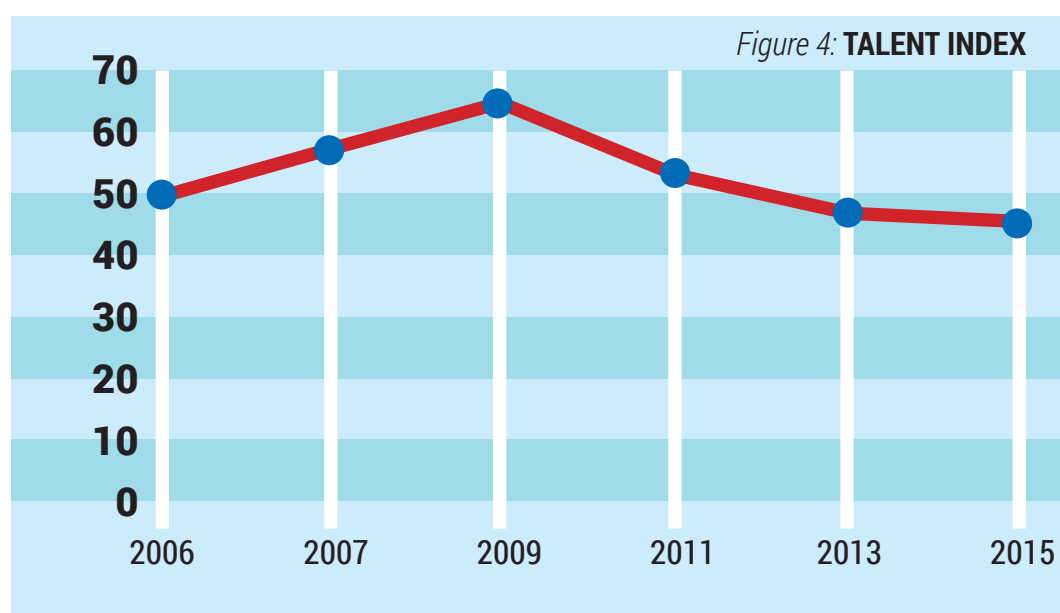
Talent attraction and retention is a challenge faced by the public service in jurisdictions across Canada.

The engagement drivers that are grouped under the Talent/Development pillar are: learning and development; career growth and opportunities; and staffing and performance planning.

KEY OBSERVATIONS

These results demonstrate that employee satisfaction in the workplace is a result of many factors. Providing adequate opportunities for employees to develop their skills through training and mentoring is needed to help build employees' confidence in their ability to develop and advance. Building confidence in staffing practices is an important step in this process.

Earlier supervisory questions indicate that employees found they received recognition and feedback from the person they report to. However, Talent results indicate some improvement could be found in the effectiveness of performance planning. Further exploration and review of the effectiveness of the performance planning process and how it relates to providing access to training and development is worth consideration.

OPPORTUNITIES TO BUILD UPON

There is room for improvement in some areas, including:
Access to the right training and development opportunities so that employees can see where their learning and development is linked to improved performance or career development;
Continued organizational support for work-related learning and development.

AREAS OF CONCERN

Employees would like to see increased access to opportunities for career growth and advancement and more adequate opportunities to develop their skills.

Some employees expressed concern with the way in which their career growth and advancement is progressing.

Some employees expressed concerns with staffing practices, and the effectiveness of performance planning in helping them achieve their work and career goals.

The following table outlines the agreement responses, by percentages, for each question under the Talent Capacity Pillar.

TALENT CAPACITY *Detail Results – by Question*

Learning and development

A40. I have access to the right training and development opportunities — 52

A41. I have adequate opportunities to develop my skills — ▶ 49

A42. My organization supports my work-related learning and development — 55

A43. Learning and development activities I have completed in the past 2 years
     have helped to improve my performance — 55

A44. Learning and development activities I have completed helped me to develop my career — 51

Staffing and performance planning

A45. In my department, hiring, promotion and other staffing processes are free from favouritism — ▶ 39

A46. In my department, hiring, promotion and other staffing processes are based on education,
     skills, knowledge and experience — ▶ 42

A22. My most recent performance plan helped me achieve my work goals — ▶ 42

A23. My most recent performance plan is helping me work towards my career goals — ▶ 37

Career growth and opportunities

A47. I am satisfied with the way my career growth and advancement is progressing with
     the Government of Nova Scotia. — ▶ 44

A48. I have opportunities for career growth within the Government of Nova Scotia — ▶ 38

▶ *Strength- agreement score 60% or above*   ▶ *Concern- agreement score 50% or lower*

WORKPLACE CULTURE PILLAR

To create an engaging environment for employees, the work environment must support their physical, psychological and social well-being by providing a caring, respectful, healthy and safe workplace, and by valuing and recognizing employees' contributions and differences.

The Workplace Culture Index reports on employees' perceptions of the physical, social, and organizational environment in which they work.

The Workplace Culture Index for 2015 is 61. This has been a consistent area of strength for the NS government.

Figure 5: **WORKPLACE CULTURE INDEX**
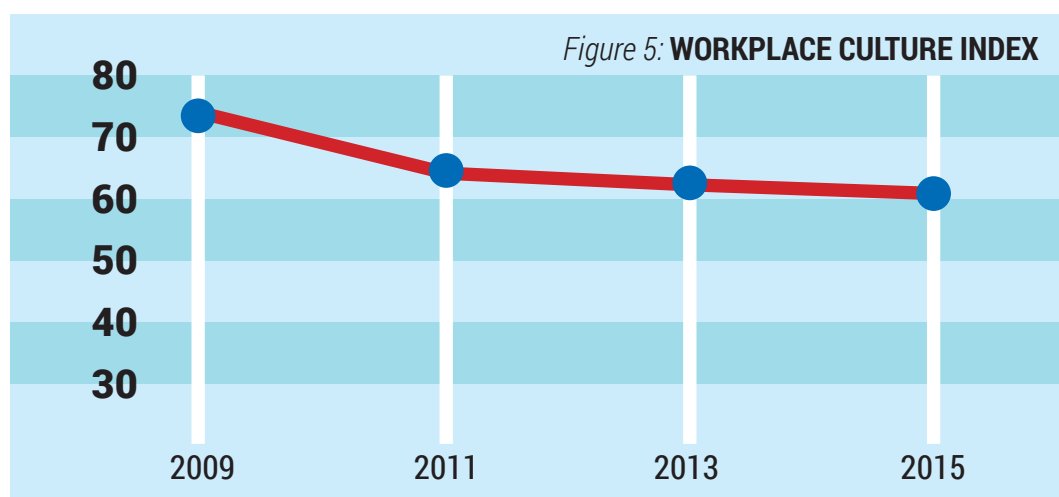
NOTE: *The calculation for this index has changed since 2013. All prior years have been restated to reflect this change.*

The engagement drivers grouped under the Workplace Culture Pillar are: coworker relations; empowerment; recognition; quality work life; and diverse, inclusive and respectful environment.

EMPLOYEES' KEY PERCEPTIONS

80% agree they have a positive working relationship with coworkers.
50% agree innovation is valued in their work.
56% agree they have opportunities to provide input into decisions that affect their work.
41% agree they receive meaningful recognition.
65% agree they have support to balance their work and personal life.
73% agree they are treated respectfully at work.

KEY OBSERVATIONS

The positive team results and other cultural strengths can help attract and retain an engaging workforce.

The quality work life driver has become the strongest driver of engagement, so continued enhancement and improvement in this area is important.

A closer look at empowerment (input) and recognition is important to understanding mid-career and management engagement levels.

STRENGTHS

Employees have a positive relationship with their coworkers, they feel they have support to balance their work and personal life, and they feel they are treated respectfully.

Other Strengths noted include:
- Team members communicate effectively with each other;
- Employees feel free to suggest innovative ideas;
- Flexible work arrangements have helped employees balance their work and personal life;
- Employees feel safe working at their job;
- Employees feel departments value diversity;
- Employees are respectful of employee differences; and
- Employees feel the opinions and perspectives of people from diverse backgrounds are considered in the enhancement of work tasks and practices.

OPPORTUNITIES TO BUILD UPON

For some areas, there is still room for improvement.

For the Workplace Culture Pillar, the following areas fall under this category:
- Having the freedom to make decisions to do their job well;
- Increased opportunities to provide input into decisions that affect their work;
- Manageability of work-related stress.

For the first time, we asked employees if they believe their department created a work environment that supports an employees' emotional well-being. This was another area that indicated room for improvement.

Two areas that were close to a strength at 59% agreement were employees

feeling a healthy atmosphere (trust and mutual respect) in their work units; and that their department policies and practices are fair and equitable.

AREAS OF CONCERN

Areas of concern expressed by employees were:
- ▶ Departments valuing innovation in their work;
- ▶ Recognition, both formal and meaningful recognition of employees' work by departments.
- ▶ Feeling valued for their contributions at work; and
- ▶ The workplace being more supportive of employees' emotional well-being.

The following table outlines the agreement responses, by percentages, for each question under the Workplace Culture Pillar.

WORKPLACE CULTURE *Detail Results by Questions*

My team

A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	59
A17. Members of my team communicate effectively with each other	▶ 60
A18. I have a positive working relationship with my coworkers	▶ 80

Empowerment

A09. Innovation is valued in my work	▶ 50
A10. I feel free to suggest innovative ideas	▶ 62
A11. I have the freedom to make decisions to do my job well	57
A12. I have the opportunities to provide input into decisions that affect my work	56

Recognition

A37. My department does a good job formally recognizing its employees	▶ 35
A38. I receive meaningful recognition for work well done	▶ 41
A39. I feel valued for my contributions at work	▶ 47

Quality Work Life

A56. I have support at work to balance my work and personal life	▶ 65
A57. My flexible work arrangement helps me achieve balance in my work and personal life	▶ 68
A58. I feel safe working in my job	▶ 77
A59. My department creates a healthy work environment for its employees	58
A60. My department creates a work environment that supports and cares about employees' emotional well-being	▶ 49
A61. My work-related stress is manageable	58
A62. I would describe my workplace as healthy, safe and supportive of my emotional well-being	51

Diverse, inclusive and respectful environment

A63. My Department values diversity	▶ 66
A64. In my department, policies and practices are fair and equitable	59
A65. Employees in my department respect individual differences	▶ 67
A66. I am treated respectfully at work	▶ 73
A67. In my department, the opinions and perceptive of people from diverse backgrounds are considered in the enhancement of our work tasks and practices	▶ 60

▶ *Strength- agreement score 60% or above*   ▶ *Concern- agreement score 50% or lower*

JOB CAPACITY PILLAR

Organizations can contribute to increasing the level of employee engagement by providing employees with a job that aligns with their skills and interests and by providing employees with the right job support and tools they need to empower them to do their job well, and to provide quality service.

The Job Capacity Index reports on employees' perceptions on their ability to effectively provide service and programs.

The Job Capacity Index for 2015 is 69. This Index has been a consistent strength for the NS government.

Figure 6: **JOB CAPACITY INDEX**
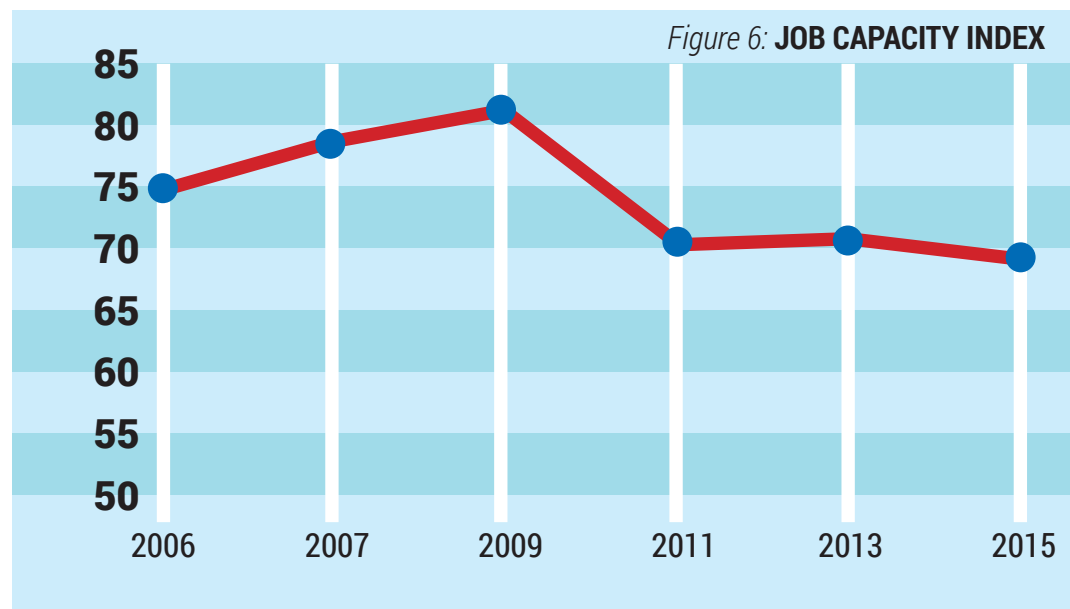
The engagement drivers that are grouped under the Job Capacity Pillar are: job fit; job support (including orientation); and compensation and benefits.

KEY OBSERVATIONS

Overall, areas of job capacity remain a consistent strength. Employees expressed satisfaction with their pension and benefits and fairness of compensation. Employees indicate some improvements could be made regarding communication, equipment and resources they are provided with to enable them to provide quality service. Workload management is also an area some employees would like to see improved.

Other questions to consider are the impact of declining resources, the impact of additional expectations on employee engagement levels and what other supports can be provided.

STRENGTHS

Along with job fit, other key strengths are:
‣ Employees feel they have a choice in how they do their work;
‣ Employees have opportunities to implement new ideas to improve their work;
‣ Employees' work gives them a personal sense of accomplishment; and
‣ Employees are satisfied with their benefits and pension.

OPPORTUNITIES TO BUILD UPON

For some areas, there is still room for improvement to be considered a strength.

For the Job Capacity Pillar, the following areas fall under this category:
‣ Having the communication they need to do their job well;
‣ Having the equipment and resources they need to do their job well;
‣ Manageability of their workload; and
‣ Satisfaction with their compensation.

AREAS OF CONCERN

There are no specific areas of concern as all of the questions in this section have an agreement of 51% or more.

The following table outlines the agreement responses, by percentages, for each question under the Job Capacity Pillar.

JOB CAPACITY *Detail Results by Questions*

My Work

A01. My job is a good fit for my skills and interests	▶ 82
A02. I have a choice in deciding how I do my work	▶ 65
A03. In my department, I have opportunities to implement ideas to improve my work	▶ 62
A04. My work gives me a sense of personal accomplishment	▶ 70

My Job Supports

A05. I am provided with the communication I need to do my job well	51
A06. I am provided with the equipment and resources I need to do my job well	58
A07. My workload is manageable	57
A08. I have support at work to provide a high level of service	55

My Orientation

A49. If I have been employed less than 2 years or started a new job in the last 2 years, I received an orientation	▶ 62

Compensation and Benefits

A50. I am compensated fairly	54
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	▶ 72
A52. I am satisfied with my pension	▶ 61

▶ *Strength- agreement score 60% or above*   ▶ *Concern- agreement score 50% or lower*

SUMMARY

Drivers Performance

AREAS OF STRENGTH *(>60% agreement)*

> ▶ Clear direction and expectations
> ▶ Direct supervisory and management
> ▶ Team
> ▶ Quality work life
> ▶ Diverse, inclusive and respectful environment
> ▶ Job fit (work)
> ▶ Compensation and benefits

OPPORTUNITIES TO BUILD UPON *(51-59%agreement)*

> ▶ Learning and development
> ▶ Empowerment
> ▶ Job supports

AREAS OF CONCERN AND FOCUS *(<50%agreement)*

> ▶ Senior leadership and communication
> ▶ Career growth and advancement
> ▶ Staffing and performance planning
> ▶ Recognition

APPENDIX A: TREND RESULTS

Trend Results 2006-2015	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
EMPLOYEE ENGAGEMENT INDEX	65	72	74	62	60	60	7	2	-12	-2	0
QUALITY WORK ENVIRONMENT *(Driver indices)* Pillar 1- Leadership Index	n/a	62	65	56	56	55	n/a	n/a	-9	0	-1
Pillar 2- Talent Index	50	57	64	52	48	47	7	7	-12	-4	-1
Pillar 3- Workplace Culture Index	n/a	n/a	73	64	62	61	n/a	n/a	-9	-2	-1
Pillar 4- Job capacity Index	75	78	81	70	71	69	3	3	-11	1	-2
EMPLOYEE ENGAGEMENT B01. I am satisfied with my job	69%	73%	78%	59%	65%	66%	4%	5%	-19%	6%	+1
B02. I am satisfied with my department	57%	65%	70%	53%	52%	55%	8%	5%	-17%	-1%	+3
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	75%	79%	83%	67%	65%	66%	4%	4%	-16%	-2%	+1
B04. I am proud when I tell I work for the Government of Nova Scotia	60%	72%	75%	62%	59%	59%	12%	3%	-13%	-3%	0
B05. I am inspired to give my best	74%	79%	79%	68%	67%	66%	5%	0%	-11%	-1%	-1
B06. I would recommend the Government of Nova Scotia as a great place to work	60%	69%	71%	57%	55%	53%	9%	2%	-14%	-2%	-2
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	62%	66%	67%	62%	60%	58%	4%	1%	-5%	-2%	-2

Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
LEADERSHIP: PILLAR 1		62	65	56	56	55	n/a	3	-9	0	-1
ORGANIZATIONAL DIRECTION & EXPECTATION											
A13. I have a clear understanding of my work and what is expected of me	n/a	n/a	87%	79%	80%	79%	n/a	3%	-8%	1%	-1
A15. I know how my work contributes to the achievement of my department's goals	72%	78%	79%	73%	76%	68%	6%	1%	-6%	3%	-8
MY LEADERSHIP & ORGANIZATIONAL COMMUNICATION											
A29. The senior leadership in my department are genuinely interested in my well-being	n/a	54%	58%	49%	51%	45%	n/a	4%	-9%	2%	-6
A30. The senior leadership in my department sets a good example for employees	45%	52%	58%	48%	48%	46%	7%	6%	-10%	0%	-2
A31. The senior leadership in my department provides clear direction	n/a	49%	53%	42%	45%	42%	n/a	4%	-11%	3%	-3
A32. The senior leadership in my department makes timely decisions	n/a	42%	43%	36%	40%	37%	n/a	1%	-7%	4%	-3
A33. Essential information flows effectively from senior leadership to staff	n/a	47%	48%	37%	40%	39%	n/a	1%	-11%	3%	-1
A34. Essential information flows effectively from staff to senior leadership	n/a	n/a	n/a	43%	45%	41%	n/a	n/a	n/a	2%	-4
A35. I have confidence in the senior leadership of my department	48%	56%	60%	48%	48%	47%	8%	4%	-12%	0%	-1
MY DIRECT REPORT AND MANAGER											
A19. The person I report to considers my work-related ideas	75%	80%	80%	69%	71%	73%	5%	0%	-11%	2%	+2
A20. I receive recognition from the person I report to for a job well done	62%	67%	68%	58%	58%	65%	5%	1%	-10%	0%	+7
A21. The person I report to gives me feedback about my work performance	65%	68%	71%	63%	65%	61%	3%	3%	-8%	2%	- 4
A24. The person I report to manages conflict in my work unit	49%	51%	55%	54%	56%	48%	2%	4%	-1%	2%	-8
A25. I am satisfied with the quality of supervision I receive	n/a	68%	72%	65%	67%	64%	n/a	4%	-7%	2%	-3
A26. Essential information flows effectively from management in my work unit to staff	n/a	n/a	n/a	n/a	53%	49%	n/a	n/a	n/a	n/a	-4

Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
TALENT: PILLAR 2	**50**	**57**	**64**	**52**	**48**	**47**	**7**	**7**	**-12**	**-5**	**-1**
LEARNING & DEVELOPMENT											
A40. I am able to access the right learning and development opportunities when I need to	77%	80%	77%	62%	61%	52%	3%	-3%	-15%	-1%	-9
A41. I have adequate opportunities to develop my skills	n/a	n/a	n/a	n/a	49%	49%	n/a	n/a	n/a	n/a	0
A42. My organization supports my work-related learning and development	59%	67%	74%	62%	60%	55%	8%	7%	-12%	-2%	-5
A43. Learning and development activities I have completed in the past 2 years have helped to improve my performance	n/a	n/a	n/a	n/a	58%	55%	n/a	n/a	n/a	n/a	-3
A44. Learning and development activities I have completed helped me to develop my career	n/a	n/a	n/a	n/a	51%	51%	n/a	n/a	n/a	n/a	0
STAFFING & PERFORMANCE PLANNING											
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	n/a	n/a	n/a	38%	39%	39%	n/a	n/a	n/a	1%	0
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	36%	43%	58%	48%	47%	42%	7%	15%	-10%	-1%	-5
A22. My most recent performance plan helped me achieve my work goals	n/a	n/a	n/a	n/a	58%	42%	n/a	n/a	n/a	n/a	-16
A23. My most recent performance plan is helping me work towards my career goals	n/a	n/a	n/a	n/a	51%	37%	n/a	n/a	n/a	n/a	-14
CAREER GROWTH AND OPPORTUNITIES											
A47. I am satisfied with the way my career growth and advancement is progressing with the Government of Nova Scotia.	n/a	n/a	n/a	38%	36%	44%	n/a	n/a	n/a	-2%	+8
A48. I have opportunities for career growth within the Government of Nova Scotia	40%	47%	53%	42%	35%	38%	7%	6%	-11%	-7%	+3

Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
WORKPLACE CULTURE: PILLAR 3			73	64	62	61	n/a	n/a	-9	-2	-1
MY TEAM A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	n/a	n/a	66%	62%	56%	59%	n/a	n/a	-4%	-6%	+3
A18. I have a positive working relationship with my coworkers	87%	90%	91%	84%	86%	80%	3%	1%	-7%	2%	-6
EMPOWERMENT A09. Innovation is valued in my work	n/a	66%	67%	54%	50%	50%	n/a	1%	-13%	-4%	0
A10. I feel free to suggest innovative ideas	n/a	n/a	78%	67%	59%	62%	n/a	n/a	-11%	-8%	+3
A11. I have the freedom to make decisions to do my job well	n/a	n/a	n/a	n/a	59%	57%	n/a	n/a	n/a	n/a	-2
A12. I have the opportunities to provide input into decisions that affect my work	71%	74%	74%	60%	54%	56%	3%	0%	-14%	-6%	+2
RECOGNITION A37. My department does a good job formally recognizing its employees	n/a	n/a	n/a	n/a	36%	35%	n/a	n/a	n/a	n/a	-1
A38. I receive meaningful recognition for work well done	49%	55%	58%	47%	46%	41%	6%	3%	-11%	-1%	-5
A39. I feel valued for my contributions at work	55%	63%	66%	54%	50%	47%	8%	3%	-12%	-4%	-3
QUALITY WORK LIFE A56. I have support at work to balance my work and personal life	62%	68%	71%	62%	63%	65%	6%	3%	-9%	1%	+2
A58. I feel safe working in my job	83%	87%	87%	78%	80%	77%	4%	0%	-9%	2%	-3
A59. My department creates a healthy work environment for its employees	n/a	63%	74%	59%	57%	58%	n/a	11%	-15%	-2%	+1
A61. My work-related stress is manageable	n/a	n/a	75%	59%	56%	58%	n/a	n/a	-16%	-3%	+2
DIVERSE, INCLUSIVE & RESPECTFUL ENVIRONMENT A63. My Department values diversity	60%	65%	73%	67%	67%	66%	5%	8%	-6%	0%	-1
A65. Employees in my department respect individual differences	70%	76%	73%	69%	65%	67%	6%	-3%	-4%	-4%	+2
A66. I am treated respectfully at work	n/a	n/a	79%	74%	73%	73%	n/a	n/a	-5%	-1%	0

Trend Results 2006-2015

	2006	2007	2009	2011	2013	2015	'06 to '07	07 to '09	09 to '11	11 to '13	13 to '15
JOB CAPACITY: PILLAR 4	**75**	**78**	**81**	**70**	**71**	**69**	**3**	**3**	**-11**	**1**	**-2**
MY JOB A01. My job is a good fit for my skills and interests	81%	83%	87%	79%	79%	82%	2%	4%	-8%	0%	+3
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	n/a	n/a	n/a	55%	62%	n/a	n/a	n/a	n/a	+7
MY JOB SUPPORTS A05. I am provided with the communication I need to do my job well	66%	69%	69%	58%	52%	51%	3%	0%	-11%	-6%	-1
A06. I am provided with the equipment and resources I need to do my job well	70%	74%	75%	72%	69%	58%	4%	1%	-3%	-3%	-11
A07. My workload is manageable	n/a	n/a	70%	58%	60%	57%	n/a	n/a	-12%	2%	-3
A08. I have support at work to provide a high level of service	68%	72%	74%	61%	62%	55%	4%	2%	-13%	1%	-7
A49. If I have been employed less than 2 years or started a new job in the last 2 years, I received an orientation	n/a	n/a	n/a	n/a	19%	62%	n/a	n/a	n/a	n/a	+43
COMPENSATION & BENEFITS A50. I am compensated fairly	42%	53%	59%	44%	47%	54%	11%	6%	-15%	3%	+7
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	n/a	n/a	n/a	63%	72%	n/a	n/a	n/a	n/a	+9
A52. I am satisfied with my pension	n/a	n/a	n/a	n/a	52%	61%	n/a	n/a	n/a	n/a	+9

APPENDIX B: HIGH-LEVEL DEPARTMENT RESULTS

ORGANIZATIONS	RESPONSE RATE	PILLARS				EMPLOYEE ENGAGEMENT
		Leadership (1)	Talent (2)	Workplace Culture (3)	Job Capacity (4)	
Government benchmark(median)	61%	55	47	61	69	60
Large Departments, Commissions & Offices						
Community Services	74%	52	40	58	67	52
Health and Wellness	81%	50	42	61	69	56
Internal Services	69%	48	41	56	64	55
Justice	41%	50	38	51	63	56
Labour and Advanced Education	79%	64	57	71	74	73
Natural Resources	69%	53	55	65	71	65
Service Nova Scotia	42%	51	44	54	65	61
Transportation and Infrastructure Renewal	57%	55	51	59	69	59
Medium-size Departments, Commissions & Offices						
Agriculture	69%	40	41	60	68	55
Communication Nova Scotia	88%	70	52	74	76	73
Communities, Culture and Heritage	87%	60	51	72	75	71
Economic, Rural Development and Tourism	79%	57	63	72	76	64
Education & Early Childhood Development	74%	52	48	63	67	59
Environment	70%	52	47	63	61	53
Finance and Treasury Board	68%	73	54	70	73	69
Public Service Commission	96%	71	59	76	74	75
Small Departments, Commissions & Offices						
Energy	100%	64	60	67	66	68
Fisheries and Aquaculture	69%	46	46	52	63	53
Human Rights Commission	100%	76	67	78	82	72
Intergovernmental Affairs	75%	70	58	56	70	56
Municipal Affairs	68%	67	71	75	77	76
NS Securities Commission	70%	75	58	71	75	60
Office of Immigration	56%	68	77	78	79	78

PILLAR 1

ORGANIZATIONS	PILLAR 1			Leadership Index
	Organizational Expectation & Direction	Leadership & Communication	My Direct Supervisor and Manager	
Government benchmark(median)	70	44	60	55
Large Departments, Commissions & Offices				
Community Services	71	38	60	52
Health and Wellness	65	36	63	50
Internal Services	59	35	57	48
Justice	71	39	51	50
Labour and Advanced Education	78	53	69	64
Natural Resources	64	43	61	53
Service Nova Scotia	70	40	52	51
Transportation and Infrastructure Renewal	75	45	56	55
Medium-size Departments, Commissions & Offices				
Agriculture	52	27	49	40
Communication Nova Scotia	80	61	77	70
Communities, Culture and Heritage	74	51	71	60
Economic, Rural Development and Tourism	66	53	56	57
Education & Early Childhood Development	65	43	56	52
Environment	62	44	57	52
Finance and Treasury Board	85	68	67	73
Public Service Commission	77	62	78	71
Small Departments, Commissions & Offices				
Energy	77	58	70	64
Fisheries and Aquaculture	42	44	49	46
Human Rights Commission	82	75	85	76
Intergovernmental Affairs	70	69	69	70
Municipal Affairs	77	68	66	67
NS Securities Commission	88	70	73	75
Office of Immigration	76	60	68	68

PILLAR 2

ORGANIZATIONS	PILLAR 2			
	Learning & Development	Career Growth & Opportunities	Staffing & Performance Management	Talent Index
Government benchmark(median)	52	41	40	47
Large Departments, Commissions & Offices				
Community Services	45	38	41	40
Health and Wellness	46	37	38	42
Internal Services	44	35	36	41
Justice	40	39	31	38
Labour and Advanced Education	61	49	49	57
Natural Resources	63	47	48	55
Service Nova Scotia	49	38	35	44
Transportation and Infrastructure Renewal	59	43	35	51
Medium-size Departments, Commissions & Offices				
Agriculture	48	32	34	41
Communication Nova Scotia	56	49	47	52
Communities, Culture and Heritage	64	39	53	51
Economic, Rural Development and Tourism	72	53	54	63
Education & Early Childhood Development	53	36	33	48
Environment	52	37	40	47
Finance and Treasury Board	59	49	66	54
Public Service Commission	66	48	45	59
Small Departments, Commissions & Offices				
Energy	64	50	44	60
Fisheries and Aquaculture	50	37	40	46
Human Rights Commission	78	62	69	67
Intergovernmental Affairs	63	40	62	58
Municipal Affairs	75	60	63	71
NS Securities Commission	82	42	70	58
Office of Immigration	69	76	54	77

PILLAR 3

ORGANIZATIONS	Teamwork	Empowerment	Recognition	QWL	Diverse, Inclusive & Respectful Environment	Workplace Culture Index
Government benchmark(median)	66	56	41	61	65	61
Large Departments, Commissions & Offices						
Community Services	68	50	38	53	64	58
Health and Wellness	64	58	39	60	64	61
Internal Services	62	52	33	59	61	56
Justice	56	47	34	48	54	51
Labour and Advanced Education	73	67	53	73	77	71
Natural Resources	65	62	43	73	73	65
Service Nova Scotia	60	45	37	58	63	54
Transportation and Infrastructure Renewal	62	59	42	58	57	59
Medium-size Departments, Commissions & Offices						
Agriculture	61	54	27	58	62	60
Communication Nova Scotia	79	74	52	72	79	74
Communities, Culture and Heritage	73	71	46	81	78	72
Economic, Rural Development and Tourism	82	69	52	73	76	72
Education & Early Childhood Development	66	57	42	60	66	63
Environment	73	55	36	61	66	63
Finance and Treasury Board	79	65	48	72	75	70
Public Service Commission	81	72	56	79	80	76
Small Departments, Commissions & Offices						
Energy	75	62	45	72	73	67
Fisheries and Aquaculture	47	48	29	54	55	52
Human Rights Commission	74	78	71	72	85	78
Intergovernmental Affairs	56	57	52	67	59	56
Municipal Affairs	76	75	63	78	76	75
NS Securities Commission	71	66	44	84	77	71
Office of Immigration	84	77	49	87	92	78

PILLAR 4

ORGANIZATIONS	PILLAR 4				Job Capacity Index
	My Job	My Job Supports	Orientation	Compensation & Benefits	
Government benchmark(median)	70	55	62	62	69
Large Departments, Commissions & Offices					
Community Services	66	49	57	58	67
Health and Wellness	72	55	63	64	69
Internal Services	63	55	49	64	64
Justice	65	48	63	58	63
Labour and Advanced Education	77	66	67	68	74
Natural Resources	77	56	51	68	71
Service Nova Scotia	62	56	74	63	65
Transportation and Infrastructure Renewal	70	61	70	56	69
Medium-size Departments, Commissions & Offices					
Agriculture	75	48	80	71	68
Communication Nova Scotia	77	63	77	67	76
Communities, Culture and Heritage	79	65	78	66	75
Economic, Rural Development and Tourism	78	67	82	69	76
Education & Early Childhood Development	68	54	30	60	67
Environment	64	46	73	68	61
Finance and Treasury Board	74	68	65	58	73
Public Service Commission	79	66	50	76	74
Small Departments, Commissions & Offices					
Energy	76	53	63	60	66
Fisheries and Aquaculture	68	40	64	69	63
Human Rights Commission	88	69	37	69	82
Intergovernmental Affairs	68	68	25	53	70
Municipal Affairs	83	67	20	81	77
NS Securities Commission	82	62	50	58	75
Office of Immigration	84	68	67	74	79

Appendix C: Other Results

Confidence in Action

43% of employees are confident that senior leadership will try to resolve issues raised by employees in the survey. 47% are confident that their managers will take actions to resolve issues in this survey.

Figure 7: **CONFIDENCE IN ACTION PLANNING**
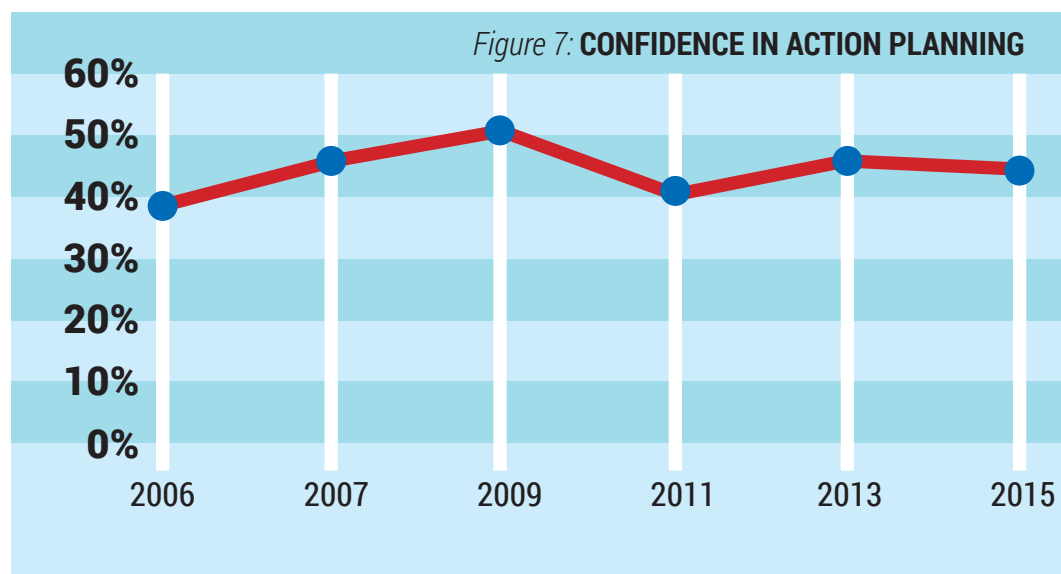
Retention Intentions

When employees were asked their intentions to stay with the Government of Nova Scotia, one-third stated they were intending to stay with the Government for five years or less. This has been consistent for the last several years. The table below shows that retirement is the main reason this group intends to leave.

- Going to a job elsewhere 27%
- Retiring from the workforce 49%
- Moving for personal reasons 3%
- End of term contract or temporary assignment 3%
- Returning to school 1%
- Other 17%

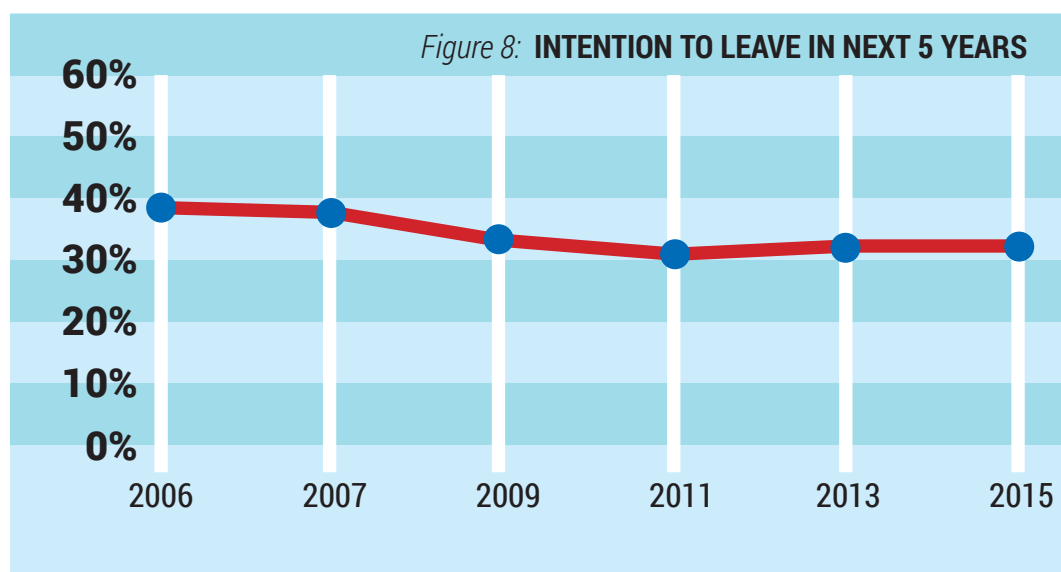*Figure 8:* **INTENTION TO LEAVE IN NEXT 5 YEARS**

Figure 9 shows there has been an increase in employees intending to leave for another job elsewhere. In an effort to understand why employees were voluntarily leaving, we asked employees who were intending to go to a job elsewhere, why they were leaving. The top 5 reasons they were leaving for:

1. Better opportunity for career advancement
2. Better pay and benefits
3. Better match between job and their skills and interests
4. Better learning and development opportunities
5. Opportunity for more input into decisions that affect their work

Figure 9: **RETENTION INTENTIONS TREND SINCE 2006**
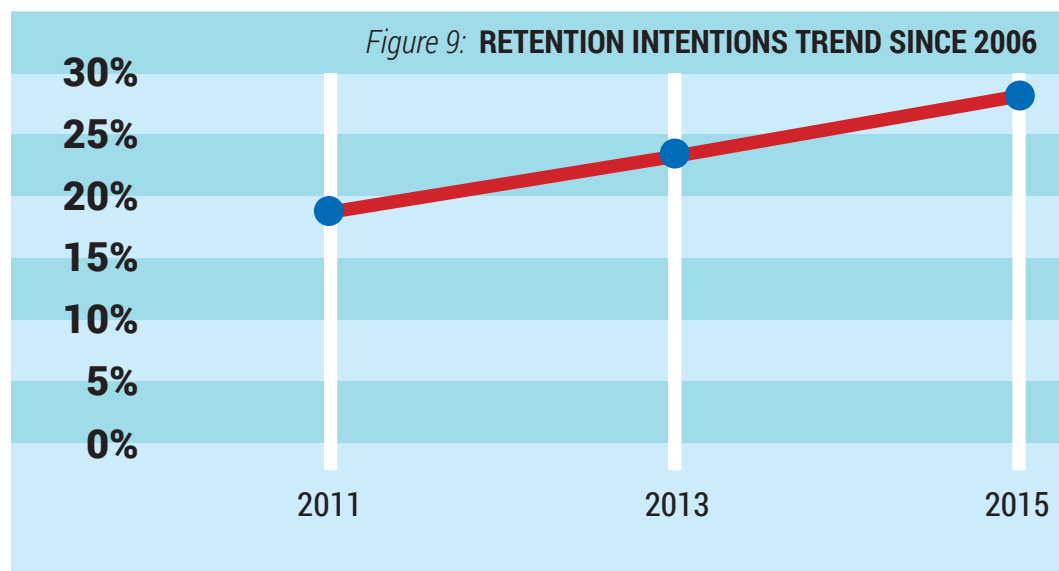
Harassment Behaviour

In the survey, harassment is defined as derogatory or aggressive comments or conduct that is known or ought reasonably to be known to be unwelcome.

For the first time (as shown in Figure 10), the Government of Nova Scotia has seen a significant de-crease in the percentage of employees who have experienced bullying or harassment behaviour. Although the majority of bullying behaviour is still internal with 30% still experienced from
co-worker colleagues, the trend of whom employees experience the behaviour from has shifted:

▸ There has been a decrease in bullying behaviour experienced from coworkers and colleagues, and from management.
▸ Bullying behaviour from the person employees report to started to decline in 2013 and continued to decline in 2015.
▸ There has been an increase in bullying behaviour experienced from clients and members of the public.

The type of bullying has shifted slightly from insulting or derogatory remarks, gestures or actions and malicious rumours, gossip or negative innuendo to more verbal aggression or verbal abuse and isolation and exclusion behaviour.

The impact for employees who have experienced harassment behaviour has been both emotional and physical. 39% of employees who reported bullying in this survey stated that the behaviour impacted them emotionally and 18% said it had an impact on their physical health. 25% of those who reported bullying in this survey stated this experience has impacted their behaviour.

Figure 10: **PERCENTAGE EXPERIENCING BULLYING**
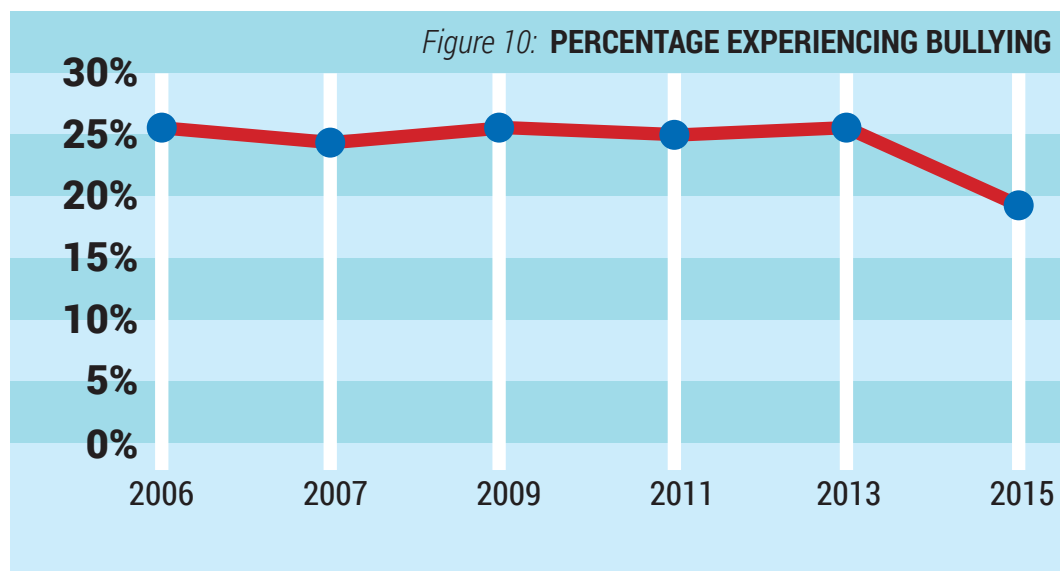
Discrimination Behaviour

In the survey, discrimination is defined as an action or decision that treats a person or group negatively for reasons related to a personal characteristic (e.g. age, race, disability). In 2015, 6% of respondents felt they had experienced discrimination in the last 12 months.

As shown in Figure 11, the Government of Nova Scotia has seen improvements in the number of employees who have experienced discrimination behavior from 2009. Since 2011, the percentage has been relatively stable.

The majority of discrimination behaviour is experienced from co-worker colleagues, the person they report to or another manager. 14% of employees who reported discrimination in this survey preferred not to say who they experience the behaviour from.The type of discrimination has changed slightly, specifically the top four types employees chose were:
  ▶ Persons with disability (physical and mental disability) - 17%
  ▶ Prefer not to say - 16%
  ▶ Age - 15%
  ▶ Sex (including pregnancy and pay equity) - 10%

The impact for employees who have experienced discrimination behaviour has been both emotional and physical. 38% of employees that reported discrimination in this report stated that the behaviour impacted them emotionally and 20% stated it had an impact on their physical health. 26% of employees who reported discrimination in this report stated it has impacted their behaviour.

Figure 11: **PERCENTAGE EXPERIENCING DISCRIMINATION**