

# How's Work Going

**Employee Survey  
2006**

**Diversity Report**



  
**NOVA SCOTIA**

**Public Service Commission  
Evaluation and Audit**

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## 1 Introduction

### 1.1 Background

One of the five goals outlined in the Corporate Human Resource (HR) Plan is to be a diverse workforce. The Government of Nova Scotia strives to be a workplace that is reflective of the diverse community it serves and to create a more respectful and inclusive public service<sup>1</sup>. To assist Government in attaining this goal, the PSC's Evaluation and Audit division has conducted a comprehensive analysis of the Employee Surveys over the past three years, with a focus on diversity to identify areas for further analysis and action.

Included in each survey were demographic questions asking employees to voluntarily self-identify as a member of a designated group (an Aboriginal person, a racially visible person and/or a person with a disability)<sup>2</sup>.

### 1.2 Purpose of the Report

The purpose of this report is to provide an analysis of:

- The diversity questions asked in the past three employee surveys.
- The perceptions of designated group members, Aboriginal Peoples, racially visible persons and persons with disabilities, in comparison to non-designated group members to determine if there are significant differences and areas that should be of focus for action planning specific to designated group members to create a more supportive and attractive work environment.

### 1.3 Methodology

#### How was the data analyzed?

The data for this report was analyzed in a similar way to the main employee survey report looking at favourable scores, average (mean) agreement and importance scores and an analysis of employee engagement. Refer to the 2006 Employee Survey Report for more details on the methodology for analysis of favourable scores, mean scores, the framework for the mapping agreement and importance and measuring employee engagement.

#### What was the response rate of designated group members?

The response rates of the Employee Surveys from 2004, 2005 and 2006 were 53%, 58% and 43% respectively. Each year the response rates met the target to ensure the results were representative of the Nova Scotia Public Service.

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<sup>1</sup> Nova Scotia's Corporate Human Resource Plan 2005 – 2010.

<sup>2</sup> In 2004, employees were asked to voluntarily self-identify as a member of one of the designated groups. The response was either yes or no. In 2005, the demographic question changed to include the options of further self-identification as one of the designated groups (Aboriginal Peoples, racially visible and/or a person with a disability).

With regards to designated group response rates, in 2004 and 2005 response rates of designated group members were relatively similar (5.9% and 5.5% respectively) whereas in 2006 the response rate increased (8.0%) (Refer to the table below).

**Response Rate of Non-Designated and Designated Group Members, 2004 - 2006 (%)**

	2004	2005	2006
Non-Designated Group	86.3	87.9	85.1
Designated Group	5.9	5.5	8.0
Aboriginal	-	0.9	0.8
Racially Visible	-	2.1	3.8
Persons with a Disability	-	2.4	3.2

-' Question not asked in 2004

The increase in the designated group response rate in 2006 subsequently increased the response rate of racially visible and persons with disabilities. Racially visible members' response rate increased from 2.1% in 2005 to 3.8% in 2006 and the response rate of persons with disabilities increased from 2.4% in 2005 to 3.2% in 2006. Aboriginal Peoples remained under 1% over the two-year period.

The representation rates of designated group respondents are similar to the Nova Scotia Public Service as of January 2005 when designated group members represented approximately 7.2% of the population<sup>3</sup>.

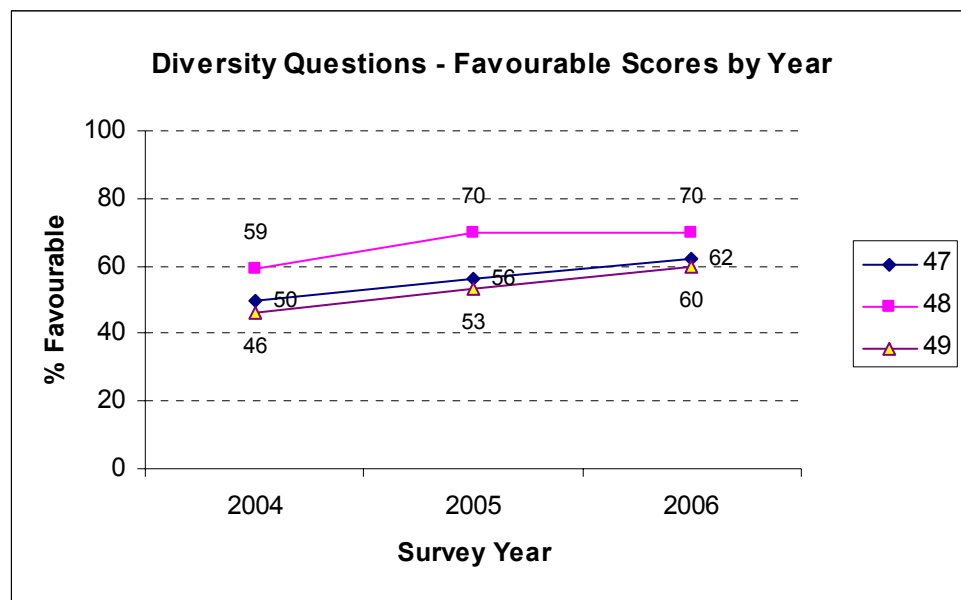
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<sup>3</sup> Moving Towards Equity, Affirmative Action and Diversity in the Nova Scotia Public Service 2004-2005, October 2005.

## 2 Analysis of Diversity Questions

### 2.1 What are the perceptions of diversity in the Nova Scotia Public Service?

The Public Service Employee Survey has asked respondents the same three questions with regards to diversity since 2004. With three years of data, trends are starting to be seen. Results for the overall public service, in general, show an increase in the favourable scores for all questions and the level of importance has reached well over 80% in 2006. (Refer to the figure below)



**Diversity Questions - Favourable Scores by Year**

Q47: The Government of Nova Scotia demonstrates its commitment to diversity in the workplace

Q48: Employees in my department are respectful of employee differences

Q49: My department values diversity

#### **Do employees believe Government demonstrates its commitment to diversity in the workplace?**

The majority of employees believe that Government demonstrates its commitment to diversity in the workplace. Favourable scores have increased from 50% in 2004 to 62% in 2006. This question continues to be important to employees with an importance score of 83% in 2006. (Refer to Annex A - Figure 1)

### **Are employees respectful of employee difference?**

Seventy percent of respondents strongly agree or agree that employees in the Public Service are respectful of employee difference (2005 and 2006). Employees believe it is very important to have a respectful workplace (89% importance score in 2006). (Refer to Annex A – Figure 2)

### **Do employees believe their department values diversity?**

Approximately 60% of employees are favourable when asked if they believe their department values diversity, an increase from 46% in 2004 and 53% in 2005. It is also very important to employees that their department value diversity (86% importance score in 2006). (Refer to Annex A – Figure 3)

## **2.2 Are there demographic differences in respondents?**

A trend analysis of the respondents by each of the diversity questions shows that:

- ❑ Women tend to be more favourable than men and rate these questions as more important to them.
- ❑ Regional employees provide slightly lower favourable and importance scores to these questions as compared to employees in the Halifax Regional Municipality.
- ❑ Favourable scores appear to decrease with years of experience in each of the questions. Level of importance is the highest for public servants with fewer than two years of experience and tends to decrease as time goes on.
- ❑ An analysis of questions by job level shows the tendency for favourable and importance scores to increase with job level.
- ❑ It appears that favourable and importance scores are the highest for MCP, AS and CL pay groups while, in comparison, CUPE and Corrections (NSGEU) tend to have lower favourable and importance scores

## **2.3 What are employees saying about diversity?**

An analysis of all employee written comments from the past three surveys shows that the comments with regards to diversity were not as positive/favorable as the survey responses. Some of the comments included:

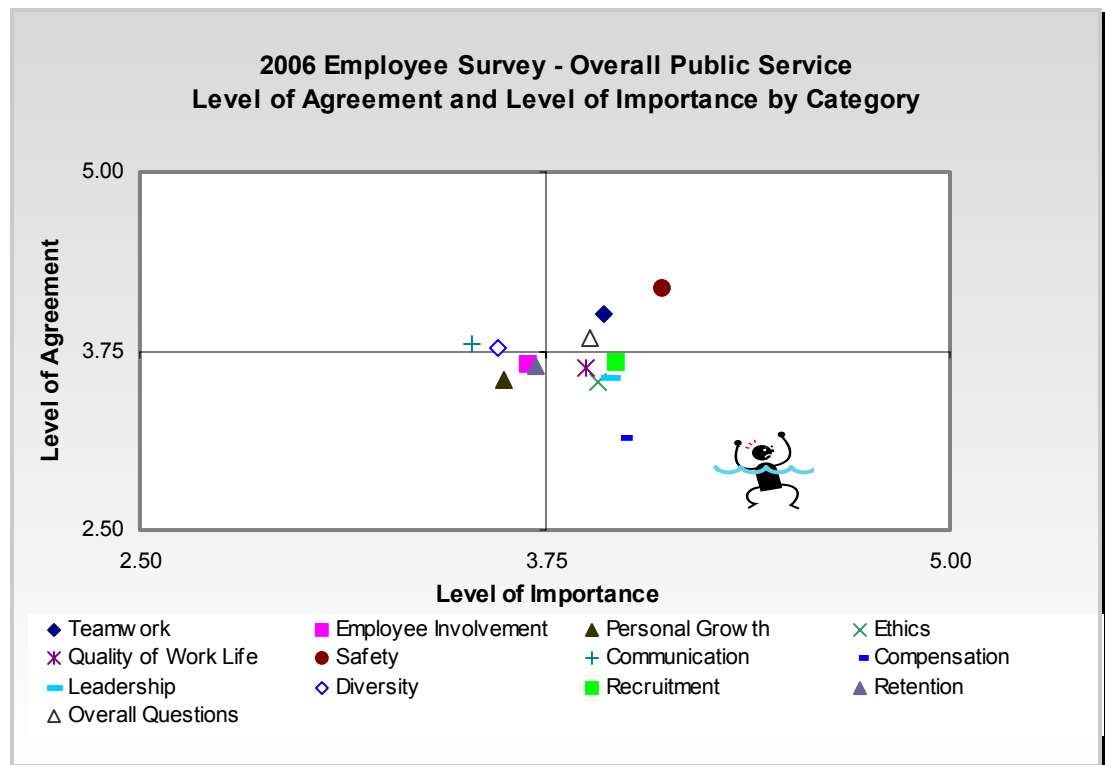
- ❑ The perception of a lack of progress and lack of commitment. There is the belief that government has not made a reasonable effort and that diversity is not valued.
- ❑ There is the perception of “reverse” discrimination. Some employees believe there is too much emphasis on designated groups and that opportunities in the workplace are available more often to woman and visible minorities

- There is also the perception of discrimination against women and persons with disabilities. Some believe the public service is still “a man’s world” and that the “old boy’s club” is still in place. There is a perception that persons with disabilities are discriminated against due to the belief that persons with disabilities are not provided with the support they need which results in them being treated poorly.

## 2.4 How does diversity compare to other issues in the employee survey?

The employee survey examined numerous issues, which were divided into 13 categories. Average agreement and importance scores for each category were mapped on to an action grid to show the relationship between employees’ level of agreement and level of importance<sup>4</sup>. Knowing the relationship between the level of agreement and importance for each of the categories allows government to know where the priorities are for improvement<sup>5</sup>.

Overall, diversity is seen as important and employees are satisfied with the programs, strategies and initiatives the government is providing. In comparison, however, diversity is considered to be of lower importance than other issues such as compensation and recognition, leadership, safety, teamwork, etc (refer to the figure below).



These results reconfirm the need for Government’s commitment to creating a respectful workplace and a culture that values diversity. Goal four of the Corporate Human Resource (HR) plan is to be a diverse workforce and the objectives and strategies outlined within the plan will assist in improving the level of importance of diversity.

<sup>4</sup> Detailed results of the gap analysis can be found in the 2006 Employee Survey Management Report.

<sup>5</sup> Refer to Annex A Figure 6 for overview of the methodology to analyze the action grid.

### 3 Perceptions of Designated Group Members in the Government of Nova Scotia

This chapter will examine the following:

- Analyzing differences in perceptions
  - √ Three year analysis of survey questions
  - √ Intentions to stay with the Government of Nova Scotia
  - √ Perceived barriers to career advancement
  - √ Sources of stress
- Level of Employee Engagement
- Designated Group respondent written comments

#### 3.1 Analyzing differences in perceptions

As the Government of Nova Scotia works towards a representative public service, an analysis of the differences in perceptions between designated and non-designated groups is valuable. Action on a corporate level looks at issues that affect the public service as a whole; however, focused attention on issues that affect designated group members may be needed in order to improve the environment in which they work.

This focused attention links with recruitment and retention efforts. Having a work environment that meets the needs of all will attract diverse groups into the public service and will provide the work environment they need to foresee a career with the public service.

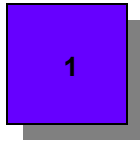
##### 3.1.1 Three-year analysis of survey questions

The analysis of our work environment is performed to determine if there are similarities, significant differences and areas that should be of focus for action planning specific to designated groups. The summaries provided are based on an analysis of survey data from 2004, 2005 and 2006 and performs a comparison of favourable scores of non-designated and designated group respondents to distinguish the differences and similarities<sup>6</sup>. It also provides analysis of mean scores to determine what is important and to identify the areas of priority for each designated group when creating action plans<sup>7</sup>. Each question is organized by level of priority.

<sup>6</sup> Refer to Annex A, Table 1 to see the comparison of favourable scores.

<sup>7</sup> The methodology for determining the level of priority can be found in Annex A, Figure 6 – Mapping Agreement and Importance on the Action Grid.

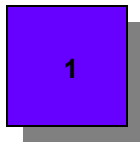
### 3.1.1.1 Common Areas of Concern for Designated and Non-designated Group Respondents



**High Priority**

- Designated and non-designated group respondents were less likely to agree that the senior leaders in their department set a good example for employees (Leadership)
- Favourable scores were lower for all respondents when asked if they have confidence in the senior leadership of their department (Leadership)
- All respondents reported lower favourable scores when asked if they felt they were compensated fairly for their job (Compensation and Recognition)
- Designated and non-designated group respondents were less favourable when asked if they received meaningful recognition for work well done (Compensation and Recognition)
- All respondents were less likely to agree that hiring in the Government of Nova Scotia is based on merit (Recruitment)

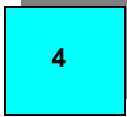
### 3.1.1.2 Common Areas of Concern for All Designated Group Respondents



**High Priority**

- Fewer designated group respondents agreed they were able to report concerns related to ethical dilemmas without fear of reprisal (Workplace Ethics). Aboriginal Peoples, specifically, have favourable scores as much as 20% lower than non-designated group respondents in 2005 and 2006.
- Fewer designated group respondents agreed they feel safe working in their job (Safety). In 2006 favourable scores were 86% non-designated; 60% Aboriginal Peoples; 74% racially visible; and 74% persons with disabilities.
- Fewer designated group respondents agreed that they have not experienced bullying behaviour in the workplace (Safety). Favourable scores in 2006 were 70% non-designated; 60% Aboriginal Peoples; 59% racially visible; and 47% persons with disabilities.
- When asked if the Government of Nova Scotia demonstrates its commitment to diversity in the workplace, if employees are respectful of difference and if their department values diversity, fewer designated group respondents agreed with these statements than non-designated group respondents (Diversity).
- Importance scores for all diversity questions were higher for all designated groups in comparison to non-designated group respondents (Diversity).

**3.1.1.3 Common Areas of Strength for All Designated Group Respondents**



**Success**

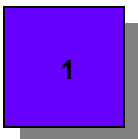
- ❑ All designated group respondents feel they have a positive working relationship with their co-workers (Teamwork).
- ❑ All designated group respondents agree they have access to job postings within the Government of Nova Scotia and that they have the qualifications to meet the needs of their job (Recruitment).
- ❑ All designated group respondents are more favourable than non-designated group respondents when asked if they are proud to work as public servants (Retention).

**3.1.1.4 Aboriginal Peoples**

**Areas of Concern for Aboriginal Peoples**

Over the past two survey years several issues of concern can be identified specific to Aboriginal Peoples. In comparison to non-designated group respondents, Aboriginal Peoples have lower favourable scores on questions in the areas of employee involvement, personal growth, quality of work life, communication, compensation and recognition and the overall survey questions<sup>8</sup>. These questions have been prioritized as follows:

**Areas of Highest Priority**



**High Priority**

Question	Aboriginal Peoples % Fav	Non-Designated Group % Fav
I am encouraged to share what I have learned with others in my work-group	28% (2005) 40% (2006)	57% (2005) 59% (2006)
I get the training and related support I need to support my continuous learning	38% (2005) 40% (2006)	54% (2005) 54% (2006)
I have opportunities to participate in assignments/projects in my department that allow me to expand and develop new skills	38% (2005) 40% (2006)	54% (2005) 58% (2006)
I have the tools, equipment, support and information I need to do my job well	50% (2005) 40% (2006)	70% (2005) 72% (2006)
I have support at work to provide a high level of service	40% (2006)	69% (2006)
I know how my work contributes to the achievement of my department's goals	40% (2006)	74% (2006)
I receive the communication that I need to do my job well	38% (2005) 40% (2006)	68% (2005) 68% (2006)
Work-related information is shared within my department	38% (2005) 40% (2006)	65% (2005) 68% (2006)
I participate in an annual performance appraisal/review with my supervisor	50% (2005) 40% (2006)	63% (2005) 67% (2006)
I feel valued for my contributions	13% (2005) 40% (2006)	55% (2005) 56% (2006)
I receive meaningful recognition for work well done	40% (2006)	50% (2006)
I am inspired to give my very best	40% (2006)	74% (2006)
I am satisfied with my department	40% (2006)	59% (2006)
I am satisfied with my work as a Government of Nova Scotia Employee	60% (2006)	76% (2006)

<sup>8</sup> The overall survey questions were added in 2006, which formed part of the common questions to measure employee engagement.

**Areas for Improvement**

**2**  
**Improvements Needed**

Question	Aboriginal Peoples % Fav	Non-Designated Group % Fav
I can provide input into decisions that are made in my department	13% (2005) 40% (2006)	57% (2005) 59% (2006)
I have opportunities for career advancement within the Government of Nova Scotia	13% (2005) 40% (2006)	38% (2005) 41% (2006)
My work environment is supportive of my involvement in community/volunteer activities	20% (2006)	40% (2006)

**Areas of Strength for Aboriginal Peoples**

In comparison to non-designated group respondents, Aboriginal Peoples have higher favourable scores in the following areas:

**4**  
**Success**

Question	Aboriginal Peoples % Fav	Non-Designated Group % Fav
The person I report to is an effective leader	100% (2006)	67% (2006)
I have a positive working relationship with the person I report to	100% (2006)	82% (2006)

**3.1.1.5 Racially Visible Persons**

**Areas of Concern for Racially Visible Persons**

Results from racially visible respondents were relatively similar to non-designated group respondents in 2005; however, in 2006 some specific issues seem to appear in the areas of employee involvement, personal growth and recruitment.

**Areas of Highest Priority**

**1**  
**High Priority**

Question	Racially Visible Persons % Fav	Non-Designated Group % Fav
My organization supports my work-related learning and development	38% (2006)	62% (2006)
I get the training and related support I need to support my continuous learning	43% (2006)	54% (2006)
Hiring in the Government of Nova Scotia is based on merit	14% (2006)	39% (2006)

**Areas for Improvement**

**2**  
**Improvements Needed**

Question	Racially Visible Persons % Fav	Non-Designated Group % Fav
I have opportunities to provide input into decisions that affect my work	55% (2006)	76% (2006)
I have opportunities to participate in assignments/projects in my department that allow me to expand and develop new skills	36% (2006)	58% (2006)

**Areas of Strength for Racially Visible Persons**

In comparison to non-designated group respondents, racially visible persons have higher favourable scores in the following areas:

**4**  
**Success**

Question	Racially Visible Persons % Fav	Non-Designated Group % Fav
I am proud to work as a public servant	96% (2006)	72% (2006)
I am proud to tell people I work for the Government of Nova Scotia	91% (2006)	61% (2006)

**3.1.1.6 Persons with Disabilities**

**Areas of Concern for Persons with Disabilities**

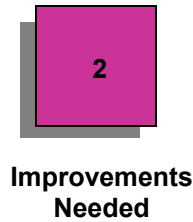
In 2005, several areas of concern became apparent for persons with disabilities. Persons with disabilities, in comparison to non-designated group respondents, had lower favourable scores in the areas of teamwork, employee involvement, personal growth, communications, leadership and recruitment.

**Areas of Highest Priority**

**1**  
**High Priority**

Question	Persons with Disabilities % Fav	Non-Designated Group % Fav
	43% (2005)	68% (2005)
Work-related information is shared within my department	43% (2005)	65% (2005)
The senior leaders in my department set good examples	19% (2005)	46% (2005)
I can talk openly with my supervisor about my work	48% (2005)	82% (2005)
My supervisor manages conflict in my workgroup	29% (2005)	51% (2005)
My department creates a safe working environment	30% (2005) 47% (2006)	69% (2005) 70% (2006)

## Areas for Improvement



Question	Persons with Disabilities % Fav	Non-Designated Group % Fav
Shared goals are developed for my workgroup	37% (2005)	59% (2005)
I have opportunities to provide input into decisions that affect my work	52% (2005)	69% (2005)
My supervisor considers my work-related ideas	55% (2005)	80% (2005)
I can provide input into the decisions that are made in my department	45% (2005)	57% (2005)
I am encouraged to share what I have learned with others in my workgroup	30% (2005)	58% (2005)
I have opportunities for career advancement within the Government of Nova Scotia	29% (2005) 26% (2006)	38% (2005) 41% (2006)
I would recommend the Government of Nova Scotia as a great place to work	29% (2005) 47% (2006)	55% (2005) 62% (2006)

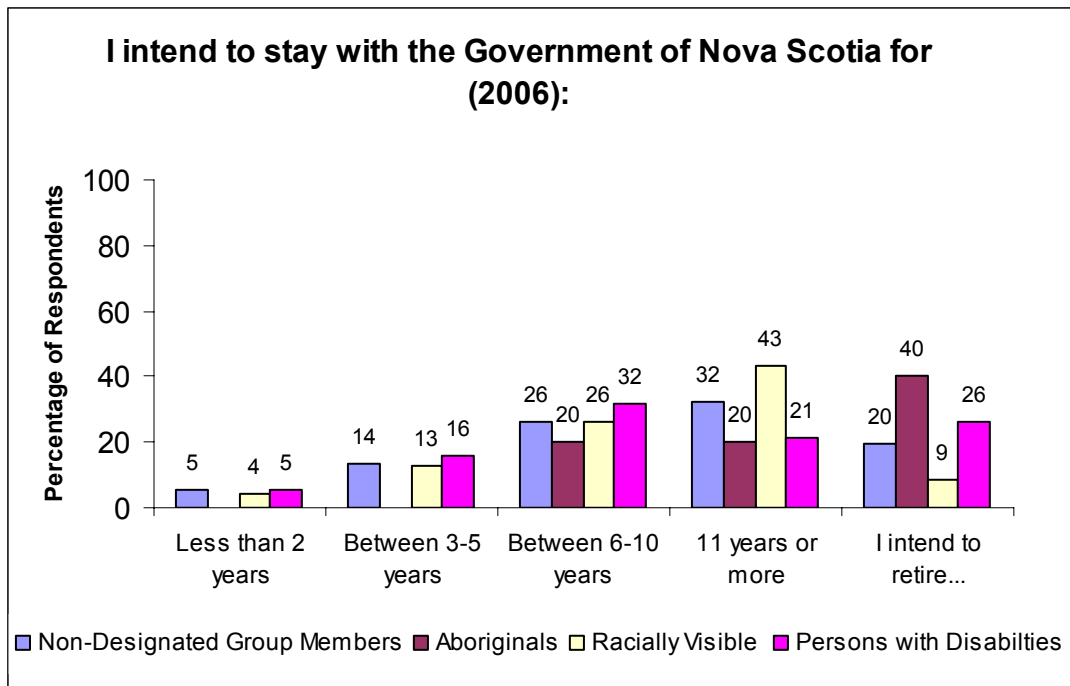
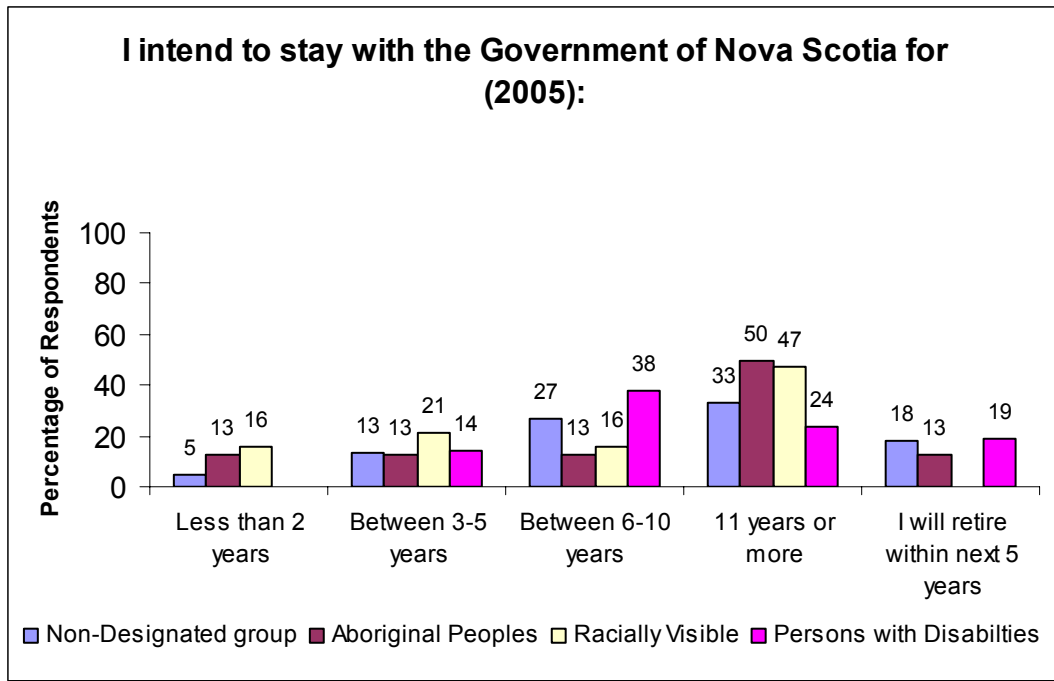
Results on the above-mentioned questions did improve in 2006, but it is recommended not to lose sight of these issues. The 2005 and 2006 surveys were only sample surveys and it is difficult to know if the samples each year were truly representative of designated group members. The full population survey to be administered in 2007 will be able to validate the findings.

### Areas of Strength for Persons with Disabilities

Analysis shows there are no significantly higher favourable scores for persons with disabilities compared to non-designated group respondents.

### 3.1.2 Are there differences in designated group members' intentions to stay?

In 2005 and 2006, employees were asked what their intentions are to stay with the Government of Nova Scotia. Refer to the graphs on the next page for the results:



In 2005 the majority (50%) of Aboriginal respondents planned on staying 11 or more years, whereas in 2006 only 20% planned on staying 11 or more years and 40% stated they intended to retire in the next five years. It is difficult to draw any conclusions from this except that the sample of Aboriginal Peoples in 2006 could have been older than the previous year.

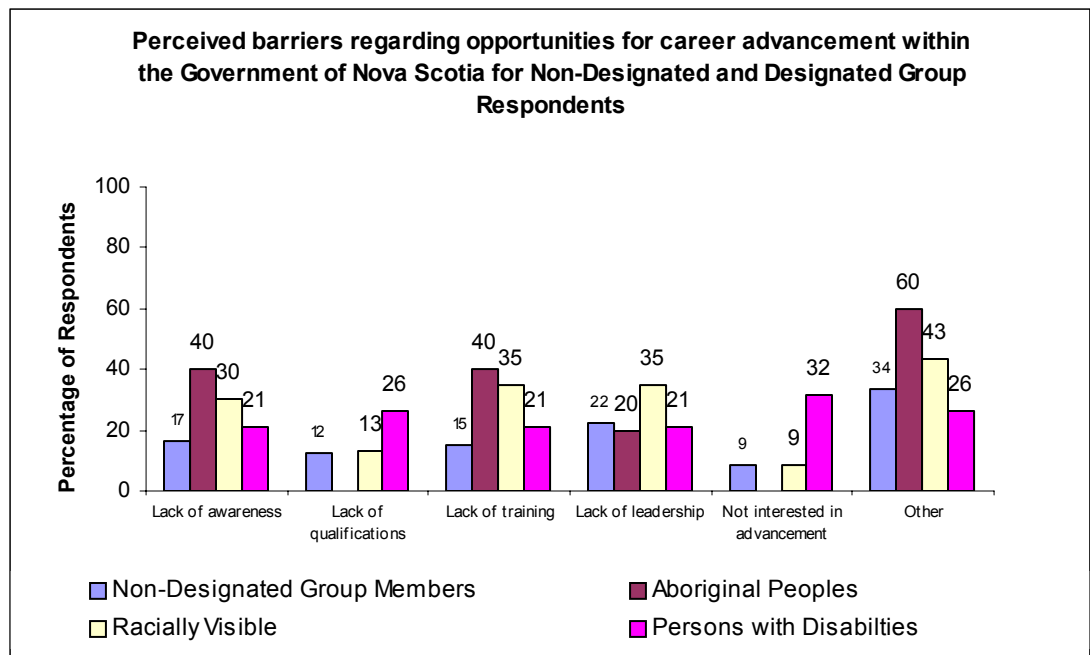
It can be seen, in comparison, that approximately half of non-designated group respondents in 2005 planned on staying between 6 – 10 years (27%) or 11 years or more (33%) and 18% saying they intended to retire in the next five years. These findings were relatively consistent for non-designated group respondents in 2006 with 26% planning on staying 6 – 10 years, 32% staying 11 or more years and 20% planning on retiring in the next five years.

Racially visible respondents intentions to stay in 2005 were different in comparison to non-designated groups. More racially visible respondents than non-designated group members planned on leaving within the next 5 years (16% racially visible versus 5% non-designated group); however, more racially visible respondents planned on staying 11 years or more than non-designated group members (47% as opposed to 33%). In 2006, the intentions of both racially visible respondents and non-designated group members were similar with the exception that again more racially visible respondents were intending on staying 11 years or more (43%) than non-designated group members (32%). It is possible that the racially visible respondents were younger than the non-designated group population since 9% of racially visible respondents stated in 2006 they intended to retire in the next five years as opposed to 20% of non-designated group members.

The largest proportion of persons with disabilities intend on staying with the government 6 -10 years (38%) with 19% planning on retiring in the next 5 years in 2005. This trend continued in 2006 with the largest proportion planning on staying 6 – 10 years (32%). There was an increase in the percentage of persons with disabilities intending to retire (26%) in 2006, which are slightly higher than non-designated group respondents (20%).

### 3.1.3 Do designated group members perceive different barriers to career advancement?

In 2006, employees were asked what they perceive to be barriers regarding opportunities for career advancement with the Government of Nova Scotia. Refer to the graph below for the results:



For a large proportion (34%) of non-designated group respondents, ‘other’ barriers were stated as the perceived barrier to advancement. Some of these ‘other’ reasons include unfair recruitment and selection processes, lack of opportunities and location. Non-designated group respondents also stated lack of leadership (22%) and lack of awareness (17%) as issues.

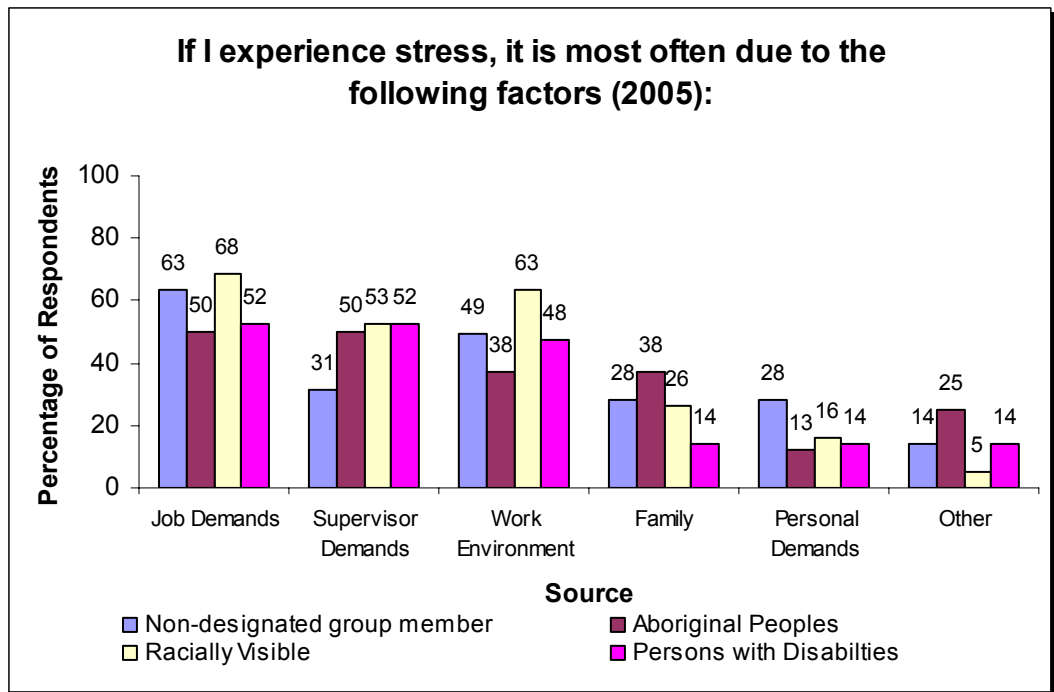
In comparison, Aboriginal Peoples also state there are ‘other’ reasons beyond the ones listed in the question (60%) but in addition they believe there is a lack of awareness (40%) and a lack of training (40%) that creates a perceived barrier to career advancement.

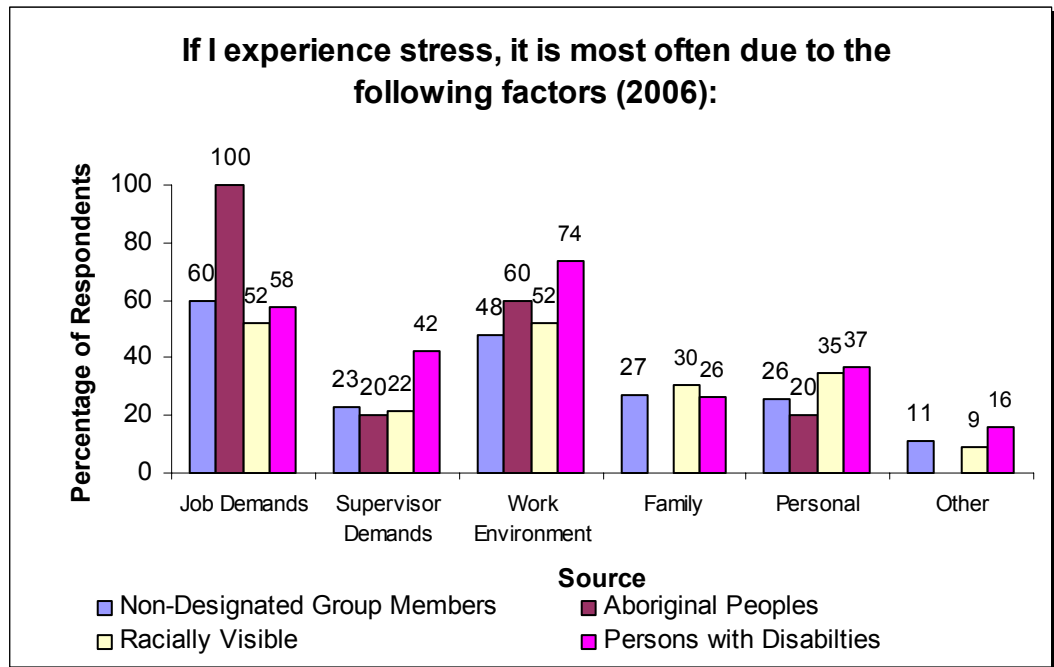
Racially visible respondents believe there are ‘other’ reasons than the ones provided as barriers to career advancement (43%). In addition, they see lack of leadership (35%), lack of training (35%) and lack of awareness (30%) as issues.

Thirty two percent of persons with disabilities state they are not interested in advancement. For those respondents who are interested in advancement, perceived barriers include lack of qualifications (26%) and ‘other’ reasons (26%).

**3.1.4 Are the sources of stress different for designated group members?**

The graphs below illustrate the stated sources of stress by group for 2005 and 2006:





The top two areas of stress reported by non-designated group respondents over the past two survey years are job demands (63% in 2005 and 60% in 2006) and work environment (49% in 2005 and 48% in 2006).

For Aboriginal Peoples, in 2005 the top factors that cause stress included job demands (50%) and supervisor demands (50%) followed by work environment (38%) and family (38%). In 2006, the factors causing stress for Aboriginal Peoples mirror those of non-designated group respondents with 100% stating job demands and 60% work environment.

For racially visible respondents the factors are similar to non-designated groups as well, job demands (68% in 2005 and 52% in 2006) and work environment (63% in 2005 and 52% in 2006).

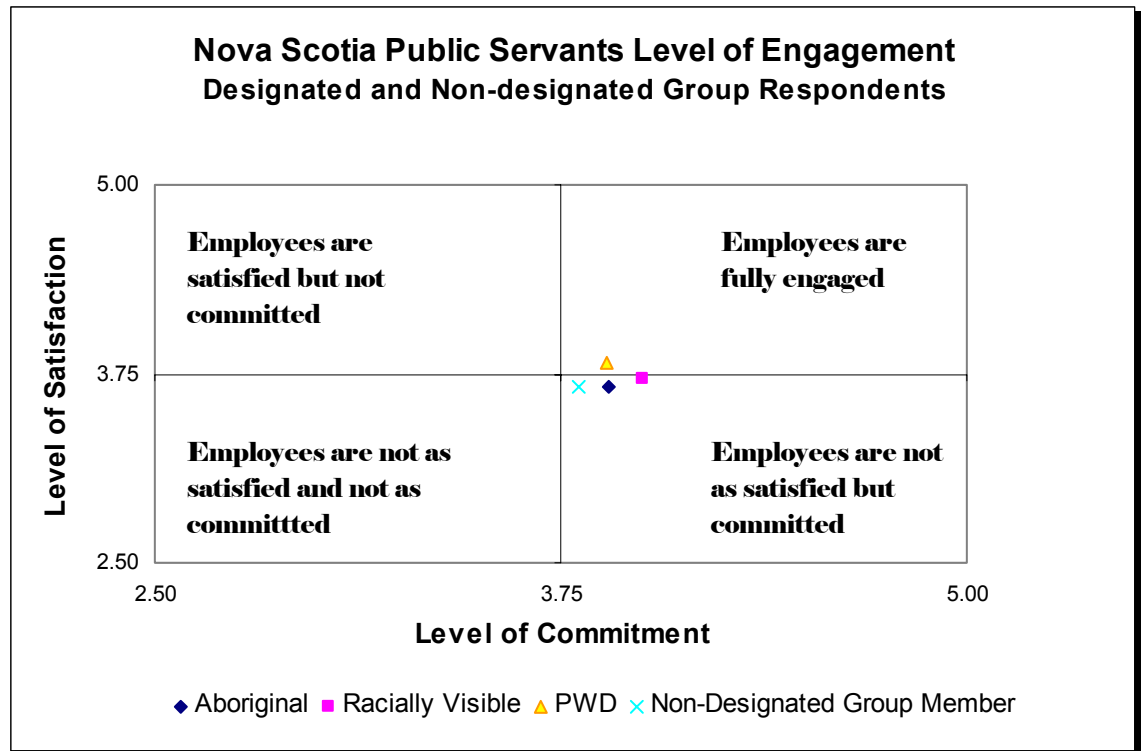
The top factors causing stress for persons with disabilities in 2005 were job demands (52%), supervisor demands (52%) and work environment (48%) similar to non-designated group respondents and the other designated groups. In 2006, however, the top factor causing stress for persons with disabilities was work environment (74%) followed by job demands (58%) and supervisor demands (42%).

### 3.2 How engaged are designated group members?

An analysis of level of satisfaction shows that the most satisfied group are the persons with disabilities whose level of satisfaction is over 3.75 (refer to the figure on the next page). Non-designated group respondents, Aboriginal Peoples and racially visible respondents are not as satisfied in comparison but are close to reaching 3.75.

Results show that both designated and non-designated group respondents are committed to the public service. They are proud to tell people they work for the Government of Nova Scotia and would prefer to stay even if offered a similar job elsewhere. They are also inspired to give their very best and strive to improve the organizational results. In comparison to all groups, racially visible respondents are the most committed.

At this point in time, the conclusion can be made that persons with disabilities are fully engaged employees within the public service and that designated and non-designated group members are committed Public Servants.



### 3.3 What are designated group members saying?

An analysis of employee written comments from the past three surveys found that the majority of comments made by all public servants focused on leadership and compensation and recognition. An analysis of 2005 and 2006 survey comments specifically written by designated group respondents found that the majority of comments focused on leadership and diversity<sup>9</sup>.

Some of the comments with regards to leadership for designated group members tend to be directed at management’s ability to resolve conflict, lack of trust between staff and manager, and the concern that some leaders do not deal with employees in a polite and concerned manner on day-to-day issues. Diversity issues for designated group members include the perception of discrimination, harassment and intimidation used by management.

<sup>9</sup> Not able to analyze 2004 written comments by designated group.

## 4 Conclusion

### 4.1 Summary

An analysis of the results of the three questions in the diversity category over the past three survey years show improvements in favourable scores. Importance scores are also all well above 80% which indicates public servants perceive these questions as very important. Results in 2006, however, still show that all these questions can be considered moderate areas of strength for government to build upon.

An analysis of survey results shows that there are a number of different concerns for designated group respondents in comparison to non-designated group respondents. Some of these concerns can be seen to affect all of the designated groups. These concerns include workplace ethics, safety and diversity.

Aboriginal Peoples appear to have the most issues with their work environment. Specific concerns are seen in the areas of employee involvement, personal growth, quality of work life, communications, compensation and recognition and overall survey questions. Overall, however, Aboriginal Peoples are committed public servants.

For racially visible persons, differences are seen in the areas of employee involvement, personal growth and recruitment. In comparison to the non-designated group, Aboriginal Peoples and persons with disabilities, racially visible designated group members are the most committed.

Concerns specific to persons with disabilities are seen in the areas of employee involvement, personal growth, communications, leadership and recruitment. Even with these concerns, persons with disabilities are engaged public servants within the Government of Nova Scotia.

### 4.2 What should happen next?

#### Representation on Action Committees

The 2006 Employee Survey Report made the recommendation to create a Corporate Employee Survey Action Forum chaired by the Public Service Commission (PSC) with representation from each department. Some of the responsibilities would include the sharing information, determining trends and best practices, providing advice to the corporate response and creation of government action plans.

#### It is recommended:

- That a representative from the Diversity Roundtable be included in this forum to ensure issues specific to members of designated groups are considered.
- In addition, to show departmental support and commitment to diversity it is recommended that a representative who is responsible for diversity be included on departmental action committees.

### Action

The results of the analysis presented in the report outlines areas of priority and areas for action for the public service specific to designated groups to address their concerns. These specific areas of concern should be investigated further through the following actions.

#### It is recommended:

- ❑ Conduct focus groups with designated group members based on the areas of concern specific to all designated groups as well as specific concerns for each of the groups to further assess the concerns/issues. Ask participants for assistance with solutions.
- ❑ Analyze results of focus groups to help prioritize issues for each of the designated groups.
- ❑ Develop actions plans
  - Identify priorities for each designated group
  - Create timelines for addressing issues
  - Communicate action plans
- ❑ Re-examine survey results after the 2007 full population survey, then set performance targets/goals for each designated group.

### Communicate

To ensure employees understand the importance of diversity and to improve the work environment for all, actions (initiatives, programs, strategies and policies) and progress should be regularly communicated.

#### It is recommended:

- ❑ Continue to communicate importance and the value of diversity in the workplace.
- ❑ Continue to communicate the programs, policies and initiatives specific to diversity in the Nova Scotia Government.

## Annex A – Employee Survey Results

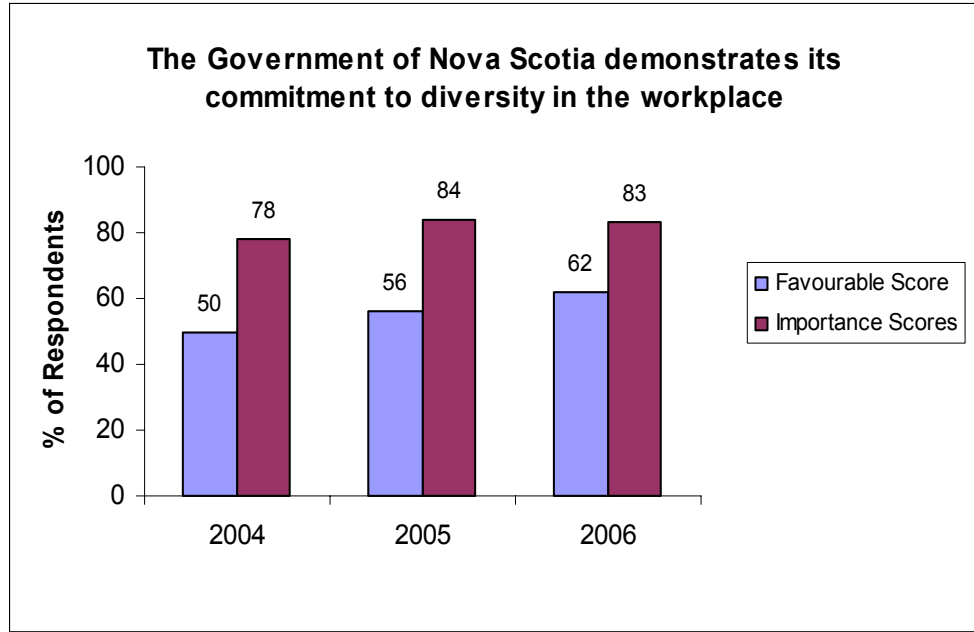


Figure 1: Employees' Perceptions of Government's Commitment to Diversity - Favourable and Importance Scores, 2004 – 2006

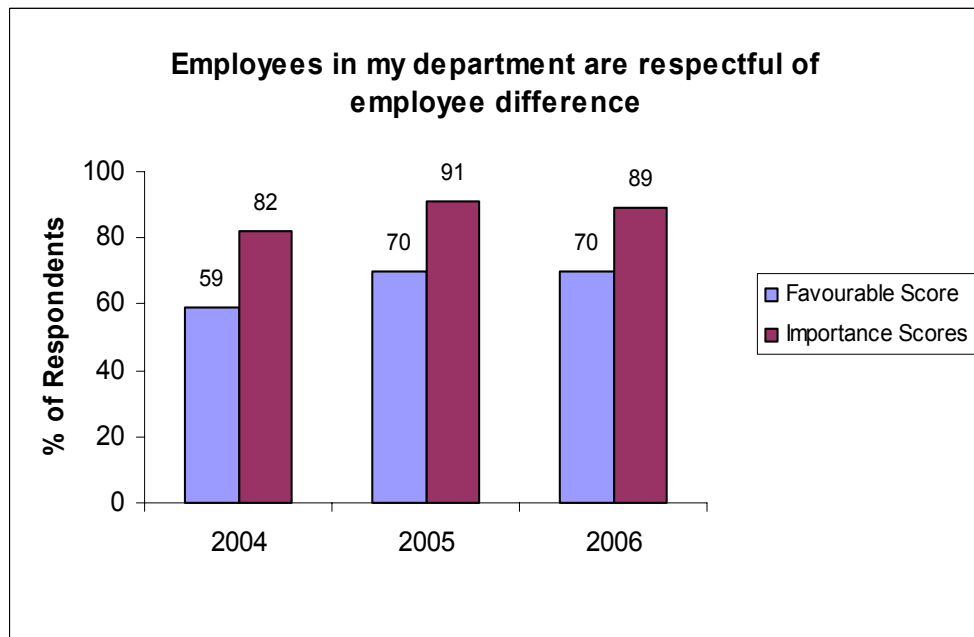


Figure 2: Employees' Perceptions of Respect in the Workplace - Favourable and Importance Scores, 2004 – 2006

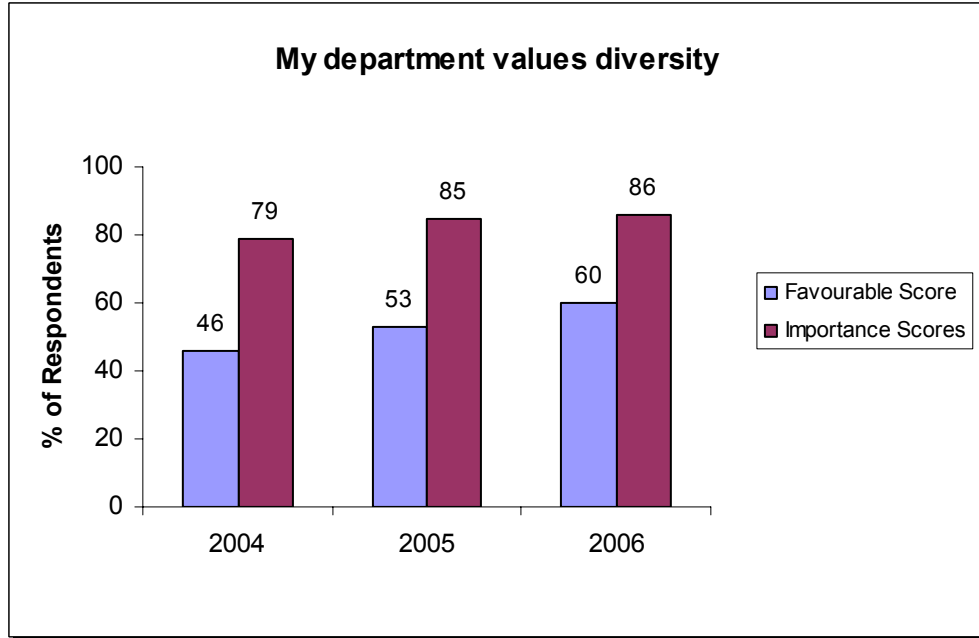


Figure 3: Employees' Perceptions of Department's value of Diversity, Favourable and Importance Scores, 2004 - 2006

Diversity Questions by Designated Group

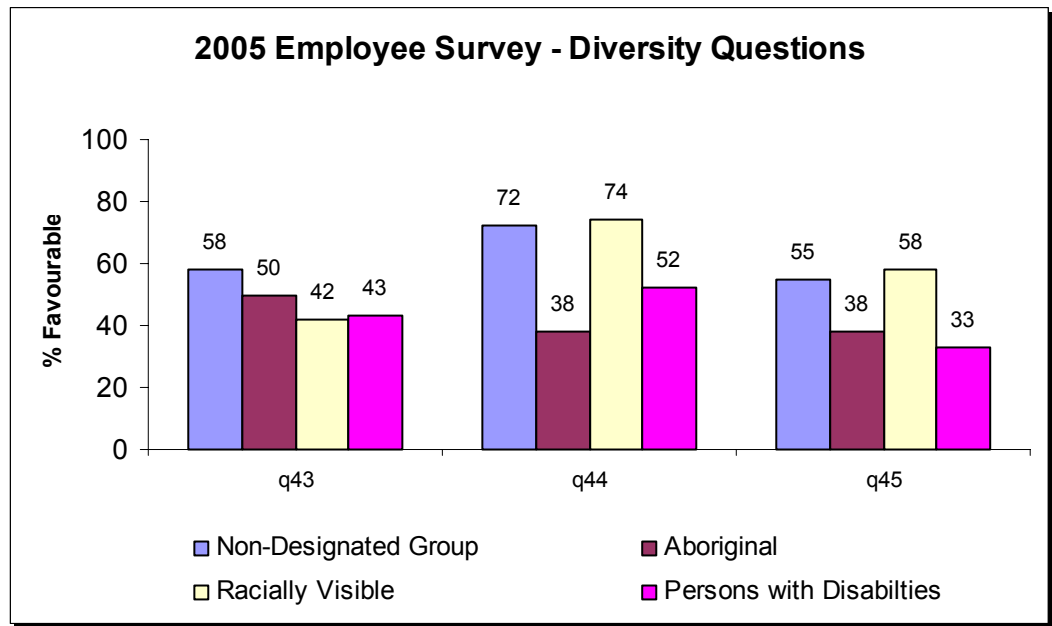


Figure 4: Diversity Questions - Favourable Scores by Non-Designated and Designated Group (2005)

Q43: The Government of Nova Scotia demonstrates its commitment to diversity in the workplace

Q44: Employees in my department are respectful of employee differences

Q45: My department values diversity

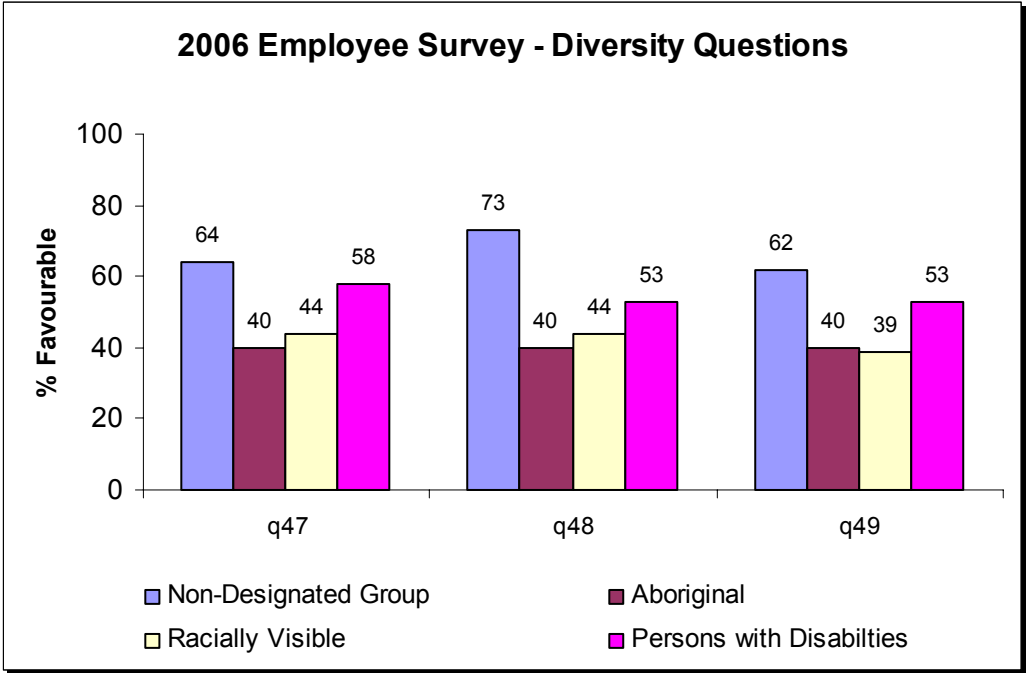


Figure 5: Diversity Questions - Favourable Scores by Designated and Non-Designated Group (2006)

Q47: The Government of Nova Scotia demonstrates its commitment to diversity in the workplace

Q48: Employees in my department are respectful of employee differences

Q49: My department values diversity

Figure 6 - Mapping Agreement and Importance on the Action Grid

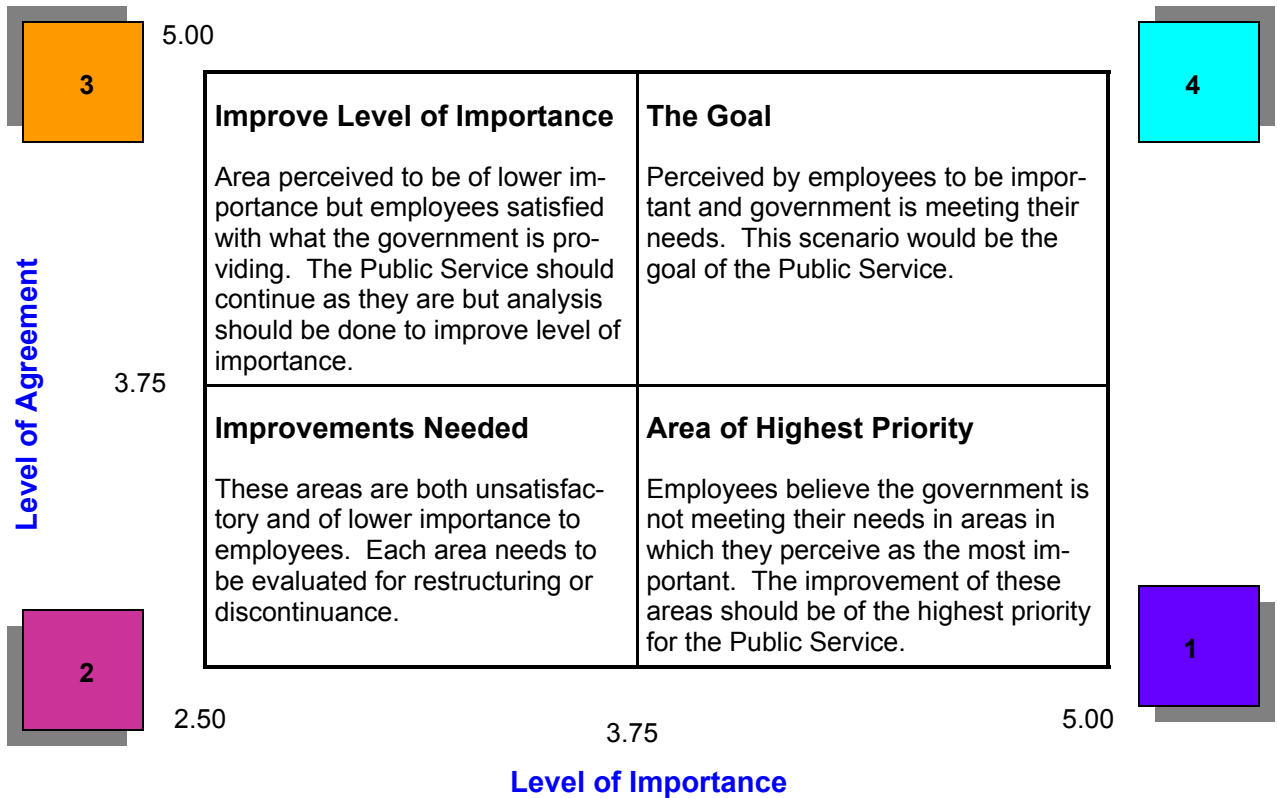


Table 1: Comparison of Results – Non-designated and Designated Group Respondents, 2004 - 2006

Category	Ques #		Non-Designated Group			Designated Group	Aboriginal People		Racially Visible Persons		Persons with Disabilities	
			2006	2005	2004	2004	2006	2005	2006	2005	2006	2005
			% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav
Teamwork	1	The people I work with make an effort to help each other out	85	87	72	68	80	50	96	79	90	70
	2	Shared goals are developed for my workgroup	60	60	67	64	60	57	50	58	74	37
	3	I have positive working relationships with my coworkers	89	-	-	-	80	-	82	-	94	-
Employee Involvement	4	I have opportunities to provide input into decisions that affect my work	74	69	62	54	60	25	55	63	74	52
	5	My supervisor considers my work-related ideas	76	80	65	62	80	63	68	74	79	55
	6	I can provide input into decisions that are made in my department	59	57	51	50	40	13	52	47	53	45
Growth	7	I have access to training opportunities	78	78	66	64	100	63	74	68	74	62
	8	I am encouraged to share what I have learned with others in my workgroup	59	58	56	51	40	38	46	53	53	30
	9	I can apply what I have learned in my training to my job	82	83	70	68	60	63	81	68	68	76
	10	I have opportunities for career advancement within the Government of Nova Scotia	41	38	40	41	40	13	41	42	26	29
	11	I have opportunities for career growth within the Government of Nova Scotia	42	-	-	-	40	-	36	-	37	-
	12	I get the training and related support I need to support my continuous learning	54	54	58	56	40	38	43	58	53	43
	13	I have opportunities to participate in assignments/projects in my department that allow me to expand and develop new skills	58	57	-	-	40	38	36	53	58	38
	14	My organization supports my work-related learning and development	62	-	-	-	60	-	38	-	53	-
	15	My job is a good fit with my skills and interests	82	-	-	-	100	-	85	-	90	-

# Employee Survey 2006—Diversity Report

Category	Ques #		Non-Designated Group			Designated Group	Aboriginal People		Racially Visible Persons		Persons with Disabilities	
			2006	2005	2004	2004	2006	2005	2006	2005	2006	2005
			% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav
Workplace Ethics	16	I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts	69	62	61	57	80	50	59	68	63	52
	17	I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal	55	48	49	49	20	25	36	47	37	30
Quality of Work Life	18	I have support at work to balance my work and personal life	63	58	54	47	80	38	52	58	63	43
	19	I have the tools, equipment, support, and information I need to do my job well	72	70	62	59	40	50	82	63	63	62
	20	I have support at work to provide a high level of service	69	-	-	-	40	-	73	-	63	-
	21	I can balance the demands of my work life with the demands of my personal/family life	76	74	67	68	60	50	86	56	74	76
	22	My work environment is supportive of my involvement in community/volunteer activities	40	41	-	-	20	38	36	44	21	33
Safety	23	My department creates a safe work environment for its employees	83	84	69	64	80	75	68	89	63	71
	24	I feel safe working in my job	86	87	71	65	60	75	74	95	74	76
	25	I have not experienced harassment (sexual, racial) behavior in my workplace	84	84	63	59	80	38	57	89	68	45
	26	I have not experienced bullying behavior in my workplace	70	69	-	-	60	38	59	84	47	30
	27	I know who the Occupational Health and Safety representatives are for my work area	86	88	72	70	80	50	87	79	79	90
Communications	28	I received communications about our department's business plan in the past 12 months	71	64	52	49	60	50	57	58	79	57
	29	I know how my work contributes to the achievement of my department's goals	74	76	65	64	40	75	61	68	79	57
	30	I receive the communications that I need to do my job well	68	68	60	57	40	38	83	58	63	43
	31	My supervisor gives me feedback about my work performance	66	66	58	57	80	63	74	68	79	52
	32	I participate in an annual performance appraisal/ review with my supervisor	67	63	54	47	40	50	70	58	56	52
	33	Work-related information is shared within my department	68	65	57	50	40	38	65	72	53	43

# Employee Survey 2006—Diversity Report

Category	Ques #		Non-Designated Group			Designated Group	Aboriginal People		Racially Visible Persons		Persons with Disabilities	
			2006	2005	2004	2004	2006	2005	2006	2005	2006	2005
			% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav
Communications	34	I received communications regarding the results of last year's mini- employee survey	72	69	-	-	60	63	61	84	79	62
	35	I am aware of Government's corporate values	55	49	-	-	20	50	48	58	47	52
Compensation & Recognition	36	I am compensated fairly for my job	42	43	49	39	40	25	39	21	32	33
	37	I feel valued for my contributions at work	56	55	54	52	40	13	61	42	53	48
	38	I receive meaningful recognition for work well done	50	-	-	-	40	-	57	-	53	-
	39	I receive recognition from my supervisor for a job well done	63	62	57	52	80	38	65	53	63	43
Leadership	40	The senior leaders (comprised of: Deputy Ministers, Assistant/Associate Deputy Ministers, CEOs, Directors and Executive Directors) in my department set a good example for employees	48	46	47	48	60	63	35	47	53	19
	41	I have confidence in the senior leadership of my department	50	46	49	48	40	38	39	58	47	38
	42	I can talk openly with my supervisor about my work	80	81	68	64	80	63	64	89	79	48
	43	The person I report to is an effective leader	67	-	-	-	100	-	52	-	58	-
	44	I have a positive working relationship with the person I report to	82	-	-	-	100	-	74	-	79	-
	45	My supervisor manages conflict in my work-group	49	51	49	49	80	25	65	53	37	29
	46	Senior Management will try to resolve issues raised by employees in this survey	39	39	39	38	40	13	30	42	42	38
	47	The Government of Nova Scotia demonstrates its commitment to diversity in the workplace	64	58	53	47	40	50	44	42	58	43
Diversity	48	Employees in my department are respectful of employee differences	73	72	60	57	40	38	44	74	53	52
	49	My department values diversity	62	55	50	46	40	38	39	58	53	33
Recruitment	50	I would recommend the Government of Nova Scotia as a great place to work	62	55	52	48	60	50	59	47	47	29
	51	Hiring in the Government of Nova Scotia is based on merit	39	37	41	38	40	0	14	42	37	38
	52	Employees have access to job postings within the Government of Nova Scotia	87	87	71	70	60	88	77	89	90	86

## Employee Survey 2006—Diversity Report

Category	Ques #		Non-Designated Group			Designated Group	Aboriginal People		Racially Visible Persons		Persons with Disabilities	
			2006	2005	2004	2004	2006	2005	2006	2005	2006	2005
			% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav	% Fav
Recruitment	53	I have the required qualifications to meet the needs of my job	95	96	77	80	80	88	96	95	95	81
	54*	As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals										
Retention	55	I see a future for my career, working for the Government of Nova Scotia	63	64	52	50	60	50	73	58	53	57
	56	I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	62	50	51	47	80	38	64	42	74	48
	57	I am proud to work as a public servant	72	72	-	-	80	75	96	84	84	67
	58	I am proud to tell people I work for the Government of Nova Scotia	61	-	-	-	60	-	91	-	58	-
	59	I work for an effective organization; in other words, my Department regularly achieves the goals set out in our business plan	55	51	52	48	40	38	41	53	58	38
	60*	As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals		-								
Overall Questions	62	I am inspired to give my very best	74				40	-	74	-	74	-
	63	I strive to improve my department's results	84				40	-	83	-	79	-
	64	I am satisfied with my job	70				80	-	65	-	79	-
	65	I am satisfied with my department	59				40	-	68	-	63	-
	66	Overall, I am satisfied with my work as a Government of Nova Scotia employee	76				60	-	83	-	90	-