

How's Work Going?



*Employee Survey
Department Results*

2007

Community Services

2007 EMPLOYEE SURVEY

Community Services

The following report outlines your departmental results for the 2007 employee survey. We have broken down the survey questions and given you the detailed results in an effort to support you in achieving your goals.

Included are the following:

- 1.0 2007 Agreement Results
- 2.0 2007 Average/Importance Category Scores
- 3.0 Priority Analysis
- 4.0 Employee Engagement
- 5.0 Comparison Table
- 6.0 Summary Results: The unfavourable, neutral, favourable, and importance percentages for each Question.
- 7.0 Detailed Results – Additional Questions
 - 7.1 Barrier Question
 - 7.2 Stress Question
 - 7.3 Attraction to Work in Government Question
 - 7.4 Intention to Stay Question
 - 7.5 Disclosure of Wrongdoing Policy Question
- Appendix A - Response Rate
- Appendix B - Four Year Comparison of Results (2004-2007): A comparison table outlining favourable scores over time of all individual questions asked since 2004 including how and when and how they changed.

For further information about methodology, survey changes from previous years, and overall public service results, etc., please visit the survey website: www.gov.ns.ca/psc/survey.

For additional support and information regarding your department please do not hesitate to contact Nikki Holden at HOLDENJ@gov.ns.ca or feel free to call at 424-6655.

1.0 Community Services– 2007 Agreement Results

1.1 Summary 2007 Department Results

The table below summarizes the results by identifying the number of questions in each of the favourable classifications in 2007 in comparison to the overall corporate 2007 favourable scores. Included are the survey questions asked for each category.

Category	2007 Department Results	Overall Corporate 2007 Results
<i>Clear strengths to celebrate and build upon.</i> (Questions with a favourable score $\geq 80\%$)	19	17
<i>Moderate Areas of Strength to build upon.</i> (Questions with a favourable score of 60-79%)	42	44
<i>Improvement Areas</i> (Questions with a favourable score of 41-59%)	21	23
<i>Areas that require immediate attention</i> (Questions with a favourable score of $\leq 40\%$)	6	4
<i>Total questions asked with favourable scores per survey year.</i>	88	88

1.2 Summary of 2007 Results (by classification category) – Community Services

Areas of clear strength include employee perceptions of;

- The people I work with make an effort to help each other out.
- I have a positive working relationship with my coworkers.
- My supervisor considers my work-related ideas.
- I can balance the demands of my work life with the demands of my personal/family life.
- I can talk openly with my supervisor about my work.
- I have a positive working relationship with the person I report to.
- I have access to training opportunities.
- I can apply what I have learned in my training to my job.
- My job is a good fit with my skills and interests.
- Employees in my Department are respectful of employee differences.
- I have not experienced racism and /or discrimination in my workplace in the past 12 months.
- My department creates a safe work environment for its employees.
- I feel safe working in my job.
- I have not experienced harassment (sexual, racial) behaviour in my workplace in the past 12 months.
- I know who the Occupational Health and Safety representatives are for my work area.
- Employees have access to job postings within the Government of Nova Scotia.
- I have the required qualifications to meet the needs of my job.
- I am inspired to give my very best.
- I strive to improve my department's results.

Areas of moderate strength include employee perceptions of:

- Shared goals are developed for my workgroup.
- I have opportunities to provide input into decisions that affect my work.
- Innovation is valued in my work.
- I am encouraged to share what I have learned with others in my workgroup.
- I get the training and related support I need to support my continuous learning.
- I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills.
- My organization supports my work-related learning and development.
- I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts.
- I have support at work to balance my work and personal life.
- I have the tools, equipment, support and information I need to do my job well.
- I have support at work to provide a high level of service.
- I have not experienced bullying behaviour in my workplace in the past 12 months.
- I received communications about our department's business plan in the past 12 months.
- I know how my work contributes to the achievement of my department's goals.
- I receive the communications that I need to do my job well.
- Work-related information is shared within my department.

Areas of moderate strength (con't)

- I received communications regarding the results of last year's employee survey.
- I am aware of Government's corporate values.
- I am compensated fairly for my job.
- I feel valued for my contributions at work.
- I receive recognition from my supervisor for a job well done.
- The person I report to is an effective leader.
- I am satisfied with the quality of supervision I receive.
- My supervisor gives me feedback about my work performance.
- I have participated in performance appraisal/review with my supervisor in the past 12 months.
- Managers in my area make timely decisions.
- The person I report to consults me on decisions that affect my work.
- The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.
- My department values diversity.
- I am provided with the accommodations I need to ensure my full participation in my workplace.
- I would recommend the Government of Nova Scotia as a great place to work.
- I see a future for my career, working for the Government of Nova Scotia.
- I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.
- I am proud to work as a public servant.
- I am proud to tell people I work for the Government of Nova Scotia.
- I am aware of Government's "Disclosure of Wrongdoing" policy.
- I am aware of the corporate healthy workplace policy.
- I am aware of my department's healthy workplace initiatives.
- My department promotes a healthy and supportive workplace.
- I am satisfied with my job.
- I am satisfied with my department.
- Overall, I am satisfied with my work as a Government of Nova Scotia employee.

Improvement Areas:

- I can provide input into decisions that are made in my department.
- I have opportunities for career advancement within the Government of Nova Scotia.
- I have opportunities for career growth within the Government of Nova Scotia.
- I have opportunities for career growth within my department.
- I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.
- My work environment is supportive of my involvement in community/volunteer activities.
- I receive meaningful recognition for work well done.
- 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.
- I have confidence in the senior leadership in my department.

Improvement Areas (con't)

- Senior Management will try to resolve issues raised by employees in this survey.
- Essential information flows effectively from senior leadership to staff.
- The senior leadership of my department is genuinely interested in the well being of employees.
- Senior leadership in my department provides clear direction.
- My supervisor manages conflict in my workgroup.
- My department is actively implementing activities and practices that support a diverse workplace.
- I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan.
- As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals.
- Hiring, promotion and other staffing processes are fair and impartial.
- I know who to contact to make a disclosure of wrongdoing.
- I participate in healthy workplace initiatives.
- I am aware and read “@ the Window” healthy workplace newsletter.

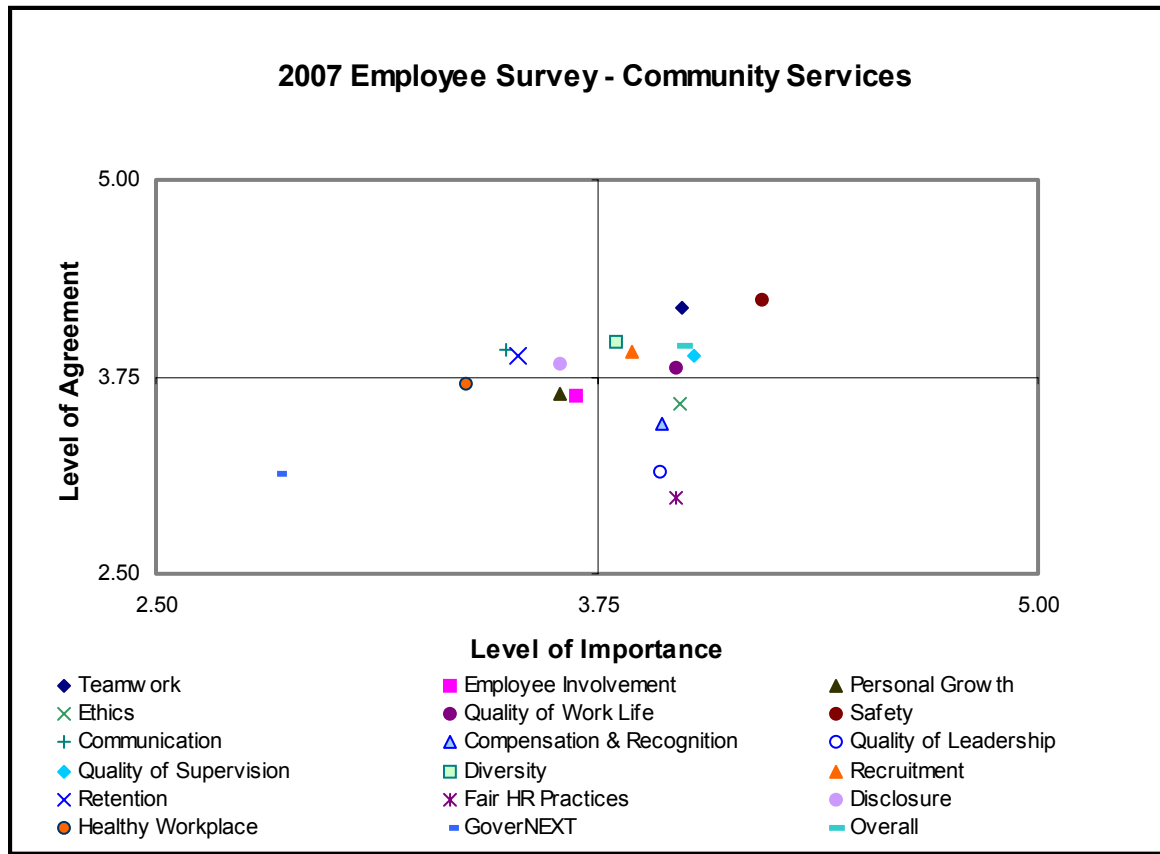
Areas that require immediate attention;

- Senior leadership in my department makes timely decisions.
- Hiring in the Government of Nova Scotia is based on merit.
- As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals.
- Hiring, promotion and other staffing processes in my department are conducted in a transparent manner.
- I would feel comfortable using the reporting process outlined in the “Disclosure of Wrongdoing” policy.
- I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.

2.0 – Community Services – 2007 Average/Importance Category Scores

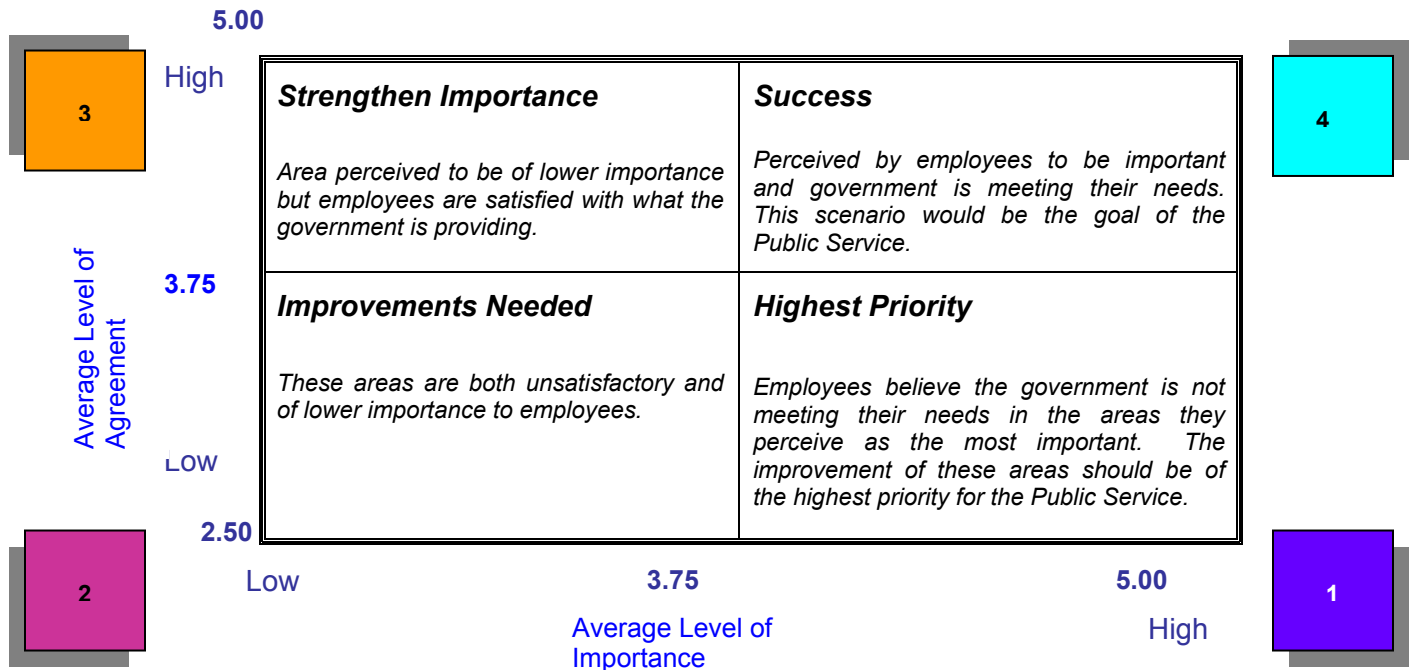
To provide a visual picture to illustrate with regards to how employees perceive their current work environment and what they consider as important to them the average scores for each question were used to calculate the overall average agreement and importance score for each category. These 18 category agreement and importance scores were then mapped on a scatter plot.

The following scatter plot shows the action grid results by category for your Department.



3.0 - Community Services – Priority Analysis

To help identify where to focus response and action efforts, the quadrants are numbered. These quadrants are numbered one through four starting at the bottom right corner. The following table defines each of the four quadrants and how to interpret the data points.



Overall, employees' perception of their work environment in your department is summarized below. The table below will help determine what categories you need to perform further analysis to determine where to focus action planning for improvements.

Community Services– Priority Analysis

Strengthen Importance <ul style="list-style-type: none"> ➤ Communications ➤ Disclosure of Wrongdoing ➤ Retention 	Success <ul style="list-style-type: none"> ➤ Diversity ➤ Safety ➤ Teamwork ➤ Overall Questions ➤ Quality of Supervision ➤ Quality of Work Life ➤ Recruitment
Improvements Needed <ul style="list-style-type: none"> ➤ Employee Involvement ➤ Personal Growth ➤ Healthy Workplace ➤ GoverNEXT 	Highest Priority <ul style="list-style-type: none"> ➤ Compensation and Recognition ➤ Quality of Leadership ➤ Fair Human Resource Practices ➤ Ethics

4.0 Community Services - Employee Engagement

4.1 Employee Engagement Index

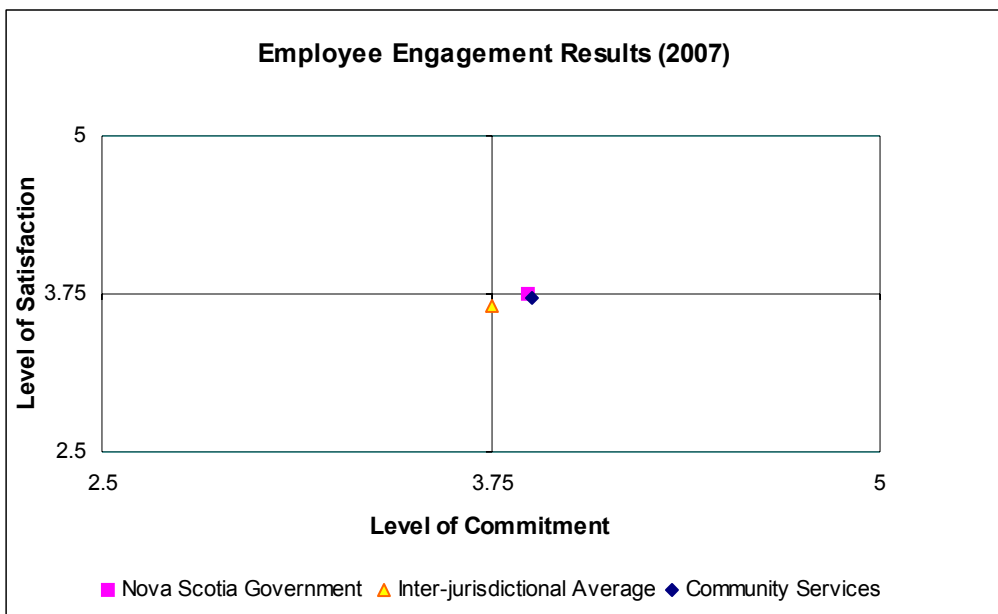
Determining the level of employee engagement is another way to measure progress. Employee engagement is the extent to which an individual feels connected to, and involved with, their job and the organization. Research shows that increased employee commitment, satisfaction and trust in leadership can positively impact the organization to help it reach its true potential. The conclusion can be made that overall employee satisfaction is evident in the level of engagement employees have in their work.

The Employee Engagement index was calculated to determine how engaged employees are in the public service. The following chart compares engagement scores from the overall Nova Scotia Government, the Inter-jurisdictional average and your department for 2007.

Employee Engagement Index	
Nova Scotia Government	71.6
Inter-jurisdictional Average	65.5
Community Services	69.8

4.2 Level of Satisfaction and Level of Commitment

To determine where to focus to improve employee engagement, an analysis of employees' level of satisfaction and level of commitment can provide some insight.



5.0 Comparison Table – Community Services

The table below summarizes the results by identifying the number of questions in each of the favourable classifications in 2004 and 2007 to show the increase in favourable scores. This is a straight comparison of questions that were asked in 2004 and again in 2007.

Category	2004 Department Results	2007 Department Results	Overall Corporate 2007 Results	Departmental Increase from 2004
Clear strengths to celebrate and build upon. (Questions with a favourable score >= 80%)	1	13	11	12
Moderate Areas of Strength to build upon. (Questions with a favourable score of 60-79%)	22	21	24	-1
Improvement Areas (Questions with a favourable score of 41-59%)	18	8	8	-10
Areas that require immediate attention (Questions with a favourable score of <=40%)	2	1	0	-1
Total questions asked with favourable scores per survey year.	43	43	43	-

Note: Refer to Appendix B: Summary of Results 2004-2007 for details of significant changes and for comparison of all questions from 2004-2007.

6.0 Community Services – 2007 Detailed Department Results

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
1. The people I work with make an effort to help each other out.	29	8	4	1	354	92	374	97	4.38
2. Shared goals are developed for my workgroup.	75	19	42	11	270	70	346	89	3.69
3. I have a positive working relationship with my coworkers.	17	4	7	2	363	94	378	98	4.48
4. I have opportunities to provide input into decisions that affect my work.	90	23	19	5	278	72	374	97	3.67
5. My supervisor considers my work-related ideas.	54	14	18	5	315	81	373	96	4.04
6. I can provide input into decisions that are made in my Department.	131	34	36	9	220	57	347	90	3.24
7. Innovation is valued in my work	91	24	49	13	247	64	344	89	3.57
8. I have access to training opportunities.	49	13	20	5	318	82	374	97	4.06
9. I am encouraged to share what I have learned with others in my workgroup.	51	13	58	15	278	72	320	83	3.89
10. I can apply what I have learned in my training to my job.	18	5	38	10	331	86	361	93	4.23
11. I have opportunities for career advancement within the Government of Nova Scotia.	133	34	75	19	179	46	332	86	3.07
12. I have opportunities for career growth within the Government of Nova Scotia.	123	32	72	19	192	50	333	86	3.13
13. I have opportunities for career growth within my department.	158	41	59	15	170	44	328	85	2.93
14. I get the training and related support I need to support my continuous learning.	89	23	55	14	170	63	363	94	3.56
15. I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills.	99	26	56	15	232	60	339	88	3.46

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
16. My organization supports my work-related learning and development.	64	17	67	17	256	66	364	94	3.74
17. My job is a good fit with my skills and interests	43	11	16	4	328	85	381	98	4.24
19. I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts.	68	18	38	10	281	73	366	95	3.84
20. I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.	124	32	55	14	208	54	377	97	3.31
21. I have support at work to balance my work and personal life.	72	19	33	9	282	73	375	97	3.82
22. I have the tools, equipment, support, and information I need to do my job well.	84	22	28	7	275	71	385	100	3.73
23. I have support at work to provide a high level of service.	72	19	32	8	283	73	383	99	3.80
24. I can balance the demands of my work life with the demands of my personal/family life.	42	11	14	4	331	86	386	100	4.18
25. My work environment is supportive of my involvement in community/volunteer activities.	58	15	148	38	181	47	283	73	3.50
27. My department creates a safe work environment for its employees.	51	13	17	4	319	82	383	99	4.10
28. I feel safe working in my job.	37	10	17	4	333	86	384	99	4.19
29. I have not experienced harassment (sexual, racial) behaviour in my workplace in the past 12 months.	45	12	15	4	327	85	382	99	4.41
30. I have not experienced bullying behaviour in my workplace in the past 12 months.	109	28	18	5	260	67	382	99	3.77
31. I know who the Occupational Health and Safety representatives are for my work area.	8	2	22	6	357	92	351	91	4.76
32. I received communications about our department's business plan in the past 12 months.	44	11	77	20	266	69	293	76	3.99

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
33. I know how my work contributes to the achievement of my department's goals.	39	10	50	13	298	77	330	85	4.04
34. I receive the communications that I need to do my job well.	90	23	26	7	271	70	369	95	3.61
35. Work-related information is shared within my department.	84	22	35	9	268	69	374	97	3.65
36. I received communications regarding the results of last year's employee survey.	34	9	104	27	249	64	291	75	4.10
37. I am aware of Government's corporate values.	33	9	88	23	266	69	283	73	3.96
38. I am compensated fairly for my job.	136	35	20	5	231	60	381	98	3.26
39. I feel valued for my contributions at work.	108	28	26	7	253	65	380	98	3.51
40. I receive meaningful recognition for work well done.	128	33	47	12	212	55	361	93	3.30
41. I receive recognition from my supervisor for a job well done.	85	22	29	8	273	71	366	95	3.76
42. 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.	99	26	108	28	180	47	350	90	3.27
43. I have confidence in the senior leadership in my department.	101	26	87	23	199	51	363	94	3.32
44. Senior Management will try to resolve issues raised by employees in this survey.	124	32	99	26	164	42	372	96	3.13
45. Essential information flows effectively from senior leadership to staff.	148	38	66	17	173	45	378	98	3.04
46. The senior leadership of my department is genuinely interested in the well being of employees.	115	30	77	20	195	50	380	98	3.26
47. Senior leadership in my department provides clear direction.	111	29	83	21	193	50	376	97	3.23
48. Senior leadership in my department makes timely decisions.	169	44	78	20	140	36	377	97	2.81
49. I can talk openly with my supervisor about my work.	45	12	13	3	329	85	386	100	4.24

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
50. The person I report to is an effective leader.	73	19	33	9	281	73	384	99	3.83
51. I have a positive working relationship with the person I report to.	36	9	24	6	327	85	385	100	4.29
52. My supervisor manages conflict in my workgroup.	103	27	71	18	213	55	378	98	3.46
53. I am satisfied with the quality of supervision I receive.	79	20	27	7	281	73	380	98	3.86
54. My supervisor gives me feedback about my work performance.	61	16	41	11	285	74	373	96	3.96
55. I have participated in performance appraisal/review with my supervisor in the past 12 months.	84	22	33	9	270	70	345	89	3.90
56. Managers in my area make timely decisions.	85	22	52	13	250	65	380	98	3.57
57. The person I report to consults me on decisions that affect my work.	67	17	45	12	275	71	381	98	3.81
58. The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.	50	13	71	18	266	69	350	90	3.88
59. Employees in my department are respectful of employee differences.	38	10	32	8	317	82	380	98	4.15
60. My department values diversity.	33	9	80	21	274	71	361	93	4.00
61. My department is actively implementing activities and practices that support a diverse workplace.	56	15	139	36	192	50	343	89	3.60
62. I am provided with the accommodations I need to ensure my full participation in my workplace.	49	13	85	22	253	65	357	92	3.85
63. I have not experienced racism and/or discrimination in my workplace in the past 12 months.	42	11	29	8	316	82	380	98	4.37
64. I would recommend the Government of Nova Scotia as a great place to work.	67	17	64	17	256	66	354	92	3.69
65. Hiring in the Government of Nova Scotia is based on merit.	146	38	87	23	154	40	378	98	2.92

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
66. Employees have access to job postings within the Government of Nova Scotia.	23	6	15	4	349	90	378	98	4.55
67. I have the required qualifications to meet the needs of my job.	2	1	4	1	381	98	380	98	4.85
68. As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals.	34	34	32	32	35	35	302	78	2.97
70. I see a future for my career, working for the Government of Nova Scotia.	55	14	66	17	266	69	347	90	3.89
71. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.	71	18	77	20	239	62	329	85	3.79
72. I am proud to work as a public servant.	23	6	61	16	303	78	336	87	4.18
73. I am proud to tell people I work for the Government of Nova Scotia.	41	11	74	19	272	70	303	78	3.94
74. I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan.	51	13	108	28	228	59	346	89	3.75
75. As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals.	29	29	31	31	41	41	302	78	3.05
78. Hiring, promotion and other staffing processes in my department are conducted in a transparent manner.	145	38	91	24	151	39	370	96	2.95
79. Hiring, promotion and other staffing processes are fair and impartial.	148	38	79	20	160	41	380	98	3.01
80. I am aware of Government's "Disclosure of Wrongdoing" policy.	50	13	68	18	269	70	349	90	3.98
81. I know who to contact to make a disclosure of wrongdoing.	86	22	89	23	212	55	347	90	3.55
82. I would feel comfortable using the reporting process outlined in the "Disclosure of Wrongdoing" policy.	70	18	163	42	154	40	356	92	3.39

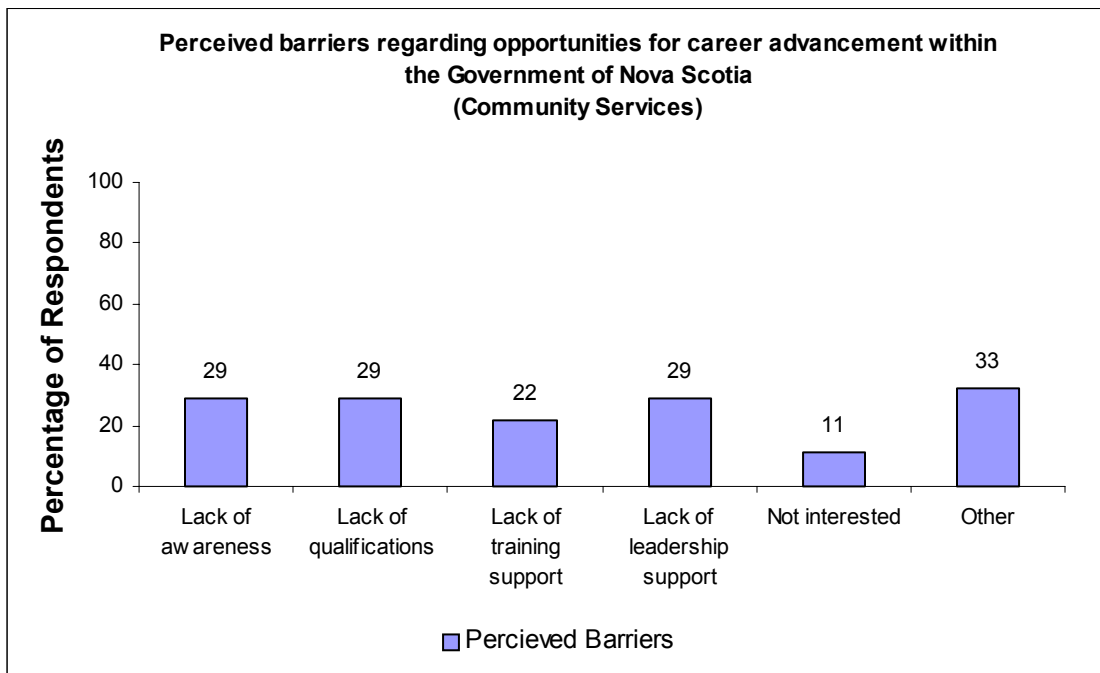
Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
85. I am aware of the corporate healthy workplace policy.	36	9	53	14	298	77	356	92	4.09
86. I am aware of my department's healthy workplace initiatives.	55	14	68	18	264	68	345	89	3.84
87. I participate in healthy workplace initiatives.	56	15	114	30	217	56	329	85	3.63
88. My department promotes a healthy and supportive workplace.	88	23	65	17	234	61	356	92	3.53
89. I am aware and read "@ the Window" healthy workplace newsletter.	100	26	115	30	172	44	242	63	3.25
90. I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.	100	26	144	37	143	37	251	65	3.13
91. I am inspired to give my very best.	47	12	32	8	308	80	377	97	4.11
92. I strive to improve my department's results.	11	3	34	9	342	88	357	92	4.35
93. I am satisfied with my job.	70	184	29	8	288	74	386	100	3.80
94. I am satisfied with my department.	99	26	44	11	244	63	379	98	3.48
95. Overall, I am satisfied with my work as a Government of Nova Scotia employee.	49	13	36	9	302	78	382	99	3.96

7.0 Community Services – Additional Questions

The following are the results of the questions regarding Barriers, Stress, Attraction to work in Government, Intention to Stay with Government, and the Disclosure of Wrongdoing policy. We have given you the detailed results of these questions along with a chart for your comparison.

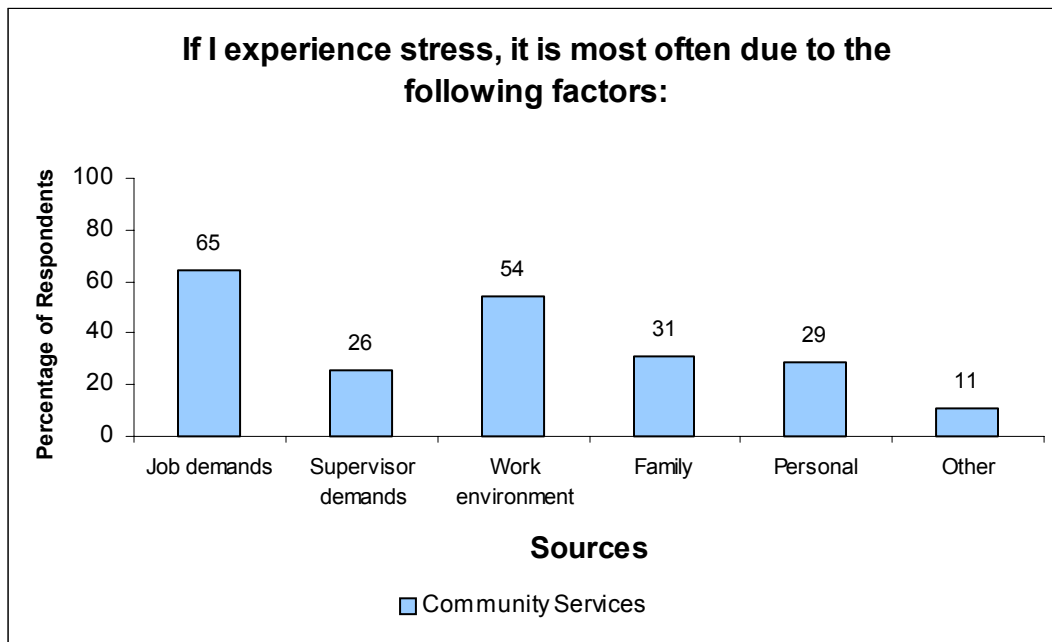
7.1 Barrier Question

Barrier Question	Response	
	Count	%
Please identify the barriers you perceive regarding having opportunities for career advancement within the Government of Nova Scotia		
Lack of awareness	111	29
Lack of qualifications	113	29
Lack of training support	84	22
Lack of leadership support	113	29
Not interested	44	11
Other	126	33



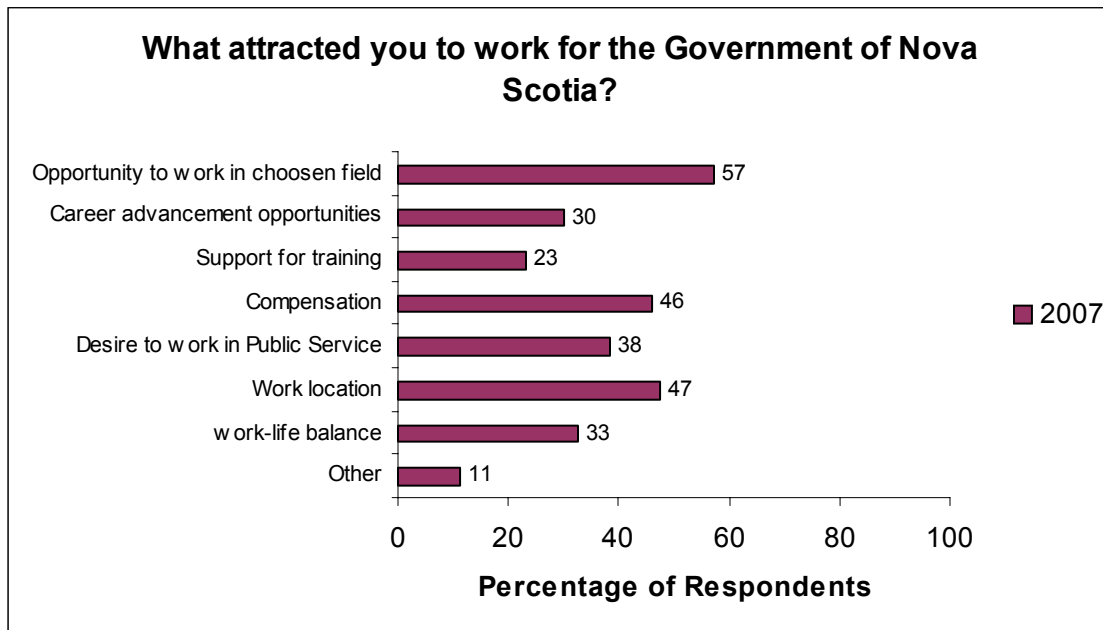
7.2 Stress Question

Stress Question	Response	
	Count	%
If I experience stress, it is most often due to the following factors:		
Job Demands	250	65
Supervisor demands	100	26
Work environment	209	54
Family	121	31
Personal	112	29
Other	43	11



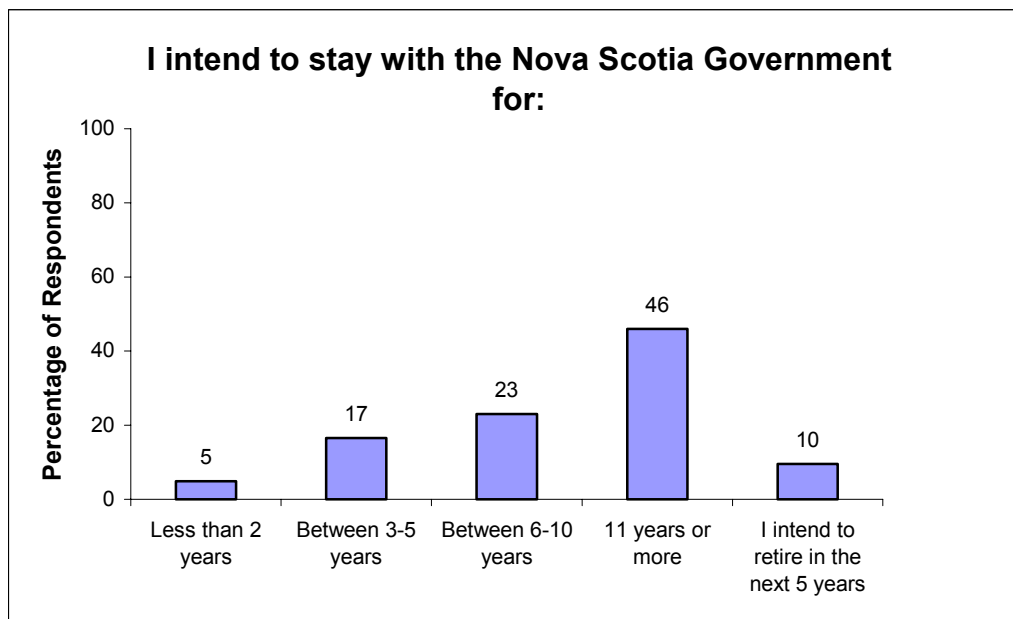
7.3 Attraction to Work in Government Question

Attraction Question	Response	
	Count	%
What attracted you to work for the Government of Nova Scotia?		
Opportunity to work in chosen field	222	57
Career advancement opportunities	116	30
Support for training	90	23
Compensation	178	46
Desire to work in Public Service	148	38
Work location	183	47
Work-life balance	126	33
Other	43	11



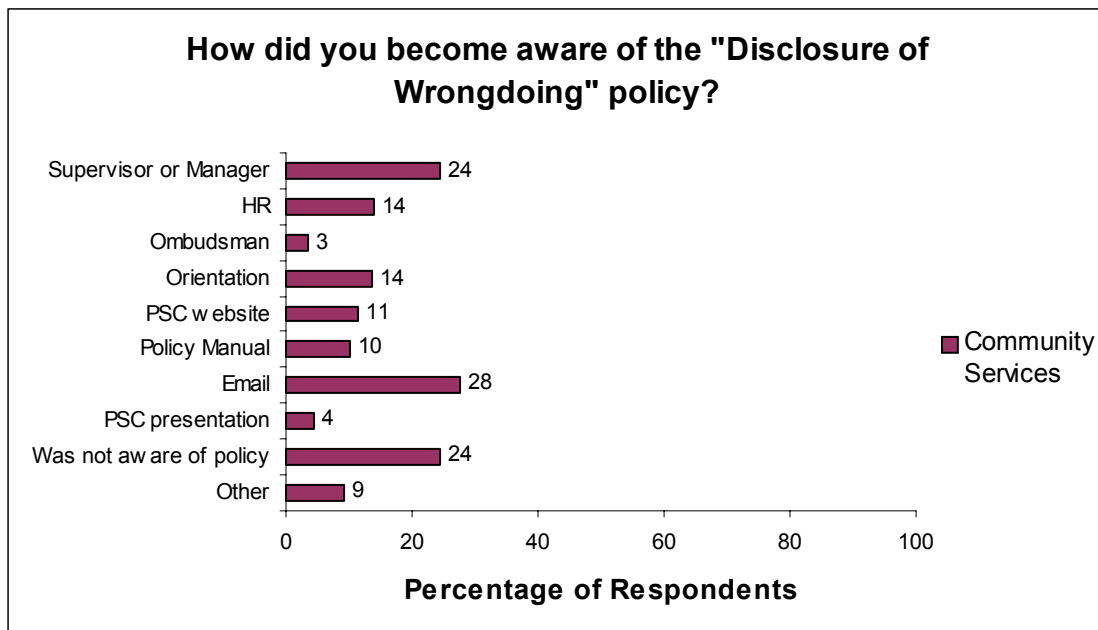
7.4 Intention to Stay Question

Intention to Stay Question	Response	
	Count	%
I intend to stay with the Nova Scotia Government for:		
Less than 2 years	19	5
Between 3-5 years	64	17
Between 6-10 years	89	23
11 years or more	178	46
I intend to retire in the next 5 years	37	10



7.5 Disclosure of Wrongdoing Policy Question

Disclosure of Wrongdoing Policy Question	Response	
	Count	%
Supervisor or Manager	94	24
HR	54	14
Ombudsman	13	3
Orientation	53	14
PSC website	44	11
Policy Manual	39	10
Email	107	28
PSC presentation	17	4
Was not aware of policy	94	24
Other	36	9



Appendix A – Community Services – Response Rate

Department / Agency / PSE Category in the Survey	Total Population	# of Surveys Returned	Total # of Surveys Sent Out	Response Rate (%)
Community Services	1187	387	1187	33%
Total Population	9020	3296	9020	37%

Appendix B – Community Services – 4 Year Comparison of all Questions

This summary includes all questions asked in all four surveys. It is designed to compare original favourable question scores in 2004 with subsequent years, while indicating new questions that were added and when certain questions were dropped or changed.

- Questions that were not asked in that year are indicated by a dash ‘-’.
- Questions that have changed wording are indicated by footnotes.
- Unless otherwise indicated, wording changes of questions in 2005 were carried over to 2006 as well.
- Categories are indicated as represented in 2004. Please note that questions have changed categories, and categories have split (Recruitment/Retention) or disappeared (Other Questions) in subsequent years.
- Shaded areas in the last column represent no grounds for comparison.
- Percentage change calculated by using the oldest survey data and the newest survey data for each question.

CATEGORY	Question Wording	2004		2005		2006		2007		% change ¹
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
Teamwork	The people I work with make an effort to help each other out	1	76%	1	88%	1	85%	1	92%	21.1%
	The people I work with work as a team	2	71%	-	-	-	-	-	-	
	Shared goals are developed for my workgroup	3	61%	2	52%	2	63%	2	70%	14.8%
	I have positive working relationships with my coworkers	-	-	-	-	3	91%	3	94%	3.3%
Employee Involvement	I am given an opportunity to provide input on decisions that affect my job	4	61%	3	61%	4	69%	4	72%	18%
	My supervisor considers my work-related ideas	5	68%	4	77%	5	74%	5	81%	19.1%
	I can provide input into decisions that are made in my Department	6	47%	5	45%	6 ²	46%	6	57%	21.3%
	Innovation is valued in my work	-	-	-	-	-	-	7	64%	-
Communications (Category split into Communications and Workplace Ethics in 2005 Supervisory questions moved to new category in 2007)	I received communications about our Department’s business plan in the past 12 months.	7	60%	27	81%	28	85%	32	69%	15%
	I know how my work contributes to our Department’s priorities/ purpose	8	66%	28	70%	29 ³	71%	33	77%	16.7%
	I receive the communications I need in order to do my job well	9	63%	29 ⁴	60%	30	64%	34	70%	11.1%
	My supervisor gives me feedback about my work performance ⁵	10	65%	30	69%	31	74%	54	74%	13.8%
	I participate in an annual performance appraisal/review with my supervisor ⁶	11	66%	31	76%	32	90%	55	70%	6.1%
	Work-related information is shared within my Department	12	62%	32	66%	33	73%	35	69%	11.3%
	I know where to get information within the Government of Nova Scotia in order to do my job well	13	66%	-	-	-	-	-	-	-
	I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts ⁷	14	61%	20	63%	16	67%	19	73%	19.7%

¹ By definition, percentage is a fraction or ratio expressed as part of 100. Percentage change is that action over time, long term, brief or momentary. Percentage change from one number to another number is determined by dividing the difference of the two numbers by the original number. There are two types of change, increase and decrease.

² Changed wording to ‘I have opportunity to provide input into decisions that affect my job’ in 2006.

³ Changed wording to ‘I know how my work contributes to the achievement of my department’s goals’ in 2006.

⁴ Changed wording to ‘I receive the communications that I need to do my job well’ in 2005.

⁵ Question moved to Quality of Supervision category in 2007

⁶ Question moved to Quality of Supervision category in 2007

⁷ This question was grouped under new category ‘Workplace Ethics’ in 2005.

CATEGORY	Question Wording	2004		2005		2006		2007		% change ⁸
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal ⁹	15	45%	21	40%	17	39%	20	54%	20%
	I received communications regarding the results of last year's Government-wide employee survey	-	-	33	70%	34 ¹⁰	82%	36	64%	-8.6%
	I am aware of Government's corporate values	-	-	34	49%	35	64%	37	69%	40.8%
Quality of Work Life	I am provided with support to balance my work and family life	16	54%	12 ¹¹	58%	18 ¹²	54%	21	73%	35.2%
	I have the resources (tools, equipment, support and information) I need to do my job well	17	61%	13 ¹³	62%	19	71%	22	71%	16.4%
	I can balance the demands of my work life with the demands of my personal life	18	70%	14 ¹⁴	73%	21	74%	24	86%	22.9%
	My work environment is supportive of my involvement in community/volunteer activities	-	-	15	38%	22	37%	25	47%	23.7%
	I am familiar with the Employee Assistance Program (EAP)	-	-	16	80%	-	-	-	-	-
	I know how to contact EAP for assistance	-	-	17	76%	-	-	-	-	-
	I would feel comfortable using EAP services	-	-	18	58%	-	-	-	-	-
	I have support at work to provide a high level of service	-	-	-	-	20	72%	23	73%	1.4%
Compensation/ Recognition	I am compensated (salary and benefits) fairly for my job	19	56%	35 ¹⁵	39%	36	47%	38	60%	7.1%
	I feel valued for my contributions at work	20	53%	36	51%	37	56%	39	65%	22.6%
	I receive recognition from my supervisor for a job well done	21	57%	37	61%	39	67%	41	71%	24.6%
	I have a good understanding of my benefits in the following areas: - Life Insurance - Vision Care - Prescription Drugs - Paramedical Practitioners - Dental Care	22	65% ¹⁶	-	-	-	-	-	-	-
	I know who to contact regarding questions about my benefits coverage	23	62%	-	-	-	-	-	-	-
	I receive meaningful recognition for work well done	-	-	-	-	38	49%	40	55%	12.2%
Leadership (Category split into Quality of Leadership and Quality of Supervision in 2007)	I can talk openly with my supervisor about my work ¹⁷	24	71%	38	81%	42	85%	49	85%	19.7%

⁸ By definition, percentage is a fraction or ratio expressed as part of 100. Percentage change is that action over time, long term, brief or momentary. Percentage change from one number to another number is determined by dividing the difference of the two numbers by the original number. There are two types of change, increase and decrease.

⁹ This question was grouped under new category 'Workplace Ethics' in 2005.

¹⁰ Changed wording to 'I received communications regarding the results of last year's mini-employee survey' in 2006.

¹¹ Changed wording to 'I am provided with support to balance my work and personal/family life' in 2005.

¹² Changed wording to 'I have support at work to balance my work and personal life' in 2006.

¹³ Changed wording to 'I have the tools, equipment, support and information I need to do my job well' in 2005.

¹⁴ Changed wording to 'I can balance the demands of my work life with the demands of my personal/family life' in 2005.

¹⁵ Changed wording to 'I am compensated fairly for my job' in 2005.

¹⁶ Results are averaged over the five areas with corresponding values of: 61, 66, 67, 52, 67.

¹⁷ Question moved to Quality of Supervision category in 2007.

CATEGORY	Question Wording	2004		2005		2006		2007		% change ¹⁸
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	The leaders (Directors and Executive Directors) in my department set a good example for employees	25	49%	39 ¹⁹	38%	40	35%	42	47%	-4.1%
	I have confidence in the leadership in my Department	26	48%	40 ²⁰	41%	41 ²¹	39%	43	51%	2%
	My supervisor manages conflict in my workgroup ²²	27	50%	41	52%	45	50%	52	55%	10%
	Senior Management will try to resolve issues raised by employees in this survey	28	37%	42	36%	46	31%	44	42%	13.5%
	The person I report to is an effective leader ²³	-	-	-	-	43	71%	50	73%	2.8%
	I have a positive working relationship with the person I report to ²⁴	-	-	-	-	44	82%	51	85%	3.7%
	Essential information flows effectively from senior leadership to staff	-	-	-	-	-	-	45	45%	-
	The senior leadership of my department is genuinely interested in the well being of employees	-	-	-	-	-	-	46	50%	-
	Senior leadership in my department provides clear direction	-	-	-	-	-	-	47	50%	-
	Senior leadership in my department makes timely decisions	-	-	-	-	-	-	48	36%	-
Quality of Supervision	I am satisfied with the quality of supervision I receive	-	-	-	-	-	-	53	73%	-
	Managers in my area make timely decisions	-	-	-	-	-	-	56	65%	-
	The person I report to consults me on decisions that affect my work	-	-	-	-	-	-	57	71%	-
Personal Growth	I have access to training opportunities	29	67%	6	72%	7	80%	8	82%	22.4%
	I am encouraged to share what I have learned with others in my workgroup	30	59%	7	51%	8	59%	9	72%	22%
	I can apply what I have learned in my training to my job	31	72%	8	79%	9	81%	10	86%	19.4%
	I have opportunities for career advancement within the Government of Nova Scotia	32	44%	9	31%	10	44%	11	46%	4.5%
	I get the training and related support I need to meet the demands of my job	33	58%	10 ²⁵	43%	12	55%	14	63%	8.6%
	I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills	-	-	11	50%	13	54%	15	60%	205
	I have opportunities for career growth within the Government of Nova Scotia	-	-	-	-	11	44%	12	50%	13.6%
	My organization supports my work-related learning and development	-	-	-	-	14	67%	16	66%	-1.5%

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¹⁹ Changed wording to 'The senior leaders (comprised of: Deputy Ministers, Assistant/Associate Deputy Ministers, CEO's, Directors and Executive Directors) in my Department set a good example for employees' in 2005.

²⁰ Changed wording to 'I have confidence in my Department's senior leaders' in 2005.

²¹ Changed wording to 'I have confidence in the senior leadership of my department' in 2006.

²² Question moved to Quality of Supervision category in 2007.

²³ Question moved to Quality of Supervision category in 2007.

²⁴ Question moved to Quality of Supervision category in 2007.

²⁵ Changed wording to 'I get the training and related support I need to support my continuous learning' in 2005.

CATEGORY	Question Wording	2004		2005		2006		2007		% change ²⁶
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	My job is a good fit with my skills and interests	-	-	-	-	15	82%	17	85%	3.7%
	Please identify the barriers you perceive regarding having opportunities for career advancement within the Government of Nova Scotia	-	-	-	-	Barrier ²⁷	-			-
	I have opportunities for career growth within my department	-	-	-	-	-	-	13	44%	-
Diversity	The Government of Nova Scotia demonstrates its commitment to diversity in the workplace	34	57%	43	63%	47	62%	58	69%	21.1%
	Employees in my Department are respectful of employee differences	35	67%	44	80%	48	64%	59	82%	22.4%
	My department values diversity	36	55%	45	64%	49	65%	60	71%	-
	My department is actively implementing activities and practices that support a diverse workplace	-	-	-	-	-	-	61	50%	-
	I am provided with the accommodations I need to ensure my full participation in my workplace	-	-	-	-	-	-	62	65%	-
	I have not experienced racism and/or discrimination in my workplace in the past 12 months	-	-	-	-	-	-	63	82%	-
Safety/Security (Changed to Safety in 2005)	My Department creates a safe work environment for its employees	37	68%	22	77%	23	72%	27	82%	20.6%
	I feel safe working in my job	38	70%	23	82%	24	81%	28	86%	22.9%
	Harassment is not tolerated in my workplace	39	64%	24 ²⁸	81%	25	74%	29	85%	32.8%
	I know who the Occupational Health and Safety representatives are for my work area	40	77%	26	96%	27	91%	31	92%	19.5%
	I have not experience bullying behaviour in my workplace	-	-	25	70%	26	64%	30	67%	-4.3%
Recruitment/ Retention (Split into two categories in 2005 as indicated: REC – Recruitment RET - Retention)	I would recommend the Government of Nova Scotia as one of the best places to work in my community(REC)	41	50%	46	55%	50 ²⁹	54%	64	66%	32%
	I intend to stay with the Government of Nova Scotia for:(RET) - The next five years - The next ten years	42	48% 47%	56 ³⁰	-	61	-	76	-	-
	I see a future for my career, working for the Government of Nova Scotia (RET)	43	53%	51	63%	55	63%	70	69%	30.2%
	Hiring in the Government of Nova Scotia is based on merit (REC)	44	38%	47	25%	51	22%	65	40%	5.3%
	Employees have access to job postings within the Government of Nova Scotia (REC)	45	77%	48	93%	52	91%	66	90%	16.9%

²⁶ By definition, percentage is a fraction or ratio expressed as part of 100. Percentage change is that action over time, long term, brief or momentary. Percentage change from one number to another number is determined by dividing the difference of the two numbers by the original number. There are two types of change, increase and decrease.

²⁷ This question did not use the agreement-importance scale; therefore it is not available for comparison. This question was introduced in 2006. This question did not have an assigned number but was placed after question 15. For the purposes of analysis it was referred to as 'Barrier'.

²⁸ Changed wording to 'I have not experienced harassment (sexual, racial) behaviour in my workplace' in 2005.

²⁹ Changed wording to 'I would recommend the Government of Nova Scotia as a great place to work' in 2006.

³⁰ Changed format to checkboxes with instructions to select only one choice in 2005, therefore it is not available for comparison. Choices were expanded to include: Less than 2 years, Between 3-5 years, Between 6-10 years, 11 years or more and I intend to retire within the next 5 years.

CATEGORY	Question Wording	2004		2005		2006		2007		% change ³¹
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	Even if offered a similar job with slightly higher pay elsewhere in my community, I would stay with the Government of Nova Scotia (RET)	46	45%	52	49%	56 ³²	54%	71	62%	37.8%
	I have the required qualifications to meet the needs of my job (REC)	47	81%	49	98%	53	95%	67	98%	21%
	I work for an effective organization; in other words, my Department regularly achieves the goals set out in our business plan (RET)	48	44%	54	47%	59	46%	74	59%	24.1%
	As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals ³³ (REC)	-	-	50	27%	54	11%	68	35%	29.6%
	I am proud to work as a public servant(RET)	-	-	53	69%	57	68%	72	78%	13%
	As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals ³⁴ (RET)	-	-	55	38%	60	33%	75	41%	7.9%
	I am proud to tell people I work for the Government of Nova Scotia (RET)	-	-	-	-	58	56%	73	70%	25%
Other Questions (2004 category only)	If I experience stress, it is most often due to following factors: - Job Demands - Supervisor Demands - Work Environment - Family - Personal - Other	49 ³⁵	-	19 ³⁶	-	Stress ₃₇	-			-
	What attracted you to work for the Government of Nova Scotia?	50 ³⁸	-	-	-	-	-	69		-
Fair HR Practices	Hiring, promotion and other staffing processes in my department are conducted in a transparent manner	-	-	-	-	-	-	78	39%	-
	Hiring, promotion and other staffing processes are fair and impartial	-	-	-	-	-	-	79	41%	-
Disclosure of Wrongdoing	I am aware of Government's "Disclosure of Wrongdoing" policy	-	-	-	-	-	-	80	70%	-
	I know who to contact to make a disclosure of wrongdoing	-	-	-	-	-	-	81	55%	-
	I would feel comfortable using the reporting process outlined in the "Disclosure of Wrongdoing" policy	-	-	-	-	-	-	82	40%	-

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³² Changed wording to 'I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere' in 2006.

³³ This question targeted managers and supervisors only. (Managers of staff)

³⁴ This question targeted managers and supervisors only. (Managers of staff)

³⁵ This question did not use the agreement-importance scale; therefore it is not available for comparison. This question was placed in the 'Quality of Work Life' category in 2005.

³⁶ This question was placed in the 'Quality of Work Life' category in 2005.

³⁷ This question did not have an assigned number but was placed after question 22. For the purposes of analysis it was referred to as 'Stress'.

³⁸ This question did not use the agreement-importance scale; therefore it is not available for comparison.

CATEGORY	Question Wording	2004		2005		2006		2007		% change ³⁹
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	How did you become aware or the “Disclosure of Wrongdoing” policy	-	-	-	-	-	-	84 ⁴⁰		-
Healthy Workplace	I am aware of the corporate healthy workplace policy	-	-	-	-	-	-	85	77%	-
	I am aware of my department’s healthy workplace initiatives	-	-	-	-	-	-	86	68%	-
	I participate in healthy workplace initiatives	-	-	-	-	-	-	87	56%	-
	My department promotes a healthy and supportive workplace	-	-	-	-	-	-	88	61%	-
	I am aware and read “@ the Window” healthy workplace newsletter	-	-	-	-	-	-	89	44%	-
Additional Question	I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia	-	-	-	-	-	-	90	37%	-
Overall Questions	I am inspired to give my very best	-	-	-	-	62	71%	91	80%	12.7%
	I strive to improve my department’s results	-	-	-	-	63	77%	92	88%	14.3%
	I am satisfied with my job	-	-	-	-	64	69%	93	74%	7.2%
	I am satisfied with my department	-	-	-	-	65	42%	94	63%	50%
	Overall, I am satisfied with my work as a Government of Nova Scotia employee	-	-	-	-	66	71%	95	78%	9.9%

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⁴⁰This question did not use the agreement-importance scale.