

How's Work Going

***Employee Survey
Results***

Diversity Report

2007



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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.¹ To assist Government in attaining this goal, the PSC's Evaluation and Audit division has conducted a comprehensive analysis of employee survey results 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).²

1.2 Purpose of the Report

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

- The diversity questions asked in all four 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 corporate employee survey report looking at favourable scores, average (mean) agreement and importance scores and an analysis of employee engagement. Refer to the 2007 Employee Survey Report for more details on the methodology.

¹ Nova Scotia's Corporate Human Resource Plan 2005 - 2010.

² 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 and subsequent surveys, the demographic question changed to include the options of further self-identification as one of the designated groups (Aboriginal Peoples, racially visible persons and/or a person with a disability).

1.4 What was the response rate of designated group members?

The overall response rates of the employee surveys from 2004 to 2007 were 53%, 58%, 43% and 37% respectively. Each year the response rates met the target to ensure the results were representative of the Nova Scotia Public Service.

With regards to designated group response rates, from 2004 to 2006 response rates increased from 5.9% to 8.0%. In 2007, there was a slight decrease in response rate to 7.4%. (Refer to the table below).

Response Rate of Non-Designated and Designated Group Members, 2004 - 2007 (%)				
	2004	2005	2006	2007
Non-Designated Group	86.3	87.9	85.1	79.3
Designated Group	5.9	5.5	8.0	7.4
Aboriginal	-	0.9	0.8	1.3
Racially Visible	-	2.1	3.8	3.8
Persons with a Disability	-	2.4	3.2	2.9

- Question not asked in 2004

In 2007, Aboriginal Peoples have an increase in their response rate to 1.3% in 2007 from 0.8% in 2006. Racially visible persons have remained the same with a response rate of 3.8% in 2006 and 2007 and persons with disabilities have a slight decrease in their response rate with 2.9% in 2007 down from 3.2% in 2006.

The representation rates of designated group respondents are similar to the Nova Scotia Public Service where designated group members represented approximately 7.3% of the population.³

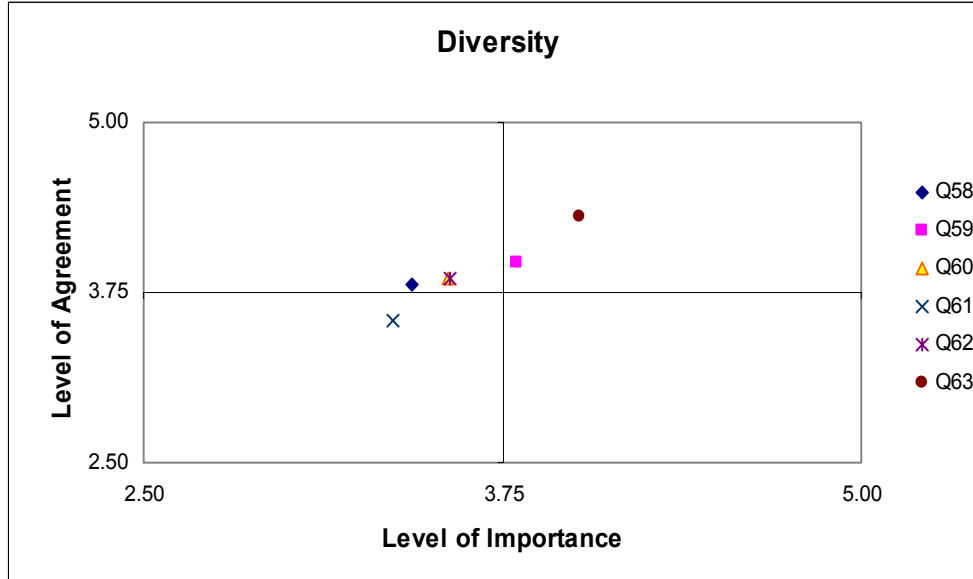
³ As of March 31, 2006.

2 Analysis of Diversity Questions

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

In 2007, six questions were asked in the diversity category. Three of these questions have been asked in all four survey years. An additional three questions were added in 2007 that expanded on diversity in the work environment (questions 61-63). The following table and scatter plot outline the results to all questions on diversity.





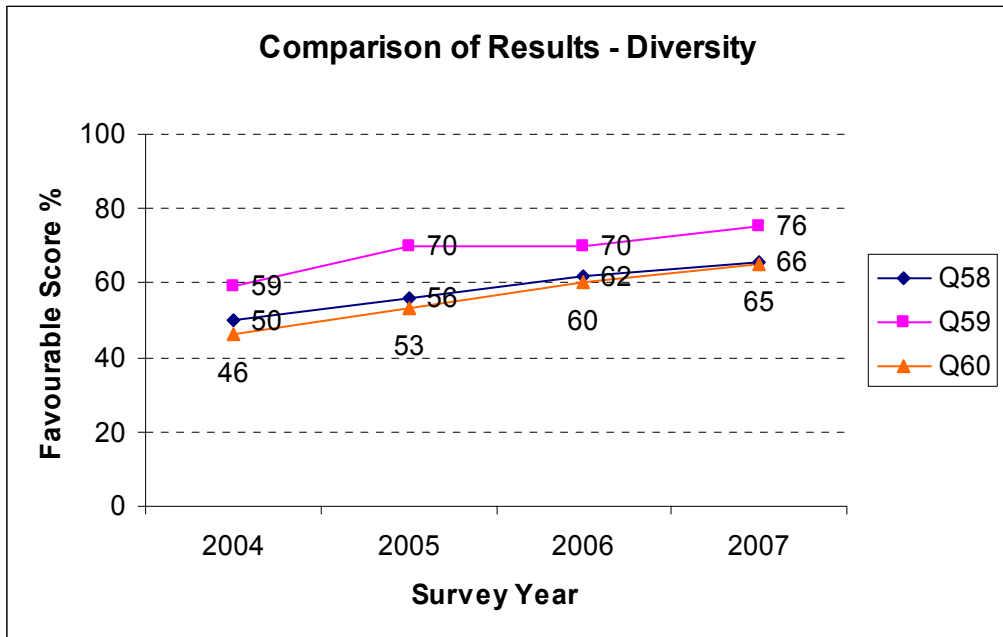
NOTE: *Qs 61-63 were new in 2007.*

- Q.58 The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.
- Q.59 Employees in my department are respectful of employee differences.
- Q.60 My department values diversity.
- Q.61 My department is actively implementing activities and practices that support a diverse workforce.
- Q.62 I am provided with the accommodations I need to ensure my full participation in my workplace.
- Q.63 I have not experienced racism and/or discrimination in my workplace in the past 12 months.

- Just under half of employees feel their department is actively implementing activities and practices that support a diverse workforce.
- Over half of employees feel they are provided with the accommodations they need to ensure their full participation in their workplace.
- 80% of respondents state they have not experienced racism and/or discrimination in their workplace in the past 12 months.

2.1.1 Perceptions of diversity over the past four years

The employee survey has asked respondents the same three questions with regards to diversity since 2004. Results for the overall public service, in general, show an increase in the favourable scores for all questions and the level of importance has remained well over 80% in 2007. (Refer to the figure below)

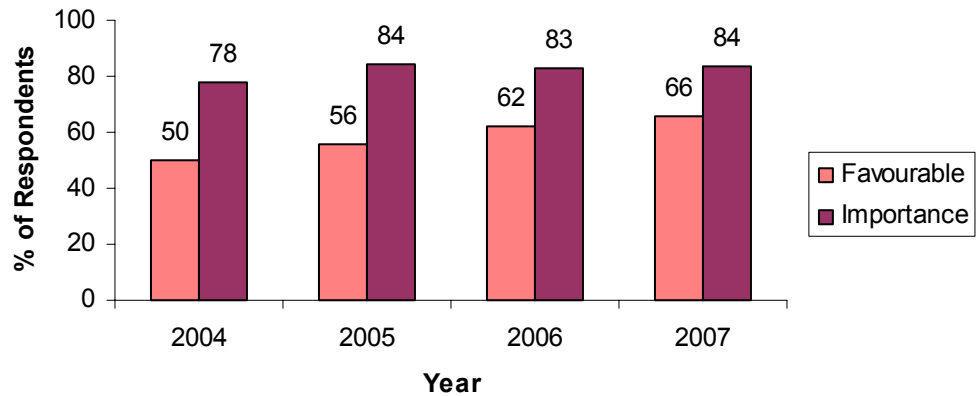


Q.58 The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.
Q.59 Employees in my department are respectful of employee differences.
Q.60 My department values diversity.

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 66% in 2007. This question continues to be important to employees with an importance score of 84% in 2007. (Refer to the figure below)

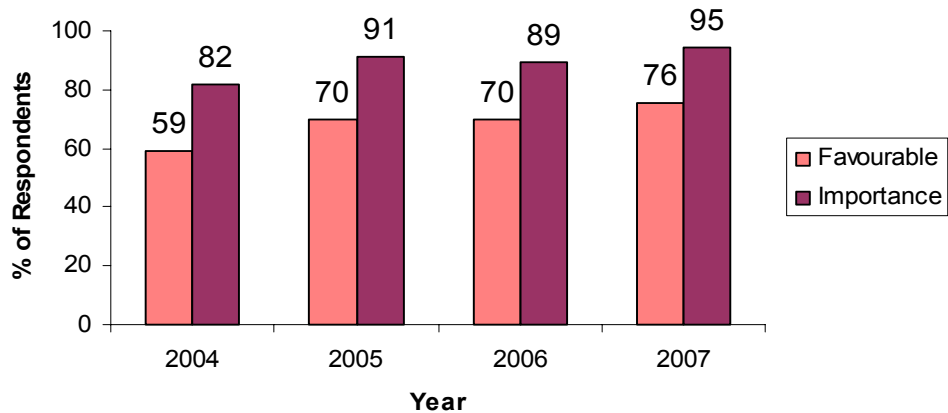
Commitment to diversity in the workplace (Q. 58)



Are employees respectful of employee difference?

The majority of respondents agree that employees in the public service are respectful of employee difference. Favourable scores have been increasing each year from 59% in 2004 to 76% in 2007. Employees believe it is very important to have a respectful workplace with an importance score of 95% in 2007. (Refer to the figure below)

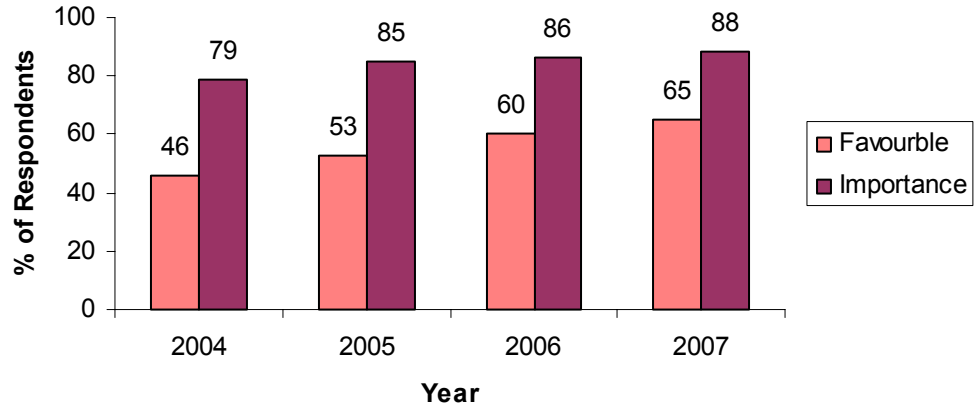
Respectful of employee difference (Q. 59)



Do employees believe their department values diversity?

Approximately 65% of employees are favourable when asked if they believe their department values diversity, an increase from 46% in 2004, 53% in 2005 and 60% in 2006. It is also important to employees that their department value diversity with an importance score of 88% in 2007. (Refer to the figure below)

My department values diversity (Q.60)

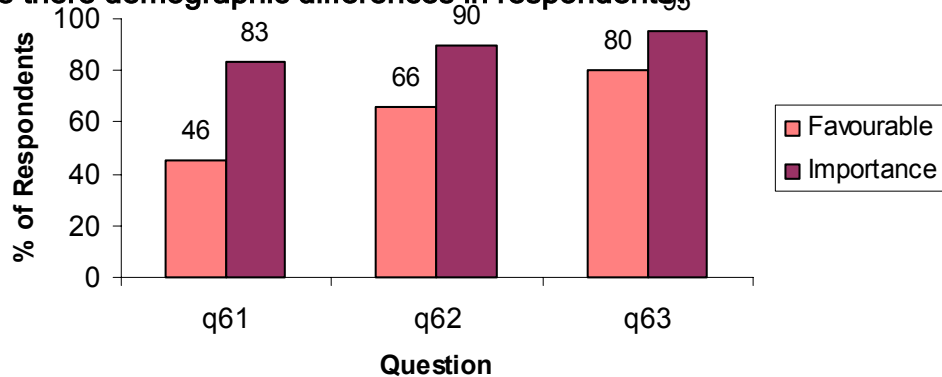


Additional questions on diversity

Eighty percent of the public service identified that they have not experienced racism and/or discrimination in the workplace in the past 12 months (Q. 63). However, only 46% of employees agreed that their department is actively implementing activities and practices that support a diverse workforce (Q. 61), and only 66% feel they are provided with the accommodations they need to ensure their full participation in their workplace (Q. 62). All three questions are very important to employees with importance scores over 80% for all three questions.

Diversity Category
Additional Questions (61-63)

2.2 Are there demographic differences in respondents?



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

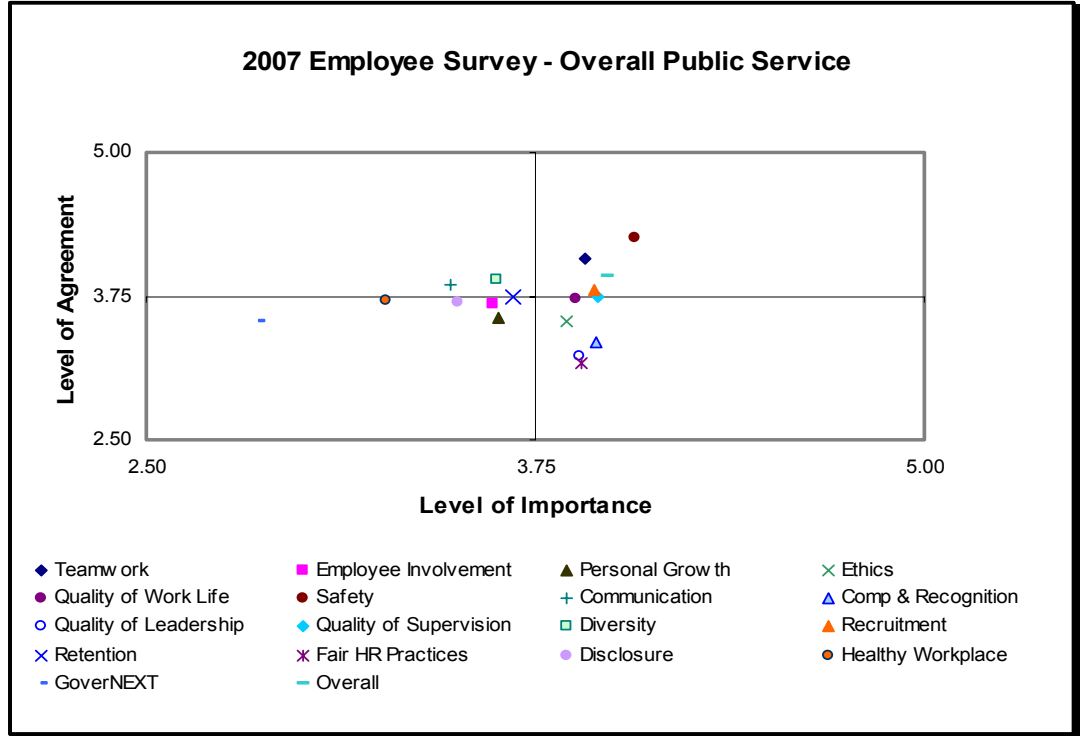
- Employees with fewer than two years of experience with the government are more likely to agree that the Government of Nova Scotia demonstrates its commitment to diversity in the work place and that the employees in their department are respectful of employee difference.
- Respondents with post secondary education are more likely to feel the Government of Nova Scotia demonstrates its commitment to diversity in the work place and that their department values diversity.
- Employees in the regions were less likely to feel employees in their department are respectful of employee difference, compared to employees in the Halifax Regional Municipality.

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

The employee survey examined numerous issues, which were divided into 18 categories. Average agreement and importance scores for each category were mapped on to an action grid (scatter plot) to show the relationship between employees' level of agreement and level of importance.⁴ 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.

Overall, diversity is seen as a strength 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 on the next page).

⁴ Detailed results of the gap analysis can be found in the 2007 Employee Survey Report.



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.

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

This chapter will examine the following:

- Analyzing differences in perceptions
 - Analysis of survey questions
 - Intentions to stay with the Government of Nova Scotia
 - Perceived barriers to career advancement
 - Sources of stress
 - Attraction to the public service
 - Disclosure of wrongdoing
- Level of employee engagement

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 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 - 2007 and performs a comparison of favourable scores of non-designated and designated group respondents to distinguish the differences and similarities. 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 plans⁵.

⁵ The methodology for determining the level of priority can be found in Annex A, Figure 1 - Mapping Agreement and Importance on the Action Grid.

3.1.1.1 Common areas of concern for designated and non-designated group respondents

Designated and non-designated group respondents share four common areas of concern that should be considered the highest priority. In 2007 common areas of concern for all designated group respondents are the same as those areas of concern for non-designated groups⁶. There are no common areas of concern between designated groups.

The following categories are common areas of concern for all groups:

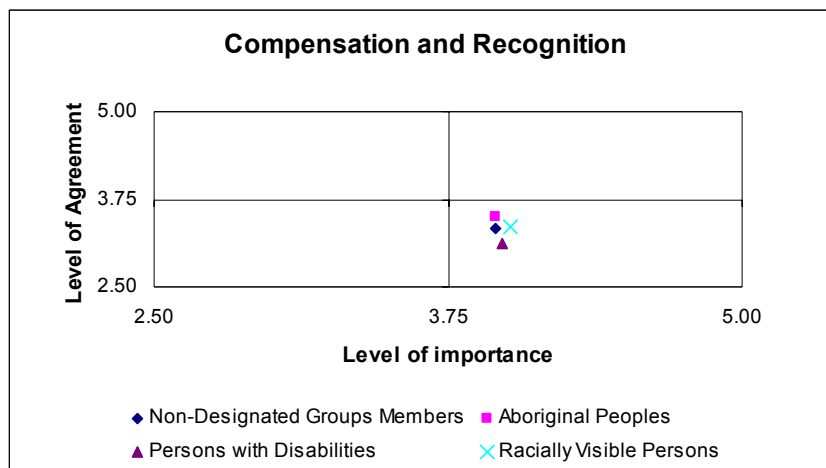
Workplace Ethics



- When asked about workplace ethics, designated group respondents are less favourable than non-designated group members.
- Designated group respondents were also less favourable when asked if they could report concerns related to workplace ethical dilemmas without fear of reprisal (Q. 20).
- Workplace ethics remains a priority for groups since 2006.

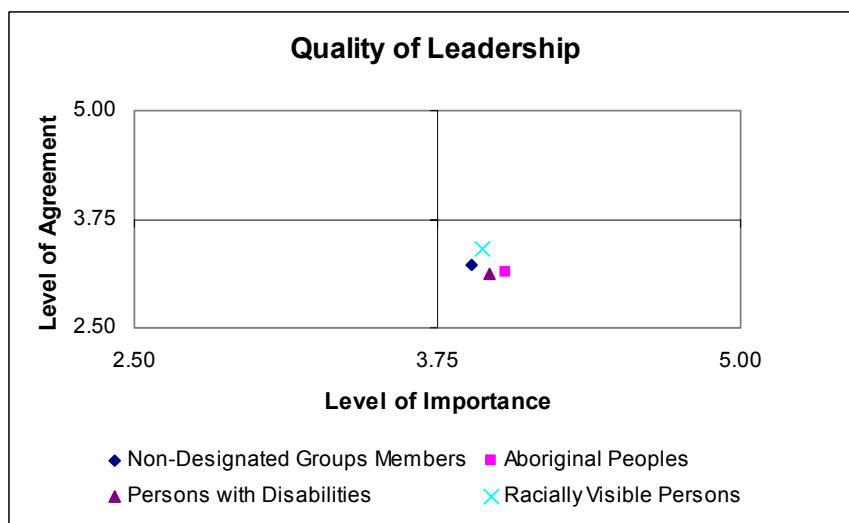
⁶ Refer to Annex A, Tables 1 and 2 for additional comparisons

Compensation and Recognition



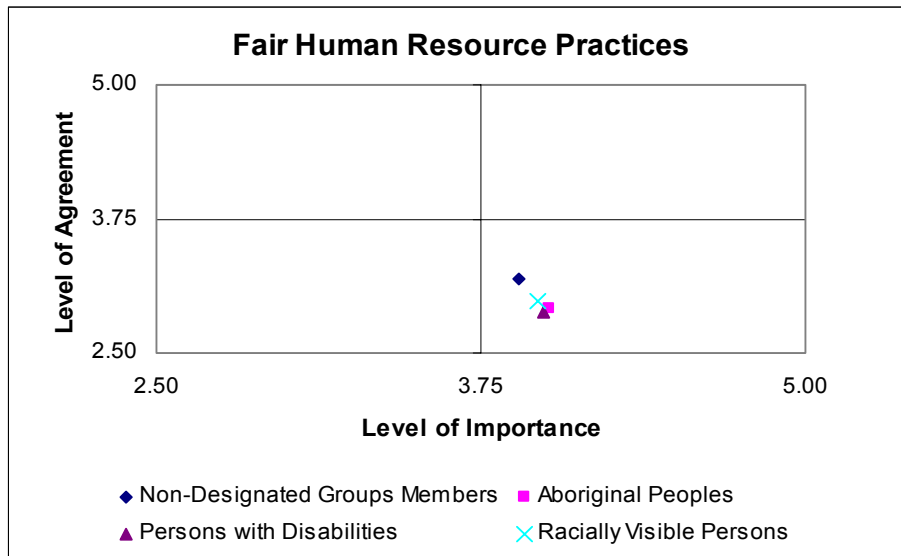
- Aboriginal Peoples are the most favourable group when responding to compensation and recognition questions.
- All groups were less favourable when asked if they were compensated fairly for their job (Q. 38).
- This is consistent with results in 2006.

Quality of Leadership



- Persons with disabilities were the least favourable on all leadership questions.
- Both non-designated and designated group respondents were less likely to agree that the senior leadership of their department is genuinely interested in the well being of employees (Q. 46).
- Leadership remains a priority in 2007.

Fair HR Practices

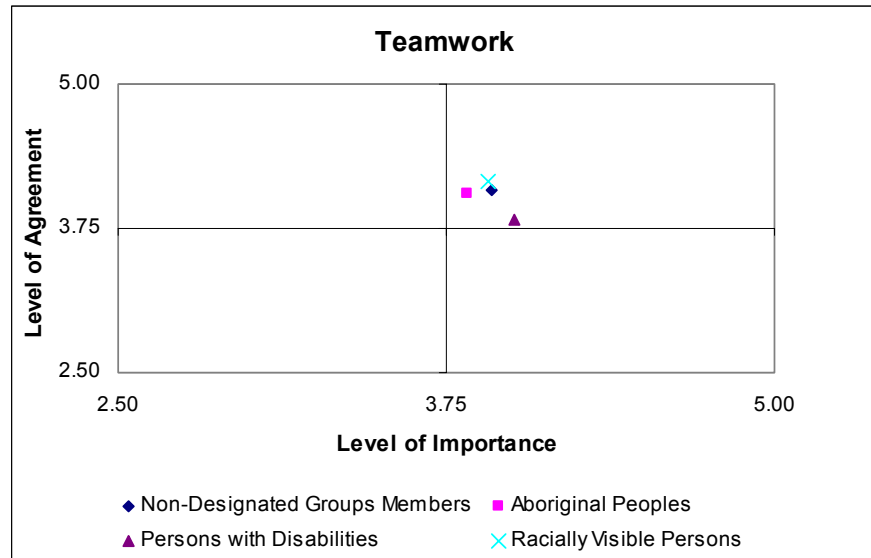


- Designated group respondents were less favourable than non-designated group respondents for all questions.
- Non-designated and designated group respondents are less favourable when asked if hiring, promotion and other staffing processes in their department are fair and impartial (Q.79).
- This category was new in 2007 and is an area of concern for all groups.

3.1.1.2 Common areas of strength for designated and non-designated group respondents

In 2007, designated and non-designated groups shared four areas of success. The following categories are common areas of success for all groups:

Teamwork



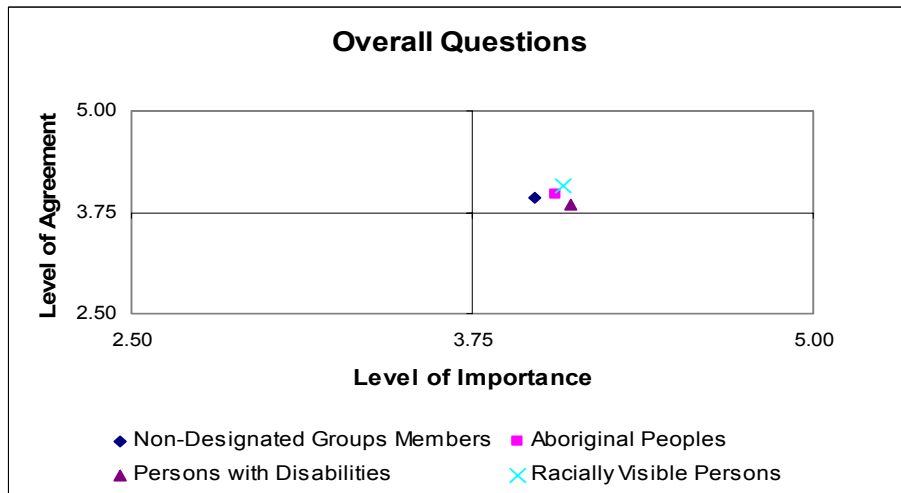
- All groups are favourable in their responses to questions on teamwork.
- Designated and non-designated groups feel they have a positive working relationship with their co-workers.
- This is consistent with results from 2006.

Safety



- All groups are favourable when asked if they feel safe working in their job, 88% non-designated, 86% Aboriginal Peoples, 84% racially visible persons, 84% persons with disabilities.
- Non-designated group respondents have higher favourable scores than designated group respondents on all questions.
- In 2007, safety is considered a success. This is an improvement from 2006 where only non-designated group respondents and persons with disabilities considered safety a success.

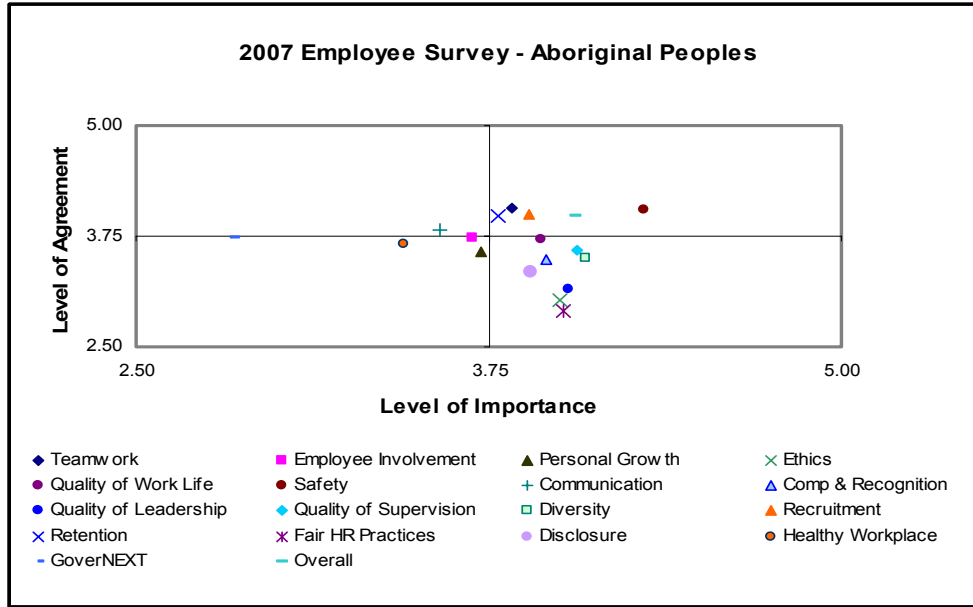
Overall Questions



- Overall questions are a success in 2007.
- All respondents are favourable when asked if they strive to improve their department's results.
- In 2006 only non-designated group respondents and racially visible respondents considered the overall questions a success.

3.1.1.3 Aboriginal Peoples

Aboriginal Peoples level of agreement and importance for each of the 18 categories has been mapped onto the action grid below.



In 2007, Aboriginal Peoples identified 13 areas of importance, five of them were areas of strength and eight were areas of concern. (NOTE: Refer to Table 1 in Annex A for 2007 results.)

Areas of Strength

Out of the five areas of strength identified by Aboriginal Peoples, three of them are shared with all other groups (teamwork, safety and the overall questions). Other areas of strength identified by Aboriginal Peoples are retention and recruitment.

- This is an increase from 2006, where only three categories were considered a success by Aboriginal Peoples. (NOTE: Refer to Table 2 in Annex A for 2007 results.)
- Recruitment is also considered a success by non-designated group respondents.
- Aboriginal Peoples are the only group to consider retention a success.
- There have been improvements in the areas of safety and the overall questions. These two areas were considered an area of concern in 2006 and are now a strength for Aboriginal Peoples in 2007.

Areas of Concern

In 2007, eight categories were identified as areas of concern by Aboriginal Peoples. These are areas that are important to them, however the government is not meeting their needs. Four of these areas are shared with all groups as common areas of concern (leadership, compensation and recognition, ethics and fair HR practices). Other areas of concern identified by Aboriginal Peoples are disclosure of wrongdoing, diversity, quality of supervision and quality of work life.

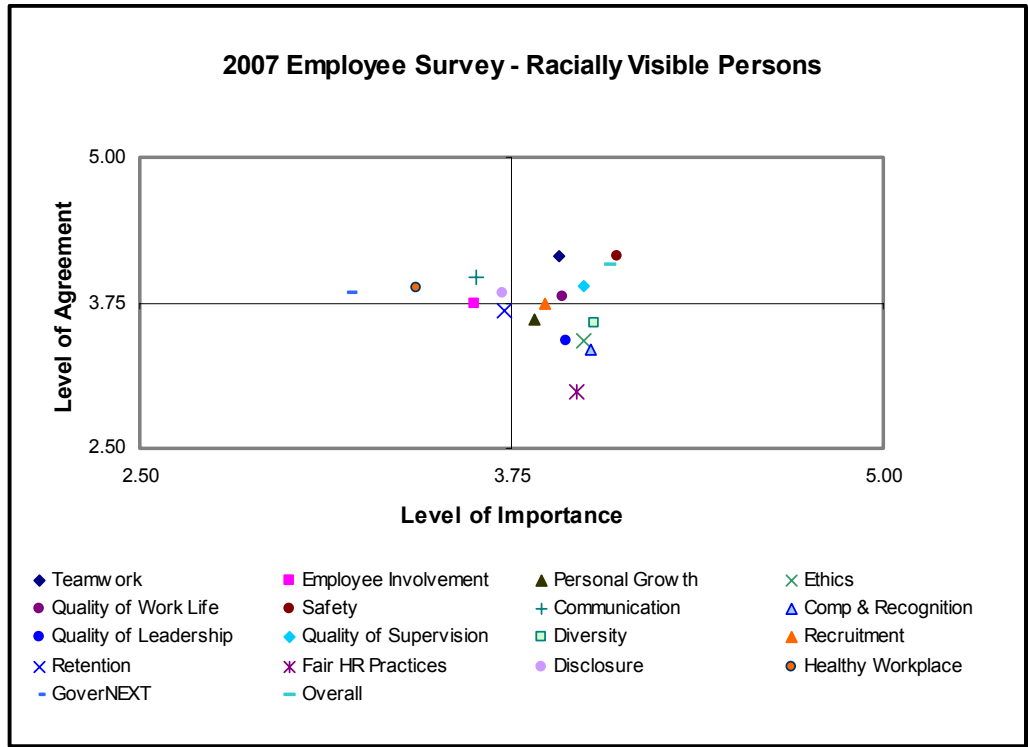
- The areas of compensation and recognition, ethics, quality of leadership and diversity have remained areas of concern for Aboriginal Peoples from 2006.
- Quality of work life and quality of supervision are areas of concern Aboriginal Peoples share with non-designated group respondents and persons with disabilities.
- Aboriginal Peoples are the only group to identify disclosure as an area of concern.
- An analysis of favourable scores shows that Aboriginal Peoples are less likely to agree that they have not experienced racism and/or discrimination in their workplace in the past 12 months when compared to non-designated group respondents.

Areas of Lower Importance

Aboriginal Peoples have identified five areas of lower importance: Employee involvement, personal growth, healthy workplace, GoverNEXT and communication. Employee involvement and communication are common areas for improvement shared with all groups. (NOTE: The focus for these areas could either be in strengthening importance or improving employee agreement.)

- These five areas identified as areas of lower importance by Aboriginal Peoples are also identified by non-designated group members and persons with disabilities.
- Employee involvement has decreased in importance from 2006.
- In 2006, communication was considered an area of concern (area of higher importance and lower agreement). In 2007, Aboriginal Peoples identified communication as an area for strengthened importance (area of lower importance and higher agreement).

3.1.1.4 Racially Visible Persons



In 2007, racially visible persons identified 12 areas of greater importance, five are areas of strength and seven are areas of concern. (NOTE: Refer to Table 1 in Annex A for 2007 results.)

Areas of Strength

Three of the areas of strength identified by racially visible persons are shared with all groups as common areas of strength. The other two areas of strength identified by racially visible persons are quality of supervision and quality of work life.

- This is an increase from 2006, where racially visible persons identified only three areas of strength. (NOTE: Refer to Table 2 in Annex A for 2007 results.)
- Racially visible persons are the only respondents to identify quality of work life and quality of supervision a strength.
- Quality of work life was also identified as a strength in 2006 by racially visible persons.

Areas of Concern

In 2007, seven areas were identified by racially visible persons as areas of concern. In addition to the common four areas of concern shared with both designated and non-designated groups, racially visible persons identified three other areas of concern, personal growth, diversity and recruitment.

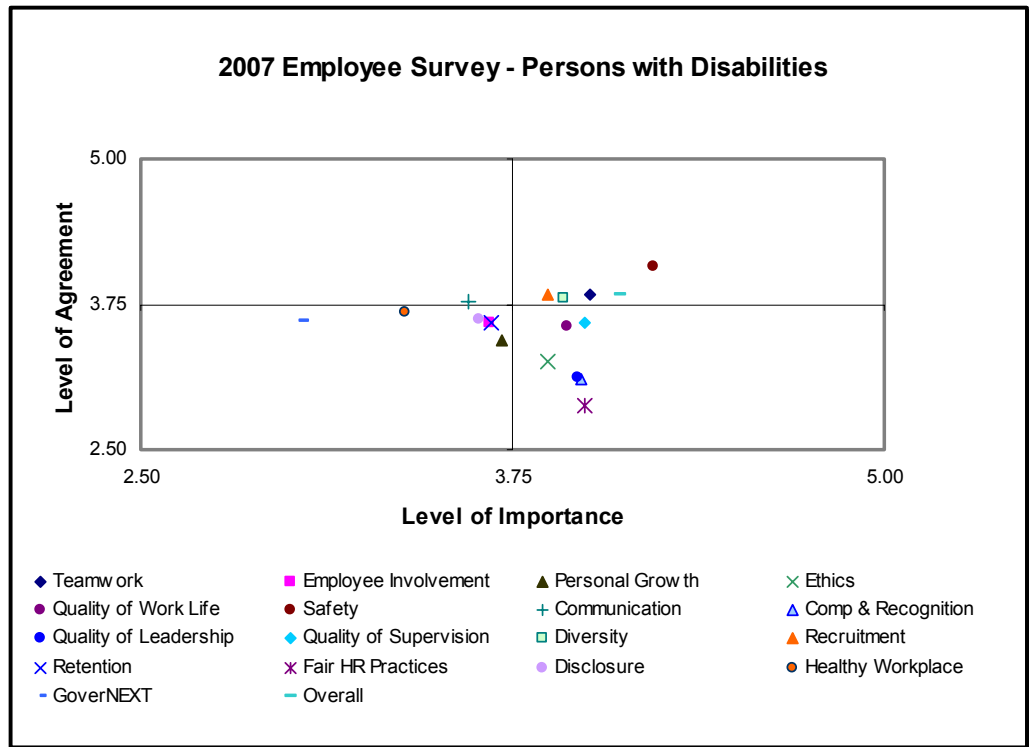
- Racially visible respondents were the only group to identify recruitment as an area of concern. All other groups identified recruitment as an area of strength. This is a decline from 2006 where racially visible persons identified recruitment as a strength.
- Racially visible persons are also the only group to identify personal growth as an area of concern. All other groups identified personal growth as an area of lower importance. This is consistent with 2006 where racially visible persons also identified personal growth as an area of concern.
- Similar to Aboriginal Peoples, racially visible persons identified diversity as an area of concern.
- An analysis of favourable scores shows that racially visible persons are less likely to agree:
 - That they have not experienced racism and/or discrimination in their workplace in the past 12 months, when compared to non-designated group members, (this is also identified by Aboriginal Peoples)
 - That the Government of Nova Scotia demonstrates its commitment to diversity in the workplace when compared to non-designated group respondents, and
 - That they have not experienced harassment (sexual, racial) in their workplace in the past 12 months when compared to non-designated group respondents.

Areas of Lower Importance

In 2007, racially visible persons identified six areas where improvements are needed: Employee Involvement, retention, disclosure, communication, healthy workplace and GoverNEXT. Employee involvement and communication are common areas for improvement shared with all groups. (NOTE: The focus for these areas could either be in strengthening importance or improving employee agreement.)

- Racially visible persons identified retention as an area of lower importance. Non-designated groups and persons with disabilities have also identified retention as an area of lower importance.
- Racially visible persons are the only group with higher agreement scores in the categories of disclosure, healthy workplace and GoverNEXT

3.1.1.5 Persons with disabilities



In 2007, persons with disabilities identified 11 areas that were of greater importance to them. Five of these areas are strengths and six of these areas are areas of concern. (NOTE: Refer to Table 1 in Annex A for 2007 results.)

Areas of Strength

In addition to the three common areas of strength, persons with disabilities have also identified recruitment and diversity as a strength.

- This is an increase from 2006, where only three categories were identified as a strength by persons with disabilities. (NOTE: Refer to Table 2 in Annex A for 2007 results.)
- Persons with disabilities are the only group to identify diversity as an area of strength. Other designated groups identified diversity as an area of concern. This is an improvement from 2006, where persons with disabilities considered diversity an area of concern.
- Recruitment was also identified as an area of strength for non-designated groups respondents and Aboriginal Peoples. This is consistent with results in 2006.

Areas of Concern

In 2007, persons with disabilities identified six areas of concern. The areas identified by persons with disabilities are: Quality of supervision and quality of work life. They also share the four common areas of concern with all groups.

- All categories identified as areas of concern for persons with disabilities in 2007 were also identified as areas of concern for persons with disabilities in 2006 (Fair HR practices and quality supervision were new in 2007).
- All categories identified by persons with disabilities as areas of concern were also all identified by non-designated group respondents. The two groups share all the same areas of concern.
- Quality of work life and quality of supervision were also identified as areas of concern by Aboriginal Peoples.

Areas of Lower Importance

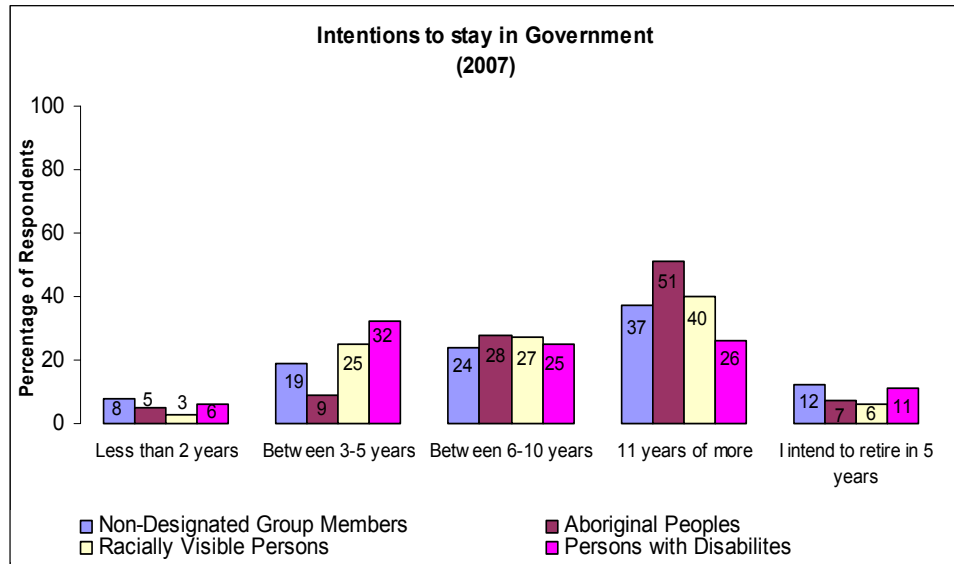
Healthy workplace, disclosure, employee involvement, retention, personal growth, communication and GoverNEXT are areas that persons with disabilities have identified as needing improvements. (NOTE: The focus for these areas could either be in strengthening importance or improving employee agreement.)

- We have seen no change in results from 2006 for areas requiring improvements. Persons with disabilities have identified the same three areas requiring improvements in 2007 as in 2006: Employee involvement, retention and personal growth and communication. Healthy workplace, disclosure and GoverNEXT were new categories in 2007.
- Persons with disabilities share all of their areas with non-designated group respondents.

In 2007, persons with disabilities have identified the same areas of strength, concern and areas for improvements as non-designated group respondents. There is only one exception, diversity. Persons with disabilities have identified diversity as an area of strength.

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

Since 2005, employees were asked what their intentions are to stay with the Government of Nova Scotia. The table below gives the results for 2007. (Refer to Annex A, Tables 3 and 4 for results from 2005 and 2006.)



Since 2005, the majority of non-designated group respondents planned on staying at least six years. In 2005 33% were planning on stay 11 years or more and 27% 6-10 years. In 2006, 32% were planning to stay 11 years or more and 26% 6-10 years. In 2007, these results are relatively consistent with 37% planning to stay 11 or more years and 24% 6-10 years. A change in responses from non-designated group members in 2007, is a decline in the number of people planning to retire in the next five years (12%) (down from 20 % in 2006 and 18% in 2005).

Aboriginal Peoples have seen a shift in results since 2006 when the largest proportion of respondents (40%) planned on retiring the in next 5 years. In 2007, the majority of Aboriginal Peoples plan to stay with government 11 years or more (51%) which is consistent with results from 2005. Aboriginal Peoples have the largest majority of any group planning to stay with government 11 years or more. This is followed by 28% planning to stay with government 6-10 years and 9% planning to stay between 3-5 years.

Similar to Aboriginal Peoples and non-designated group members, the majority of racially visible persons plan to stay at least 6 years, with 40% planning to stay 11 years of more and 27% planning to stay 6-10 years. This is consistent with results from 2006 when 43% planned to stay 11 years or more and 26% planned to stay 6-10 years. In all three years, the largest proportion of racially visible persons have identified that they plan to stay 11 years of more. This is also true for non-designated group respondents.

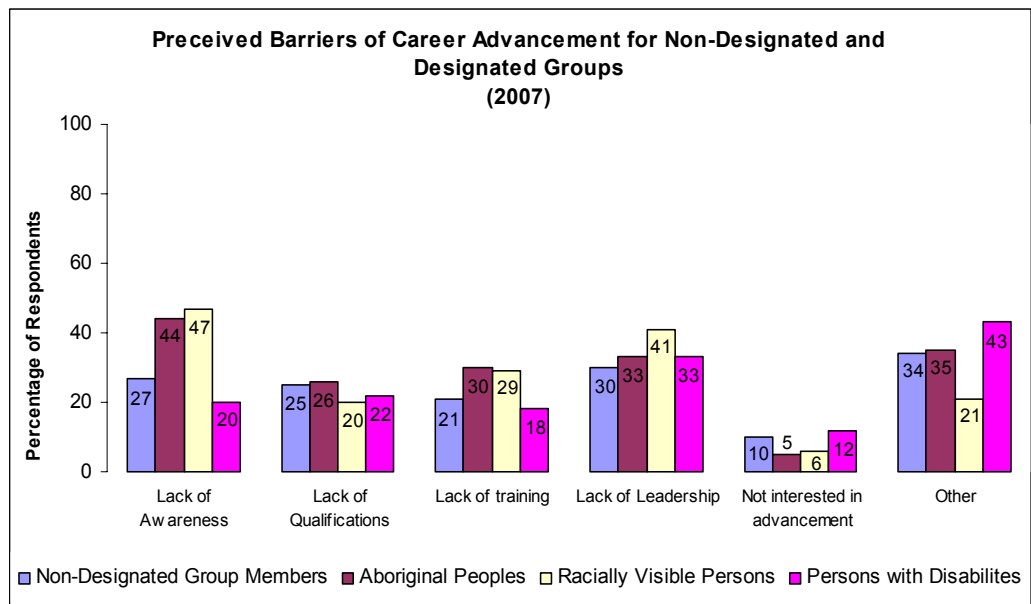
Persons with disabilities have seen a shift in responses with the largest proportion of employees identifying they plan to stay with government 3-5 years (32%). This

is a change from 2005 and 2006 where the largest proportion of employees planned to stay 6-10 years (38% and 32% respectively). Also in 2007, 26% of respondents plan to stay with government 11 or more years and 25% plan to stay 6-10 years. There has been a decrease in the number of persons with disabilities planning to retire in the next 5 years from 19% in 2005 and 26% in 2006 to 11% in 2007.

In 2007, non-designated group, Aboriginal Peoples and racially visible respondents have responded to this question in a similar way. These three groups have had the largest proportion of respondents identify they plan to stay 11 or more years, followed by 6-10 years, 3-5 years, intend to retire in 5 years and plan to stay less than 2 years. Persons with disabilities are different in that their largest proportion of respondents have identified that they plan to stay only 3-5 years, followed by 11 years or more.

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

In 2006 and 2007, employees were asked what they perceive to be barriers regarding opportunities for career advancement within the Government of Nova Scotia. The table below gives results for 2007. (Refer to Annex A, Table 5 for results from 2006)



In 2007, non-designated group respondents identified 'other' as the top perceived barrier of career advancement (34%), followed by lack of leadership (30%) and lack of awareness (27%). These results are similar to results in 2006 where the same top three barriers were identified.

Aboriginal Peoples have identified lack of awareness (44%) as their main perceived barrier of career advancement, followed by 'other' (35%) and lack of leadership (33%). In 2006, the most common barriers identified by Aboriginal Peoples were 'other' (60%) and lack of awareness (40%). These results are similar to 2007.

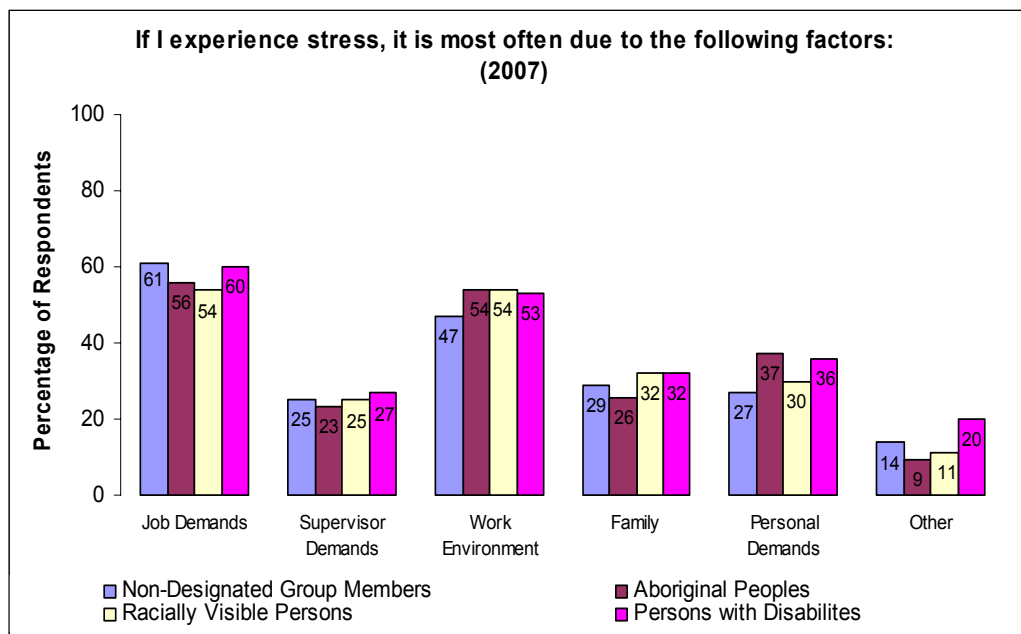
Racially visible respondents identified lack of awareness (47%) as their most common perceived barrier to career advancement. In 2007, lack of leadership (41%) and lack of training (29%) were also identified as common perceived barriers. In 2006, the most perceived barrier for racially visible persons was 'other' (43%).

In 2007, persons with disabilities identified 'other' (43%) as the most common perceived barrier for career advancement. They also perceive lack of leadership (33%) and lack of qualifications (22%) as barriers to career advancement. In 2006, the largest proportion of persons with disabilities identified that they were not interested in advancement (32%).

Aboriginal Peoples and racially visible persons have identified the same common barrier for career advancement, lack of awareness. Persons with disabilities and non-designated groups have identified 'other' as their most common barrier of career advancement⁷.

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

The table below illustrates the stated sources of stress by group in 2007: (Refer to Annex A, Tables 6 and 7 for results from 2005 and 2006)



⁷ For further analysis, please refer to the written comments report.

Non-designated group respondents have identified jobs demands (61%) and work environment (47%) as their most common factors causing stress. This is similar with results in 2005 and 2006 where the top two factors causing stress were the same, job demands (63% in 2005 and 60% in 2006) and work environment (49% in 2005 and 48% in 2006).

Aboriginal Peoples have identified job demands (56%) and work environment (54%) as their most common factors causing stress. This is similar with results from 2006 where job demands (100%) and work environment (60%) were also identified as the top two factors causing stress. In 2005, the most common factors causing stress for Aboriginal Peoples were job demands (50%) and supervisor demands (50%). Aboriginal Peoples have identified job demands as the top factor causing stress in all three years.

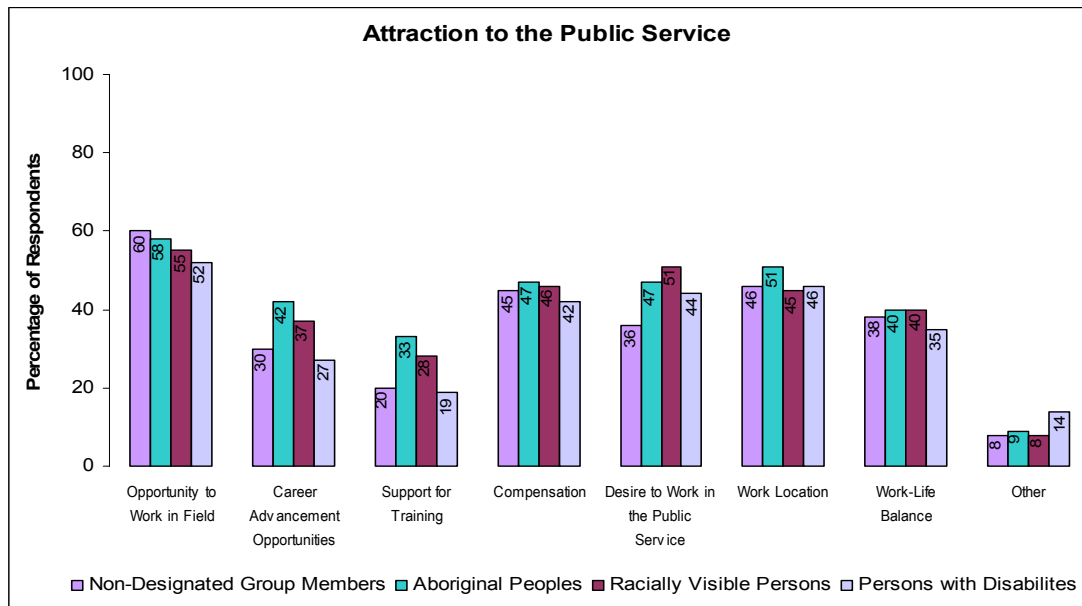
For racially visible respondents the factors most often causing stress are also job demands (54%) and work environment (54%). This is consistent with results in 2005 and 2006 where job demands (68% in 2005 and 52% in 2006) and work environment (63% in 2005 and 52% in 2006) were the tops two factors causing stress.

The top two factors causing stress for persons with disabilities are job demands (60%) and work environment (53%). In 2005, job demands (52%) and supervisor demands (52%) were identified as the top factors causing stress and in 2006 the top factors causing stress for persons with disabilities were work environment (74%) and job demands (58%).

In 2006 and 2007, all groups identified their top two factors causing stress as job demands and work environment.

3.1.5 What is attracting designated group respondents to the Public Service

In 2007, employees were asked what attracted them to the public service. Refer to the table below for results:



Non-designated group respondents have identified the opportunity to work in chosen field (60%) as their most common reason for wanting to work in the public service. They have also identified work location (46%) and compensation (45%) as reasons they were attracted to the public service.

Aboriginal Peoples have identified their top four reasons they were attracted to the public service as the opportunity to work in chosen field (58%), work location (51%), compensation (47%) and desire to work in the public service (47%).

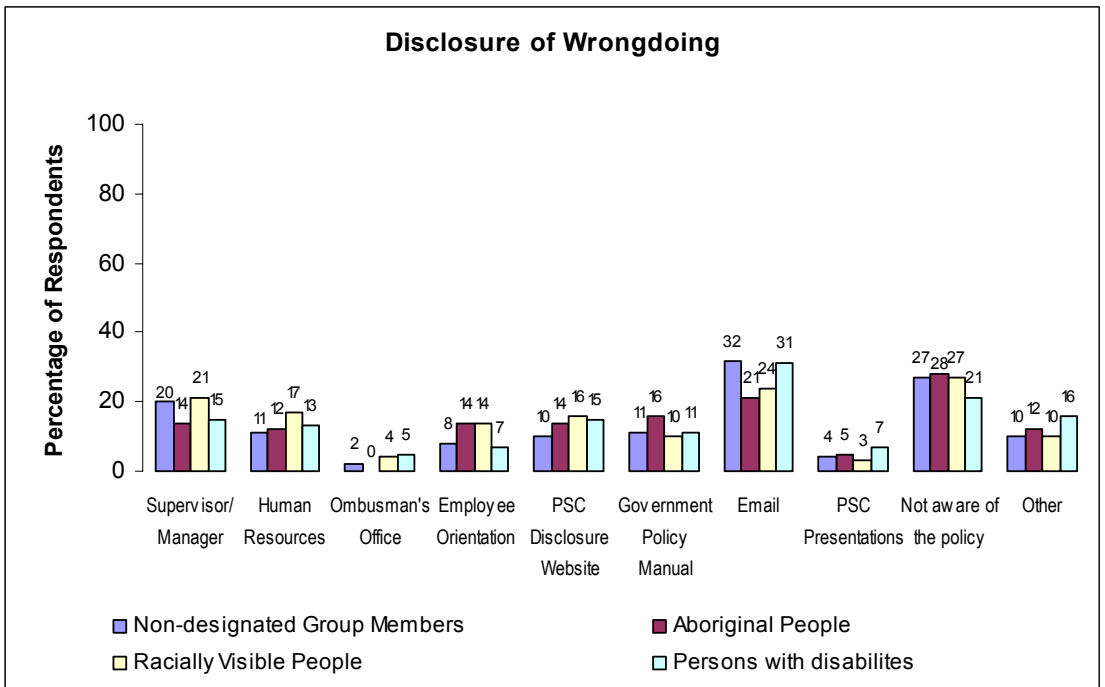
Racially visible persons have identified their top attraction to the public service as the opportunity to work in chosen field (55%). They have also identified desire to work in the public service (51%) and compensation (46%) as other reasons they were attracted to the public service.

Persons with disabilities have identified their most common attraction to the public service as the opportunity to work in chosen field (52%). Persons with disabilities have also identified work location (46%) and the desire to work in public service (44%) as other reasons they were attracted to the public service.

All groups have identified their top attraction to the public services as the opportunity to work in their chosen field.

3.1.6 Are Designated Groups Respondents Aware of the Disclosure of Wrongdoing Policy?

In 2007, employees were asked how they became aware of the disclosure of wrongdoing policy. Refer to the table below for results:



The largest proportion of non-designated respondents identified that email (32%) was the most common method they became aware of the disclosure policy. Twenty-seven percent (27%) of respondents identified that they are not aware of the policy.

The largest proportion of Aboriginal respondents are not aware of the policy (28%). Those that are aware of the policy identified email (21%) and Government policy manual (15%) as the methods of how they became aware of the policy.

The largest proportion of racially visible respondents are not aware of the policy (27%). If respondents are aware of the policy, they became aware by email (24%) or their supervisor or manager (21%).

Persons with disabilities have responded similarly to non-designated group respondents with email (31%) as the most common method of becoming aware of the policy and 21% of respondents identifying that they are not aware of the policy. Persons with disabilities are the only designated group to respond with the largest proportion of respondents identifying that they are aware of the policy.

All groups responded similarly to this question with the same top two responses. It is apparent that if respondents were aware of policy they became aware by email; otherwise they are not aware of the disclosure of wrongdoing policy.

3.2 How engaged are designated group members?

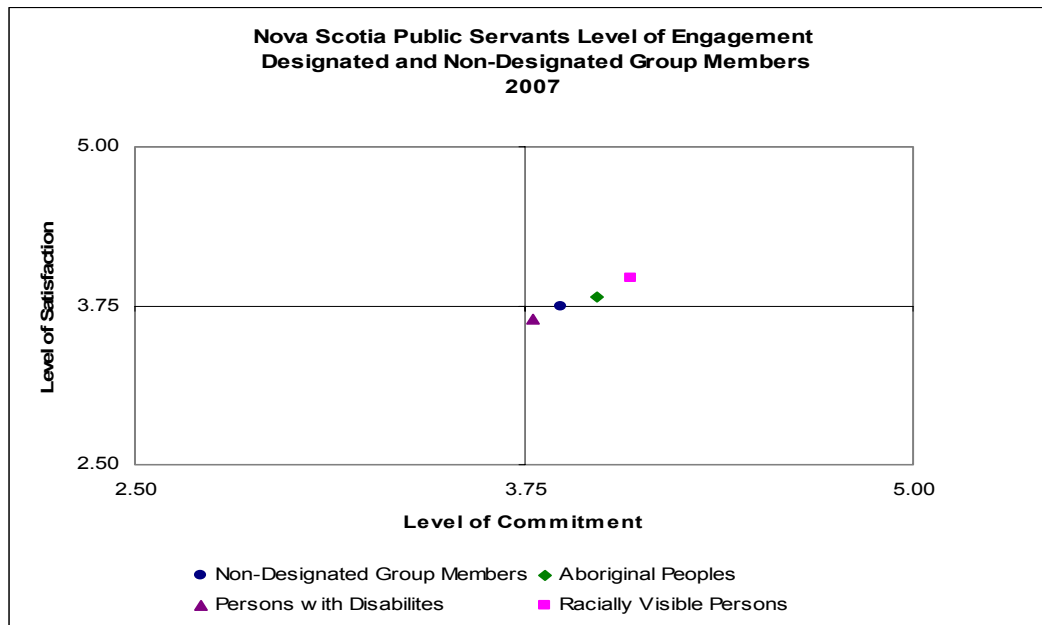
Employee engagement is the extent to which an employee feels connected to and involved with their job and their organization. Overall employee satisfaction is evident in the level of engagement employees have in their work. Increased employee commitment, satisfaction and trust can positively impact an organization and help it to reach its true potential⁸.

An employee engagement index was calculated to determine the level of engagement for each of the designated groups. The following chart gives the results of the engagement index calculation.

	Non-Designated Group	Aboriginal Peoples	Racially Visible Persons	Persons with Disabilities	Overall Public Service
Engagement Index 2007	71.4	75.2	77.7	69.5	71.6

An analysis of employees' level of satisfaction and level of commitment can provide insight into where to focus attention to improve the level of employee engagement. The scatter plot on the next page maps the level of satisfaction and commitment for each group.

⁸ Refer to How's Work Going?, Corporate Results Report 2007 for further information.



These results show that both designated and non-designated group respondents are committed to the Nova Scotia Public Service. They are proud to tell people they work for the Government of Nova Scotia, would prefer to stay even if offered a similar job elsewhere and would recommend the Government of Nova Scotia as a great place to work. In comparison to other groups, racially visible persons are the most committed group (this is consistent with results in 2006)⁹.

Aboriginal Peoples, racially visible persons and non-designated group respondents are also satisfied employees. This means that overall they are satisfied with their department and with their work as a Government of Nova Scotia employee. Persons with disabilities are not as satisfied in comparison to others groups but are close to reaching 3.75. In 2007, racially visible persons are also the most satisfied group.

At this point in time, the conclusion can be made that Aboriginal Peoples, racially visible persons and non-designated groups are fully engaged employees within the Nova Scotia Public Service and that persons with disabilities are committed Public Servants. These results differ from 2006, where persons with disabilities were the only fully engaged group.

3.2.1 How can the level of engagement be improved?

An analysis of the correlations between the engagement drivers and indicators of satisfaction and commitment can show where to focus attention and action planning to improve employee engagement. This analysis was performed for each designated group as each group has unique drivers of satisfaction and commitment.

⁹ For 2006 results, please refer to Annex A, Figure 1.

3.2.1.1 Aboriginal Peoples

The table below outlines the factors influencing Aboriginal Peoples level of commitment and satisfaction, based on the 2007 survey results.

Factors Influencing Aboriginal Peoples...			
Indicators	Satisfaction		Commitment
	Work	Department	
Drivers	See future for career	Leadership (confidence, interest, set example, essential info, clear direction)	Public Service Work
	Recognition for value of work	Managers make timely decisions	Leadership (timely decisions, interest, good example, clear direction)
	Satisfaction with job & department	Satisfaction with job	Satisfaction with job, work & department
	Public Service Work	Department creates a safe working environment	Safety (safe environment, feel safe)
	Opportunities for career growth in Gov't & department		Meaningful recognition
	Opportunities for career advancement		Work for an effective organization

What is driving their satisfaction?

Employee level of satisfaction is driven by their satisfaction with their job, work and department¹⁰. Aboriginal Peoples satisfaction with their work is most strongly influenced by their ability to see a future for their career with the Government of Nova Scotia. Other factors influencing their satisfaction include recognition they receive for the value of their work, satisfaction with their job and their department, Public Service Work, their opportunities for career growth within the Government

¹⁰ Refer to Annex A, Table 8 for the survey questions used as indicators for employees' level of satisfaction and commitment.

of Nova Scotia and within their department and opportunities for career advancement. Aboriginal Peoples satisfaction with their department is most strongly driven by leadership, including their confidence in leadership, that leadership is interested in the well-being of employees, they set a good example, provide essential information and provide direction. Other factors influencing their satisfaction with their department include manager's making timely decisions, their satisfaction with their job and that their department creates a safe working environment.

What is driving their commitment?

Aboriginal Peoples level of commitment is driven by the work they do as employees in the Public Service (public service work). This means that just by the virtue of what the public service does drives employee commitment. This is the strongest factor influencing commitment for Aboriginal Peoples. It is also the strongest influencing factor for all designated group respondents. Leadership is also an influencing factor for Aboriginal Peoples' level of commitment, including leadership makes timely decisions, leadership is interested in the well-being of employees, they set a good example and give clear direction. Other factors influencing commitment include, satisfaction with their job, work and department, safety (that they have a safe work environment and they feel safe at work), they receive meaningful recognition and that they work for an effective organization.

We can see that by increasing the level of satisfaction in areas such as leadership, safety, satisfaction with their job, work and department and Public Service Work, the level of commitment will also be increased as these factors are drivers for both the level of satisfaction and commitment for Aboriginal Peoples.

3.2.1.2 Racially Visible Persons

The table below outlines the factors influencing racially visible persons' level of commitment and satisfaction, based on the 2007 survey results.

Factors Influencing racially visible persons'...			
Indicators	Satisfaction		Commitment
	Work	Department	
Drivers	Satisfaction with job & department	Leadership (resolve issues, interest, confidence, clear direction)	Public Service Work
	Public Service Work	Satisfaction with job & work	Satisfaction with work
	Leadership (resolve issues)	Promotes healthy & supportive workplace	Innovation valued in work
	Innovation valued in work	Work for an effective organization	Work for an effective organization
	Activities & practices implemented to support a diverse workforce	Support for learning & development	Leadership (resolve issues, interest, confidence)

What is driving their satisfaction?

Racially visible persons' level of satisfaction with their work is most strongly influenced by their satisfaction with their job and their department. Other factors, influencing the level of satisfaction with their work include, Public Service Work, leadership (their ability to resolve issues raised by the survey), that innovation is valued in their work and activities and practices are being implemented by their department to support a diverse workplace. The strongest influencing factor for racially visible persons' level of satisfaction with their department is leadership. This includes leadership's ability to resolve issues raised by the survey, that leadership is interested in the well-being of employees, they have confidence in their leadership and they provide a clear direction. Other factors influencing racially visible persons' level of satisfaction with their department include, satisfaction with their job and work, their department promotes a healthy and

supportive workplace, they work for an effective organization and they receive support for learning and development in their department.

What is driving their commitment?

Racially visible persons' level of commitment is most strongly influenced by Public Service Work. Other factors include satisfaction with their work, innovation is valued in their work, they work for an effective organization and leadership (ability to resolve issues raised by the survey, their interest in employee's well-being and their ability to resolve conflict). All of the influencing factors identified as drivers of their level of commitment have also been identified as factors influencing their level of satisfaction. So, what government does to increase the level of satisfaction in these areas will have an impact on the level of commitment for racially visible persons.

3.2.1.3 Persons with Disabilities

The table below outlines the factors influencing persons with disabilities' level of commitment and satisfaction, based on the 2007 survey results.

Factors Influencing persons with disabilities...			
Indicators	Satisfaction		Commitment
	Work	Department	
Drivers	Supervision (positive relationship, talk openly, effective leader, consulted on decisions, timely decisions, overall quality)	Support for learning & development	Public Service Work
	Work related ideas considered	Support to provide a high level of service	Satisfaction with work, job & department
	Satisfaction with job & department	Supervision (positive relationship, effective leader, overall quality)	Work related ideas considered
	Support for learning & development	Recognition for value of work	Leadership (clear direction, interest, set a good example)
		Communications to do job well	See future for career
			Provided accommodations

What is driving their satisfaction?

Persons with disabilities' level of satisfaction with their work is most strongly influenced by their supervision. This includes that they have a positive working relationship with their supervisor, they can talk openly with their supervisor, they are an effective leader, they are consulted by their supervisor on decisions, they make timely decisions and they are satisfied with the quality of supervision they receive. Other factors influencing their level of satisfaction with their work is that their work related ideas are considered, they are satisfied with their job and their department and they receive support for their learning and development. The strongest factor influencing persons with disabilities' satisfaction with their department is that they have support for their learning and development. Other factors include, support to provide a high level of service, supervision (positive

relationship with their supervisor, their supervisor is an effective leader and that they are satisfied with the quality of they receive), they received recognition for the value of their work and that they receive the necessary communication needed to do their job well.

What is driving their commitment?

Persons with disabilities are most strongly influenced by Public Service Work when it comes to their level of commitment. Other factors include: their satisfaction with their work, job and department, their work related ideas are considered, leadership (provides clear direction, is interested in the well-being of employees and sets a good example), they see a future for their career and they are provided with the necessary accommodations to do their job.

Persons with disabilities' level of satisfaction with their work, job and department and having their work related ideas considered are factors influencing both the level of satisfaction and commitment for persons with disabilities.

3.2.1.4 Summary

Although all three groups share some similarities in the factors that drive their level of satisfaction and commitment, they also each have their own unique drivers. Aboriginal Peoples are the only group to identify safety issues as factors influencing their satisfaction and commitment. Racially visible persons are the only group to identify valued innovation in their work and the resolution of issues (by leadership) identified in the survey as drivers to both their satisfaction and commitment. And persons with disabilities are the only group to identify areas of supervision as drivers of their satisfaction, that necessary accommodations are provided as a driver of commitment and that their work related ideas are considered a driver of both satisfaction and commitment. This information on the common and unique drivers of satisfaction and commitment for each designated group is fundamental for increasing the level of engagement in each of these groups and should be the focus of action planning in the future.

4 Conclusion

4.1 Summary

An analysis of the results of the three questions in the diversity category over the past four 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. However, results in 2007 still show that all these questions can be considered moderate areas of strength for government to build upon.

What is known about each designated group?

Aboriginal Peoples have identified two specific areas of concern, disclosure of wrongdoing and diversity. The majority of Aboriginal Peoples plan to stay with government 11 or more years (the most of any group), their most common perceived barrier of career advancement is lack of awareness, if they experience stress it is most often due to their job demands, they were attracted to the public service because of the opportunity to work in their chosen field and a large number of respondents are not aware of the disclosure of wrongdoing policy. Aboriginal Peoples have two questions where they are significantly less favourable than the non-designated group. These two questions are:

Q.31 I know who the occupational health and safety representatives are for my work area (favourable score 67% and importance score 91%), and

Q. 63 I have not experienced racism and/or discrimination in my workplace in the past 12 months (favourable score 63% and importance score 100%).

Aboriginal Peoples' strongest drivers of satisfaction and commitment are: Their ability to see a future for their career in the government, leadership and their work as public servants. Overall, Aboriginal Peoples are fully engaged employees.

Racially visible persons have three specific areas of concern: diversity, recruitment and personal growth. The largest proportion of racially visible persons plan to stay in government 11 or more years, their most common perceived barrier to career advancement is lack of awareness, if they experience stress it is most often due to their job demands or work environment, they were attracted to the public service because of the opportunity to work in their chosen field and when asked if they are aware of the disclosure of wrongdoing policy, the majority of respondents said they are not aware of the policy. Racially visible persons have three questions where they are significantly less favourable than the non-designated group. These questions are important to them, however they are not satisfied. These questions are:

Q.29 I have not experienced harassment behavior in my workplace in the last 12 months (favourable score 70% and importance score 97%),

Q. 58 The Government of Nova Scotia demonstrates its commitment to diversity in the workplace (favourable score 50% and importance score 93%), and

Q.63 I have not experienced racism and/or discrimination in my workplace in the past 12 months (favourable score 65% and importance score 95%).

Racially visible persons' strongest drivers of satisfaction and commitment are: Their satisfaction with their job and their department, leadership and their work as public servants. Racially visible persons are the most satisfied and committed employees. They are fully engaged.

Persons with disabilities have not identified any specific areas of concern. They share all these areas of concern with non-designated group respondents. The largest proportion of persons with disabilities are planning to stay only 3-5 years, their most common perceived barrier to career advancement is 'other', if they experience stress it is most often due to their job demands, they were attracted to the public service for the opportunity to work in their chosen field and when asked if they are aware of the disclosure of wrongdoing policy, the majority of respondents stated that they are aware of the policy and they became aware by email. Persons with disabilities' strongest drivers of satisfaction and commitment are: Supervision, support for their learning and development and their work as public servants. Persons with disabilities are committed employees, however they are not fully engaged.

There should be particular attention paid to these results as persons with disabilities are the only group who has identified a large proportion of its respondents as planning to leave government as early as 3-5 years and they are the only designated group that has no unique areas or questions of concern to focus attention. Persons with disabilities are the only group who is not fully engaged in 2007, but were the only group who was fully engaged in 2006.

4.2 Conclusion

An analysis of survey results shows that there are a number of concerns that both non-designated and designated groups share, but there are no common areas of concern that are shared between designated groups only. This is different from 2006 where there were common areas of concern between designated and non-designated groups and additional common areas of concern between designated groups. However in 2007, each designated group has also identified their own unique areas of concern, with the exception of person with disabilities.

This should be considered a positive outcome as government has specific information for action planning and can now focus on those areas that are common to all employees with an emphasis on those specific areas that are unique to each group, positively impacting the level of satisfaction of all groups represented in the Nova Scotia Public Service.

Annex A – Employee Survey Results

Table 1: 2007 Analysis of Perceptions of Designated Groups

2007 Analysis of Perceptions of Designated Groups				
	Non-Designated groups	Aboriginal peoples	Racially Visible People	Persons with Disabilities
Success	Safety Teamwork Overall Recruitment	Safety Teamwork Overall Recruitment Retention	Safety Teamwork Overall Quality of Work life Quality of supervision	Safety Teamwork Overall Recruitment Diversity
High Priority (area of concern)	Quality of Leadership Compensation and Recognition Fair HR Practices Ethics Quality of Supervision Quality of Work life	Quality of Leadership Compensation and Recognition Fair HR Practice Ethics Quality of Supervision Quality of Work life Diversity Disclosure	Quality of Leadership Compensation and Recognition Fair HR Practices Ethics Recruitment Personal growth Diversity	Quality of Leadership Compensation and Recognition Fair HR Practices Ethics Quality of Supervision Quality of Work Life
Improvements Needed	Employee Involvement Retention Personal Growth Healthy Workplace GoverNEXT Disclosure	Employee Involvement Personal Growth Healthy Workplace GoverNEXT	Employee Involvement Retention	Employee Involvement Retention Personal Growth Healthy workplace GoverNEXT Disclosure
Strengthen Importance	Communication Diversity	Communication	Communication Disclosure Healthy Workplace GoverNEXT	Communication

NOTE: Categories shown in bold are common areas between all groups

Table 2: 2006 Analysis of Perceptions of Designated Groups

2006 Analysis of Perceptions of Designated Groups				
	Non-designated groups	Aboriginal peoples	Racially Visible People	Persons with Disabilities
Success	Teamwork Safety Overall Questions	Teamwork <i>Recruitment</i> Retention	Teamwork <i>Recruitment</i> Overall Questions	Teamwork <i>Recruitment</i> Safety
High Priority	Ethics Leadership Compensation Quality of Work Life Recruitment	Ethics Leadership Compensation <i>Diversity</i> Personal Growth Employee Involvement Communication Overall questions Safety	Ethics Leadership Compensation <i>Diversity</i> Quality of Work Life Personal Growth Safety	Ethics Leadership Compensation <i>Diversity</i> Quality of Work Life
Improvements Needed	Employee Involvement Personal growth Retention	Quality of Work Life	Employee Involvement	Personal Growth Communication
Strengthen Importance	Communications Diversity		Communication Retention	Employee Involvement Overall Questions Retention

NOTE: Categories shown in bold are common between non-designated and designated group respondents. Categories in italics are common between designated group respondents.

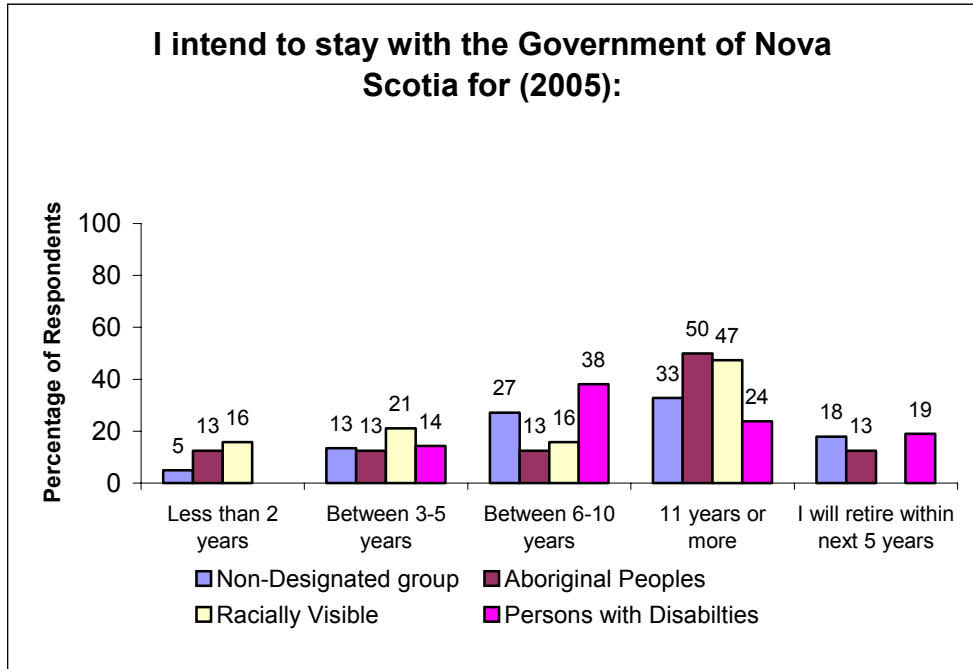


Table 3: Intentions to stay with the Government of Nova Scotia 2005 Results

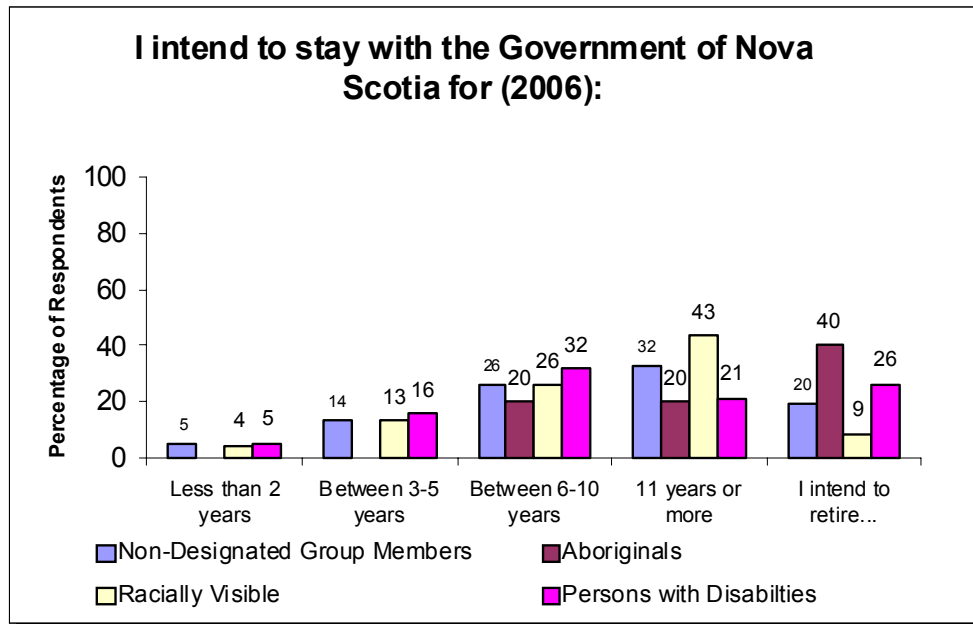


Table 4: Intentions to stay with the Government of Nova Scotia 2005 Results

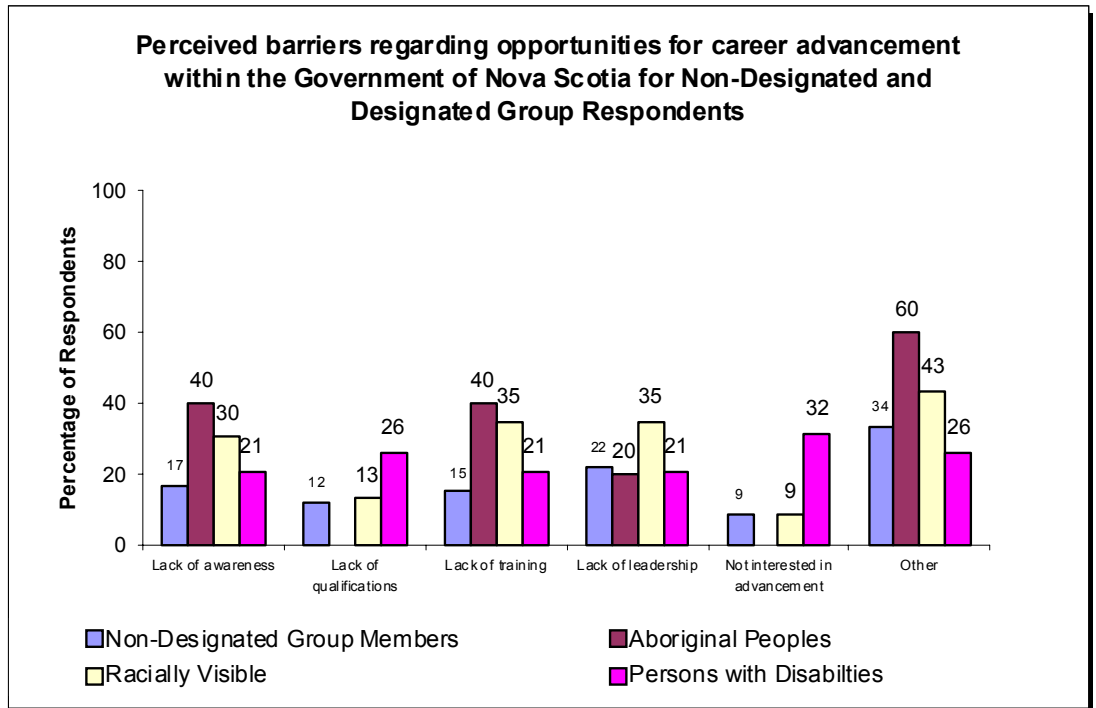


Table 5: Perceived Barriers of Career Advancement Results 2006

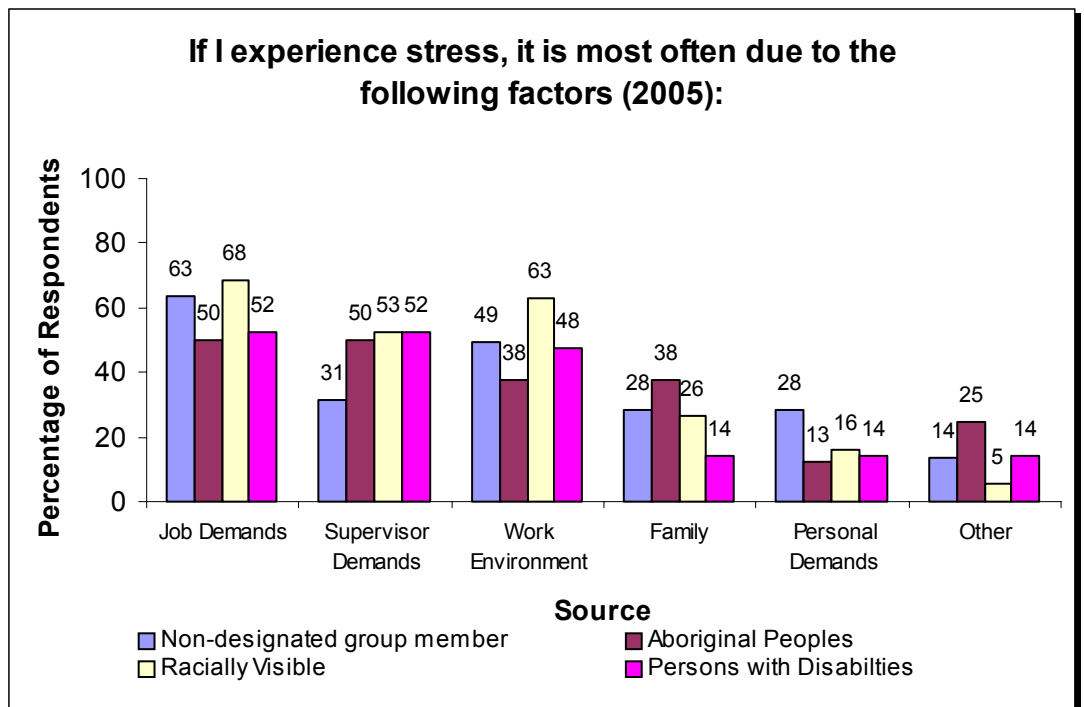


Table 6: Factor Causing Stress, 2005

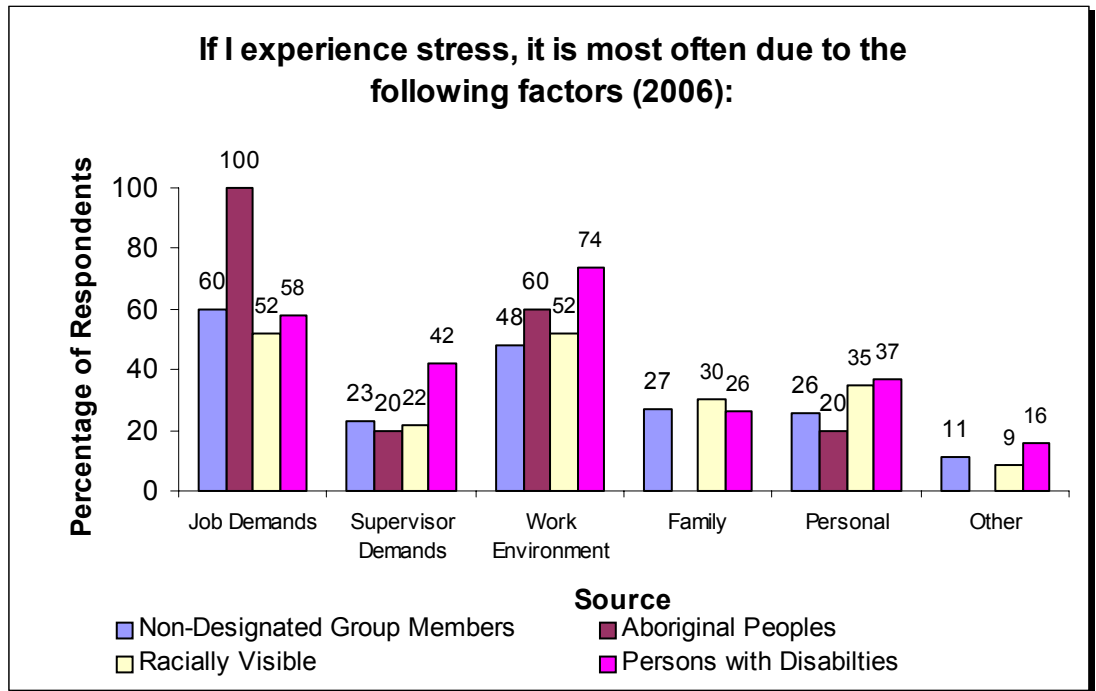


Table 7: Factors Influencing Stress, 2006

Figure 1 - Mapping Agreement and Importance on the Action Grid

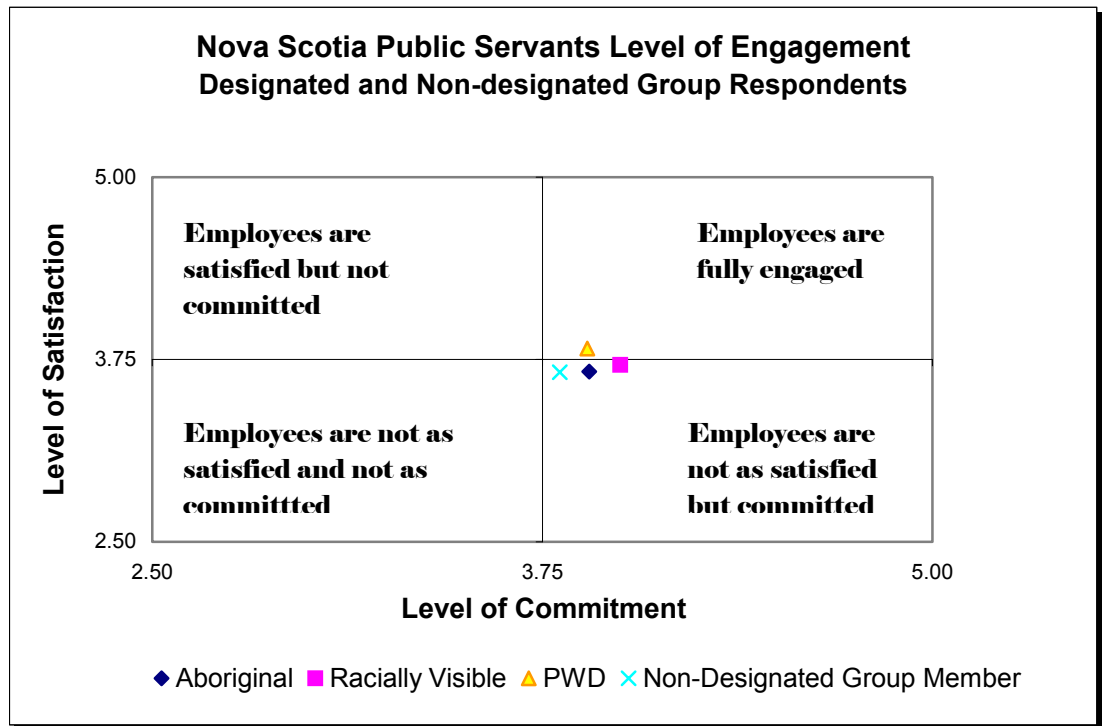
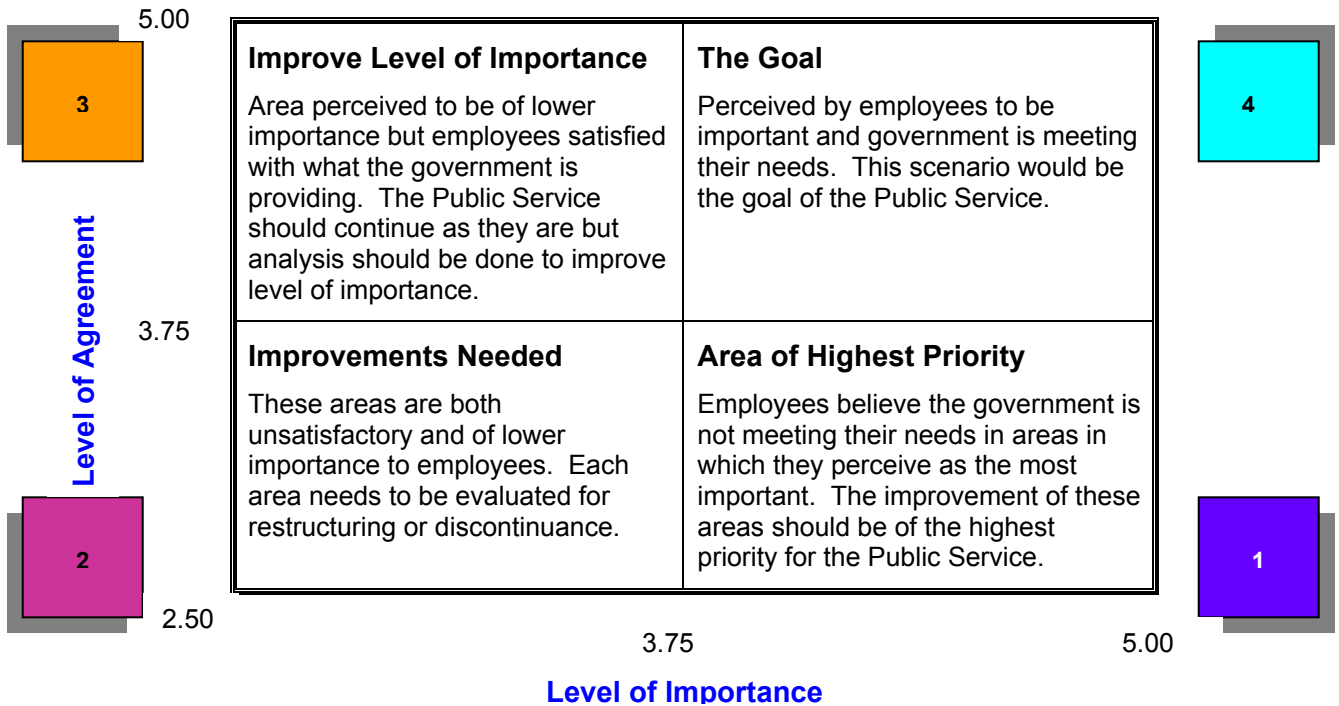


Figure 2: Level of Engagement of Designated Groups in 2006

