

# How's Work Going?



*Employee Survey  
Department Results*

2007

Justice

# 2007 EMPLOYEE SURVEY

## Justice

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](http://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](mailto:HOLDENJ@gov.ns.ca) or feel free to call at 424-6655.

## 1.0 Justice – 2007 Agreement Results

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### 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.

<b>Category</b>	<b>2007 Department Results</b>	<b>Overall Corporate 2007 Results</b>
<b><i>Clear strengths to celebrate and build upon.</i></b> (Questions with a favourable score $\geq$ 80%)	10	17
<b><i>Moderate Areas of Strength to build upon.</i></b> (Questions with a favourable score of 60-79%)	41	44
<b><i>Improvement Areas</i></b> (Questions with a favourable score of 41-59%)	27	23
<b><i>Areas that require immediate attention</i></b> (Questions with a favourable score of $\leq$ 40%)	10	4
<b><i>Total questions asked with favourable scores per survey year.</i></b>	88	88

## **1.2 Summary of 2007 Results (by classification category) – Justice**

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### **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.
- I can apply what I have learned in my training to my job.
- My job is a good fit with my skills and interests.
- 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 proud to work as a public servant.
- I am aware of the corporate healthy workplace policy.
- I strive to improve my department's results.

### **Areas of moderate strength include employee perception of;**

- Shared goals are developed for my workgroup.
- I have opportunities to provide input into decisions that affect my work.
- My supervisor considers my work-related ideas.
- I have access to training opportunities.
- I am encouraged to share what I have learned with others in my workgroup.
- 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 can balance the demands of my work life with the demands of my personal/family life.
- 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 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.
- I can talk openly with my supervisor about my work.
- The person I report to is an effective leader.
- I have a positive working relationship with the person I report to.
- I am satisfied with the quality of supervision I receive.
- My supervisor gives me feedback about my work performance.
- 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.
- Employees in my department are respectful of employee differences.

## **Areas of moderate strength (con't);**

- My department values diversity.
- I am provided with the accommodations I need to ensure my full participation in my workplace.
- I have not experienced racism and/or discrimination in my workplace in the past 12 months.
- 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 tell people I work for the Government of Nova Scotia.
- I am aware of Government's "Disclosure of Wrongdoing" policy.
- I am aware of my department's healthy workplace initiatives.
- I participate in healthy workplace initiatives.
- My department promotes a healthy and supportive workplace.
- I am inspired to give my very best.
- 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 include;**

- I can provide input into decisions that are made in my department.
- Innovation is valued in my work.
- 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 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 can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.
- 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 meaningful recognition for work well done.
- I receive recognition from my supervisor for a job 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.
- 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.

### **Improvement Areas (con't);**

- My supervisor manages conflict in my workgroup.
- I have participated in performance appraisal/review with my supervisor in the past 12 months.
- Managers in my area make timely decisions.
- 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.
- Hiring, promotion and other staffing processes in my department are conducted in a transparent manner.
- I know who to contact to make a disclosure of wrongdoing.
- I am aware and read “@ the Window” healthy workplace newsletter.

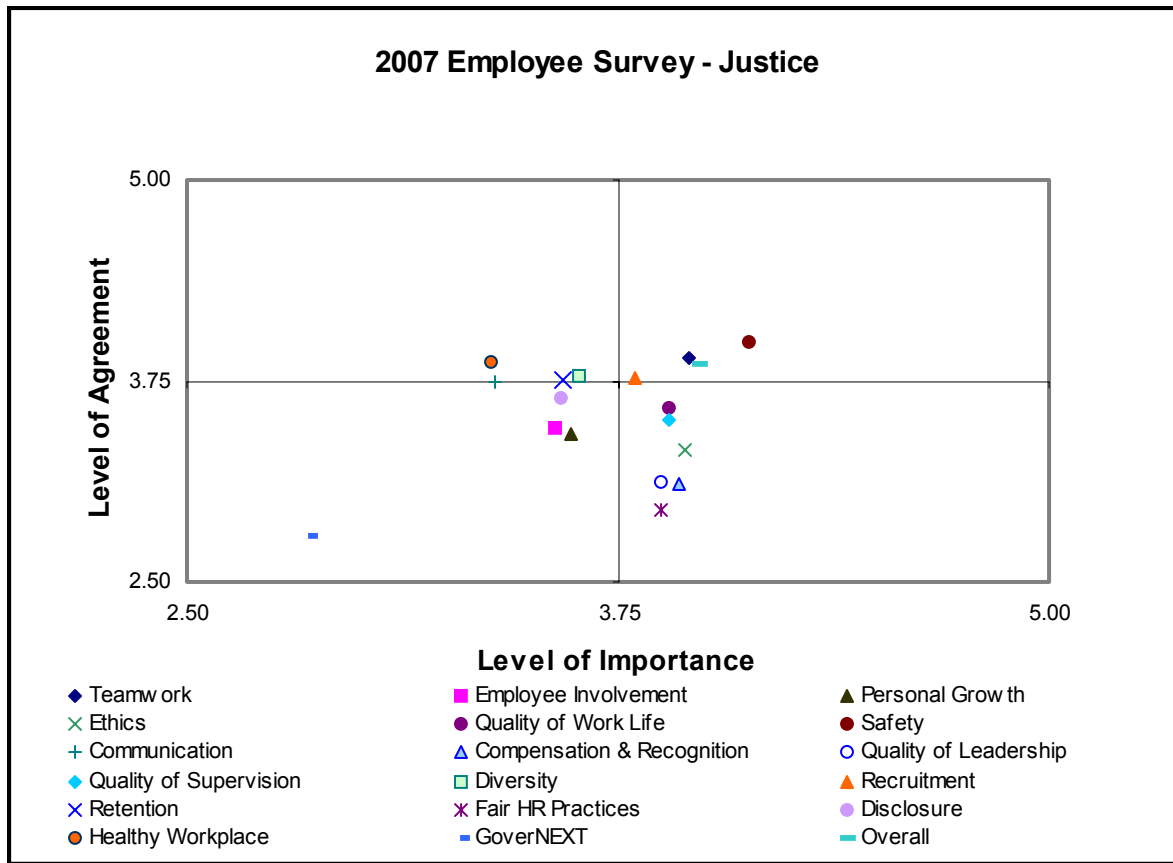
### **Areas that require immediate attention;**

- My work environment is supportive of my involvement in community/volunteer activities.
- Senior Management will try to resolve issues raised by employees in this survey.
- Senior leadership in my department makes timely decisions.
- I have opportunities for career growth within my department.
- 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.
- 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 in my department are fair and impartial.
- 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 – Justice – 2007 Average/Importance Category Scores

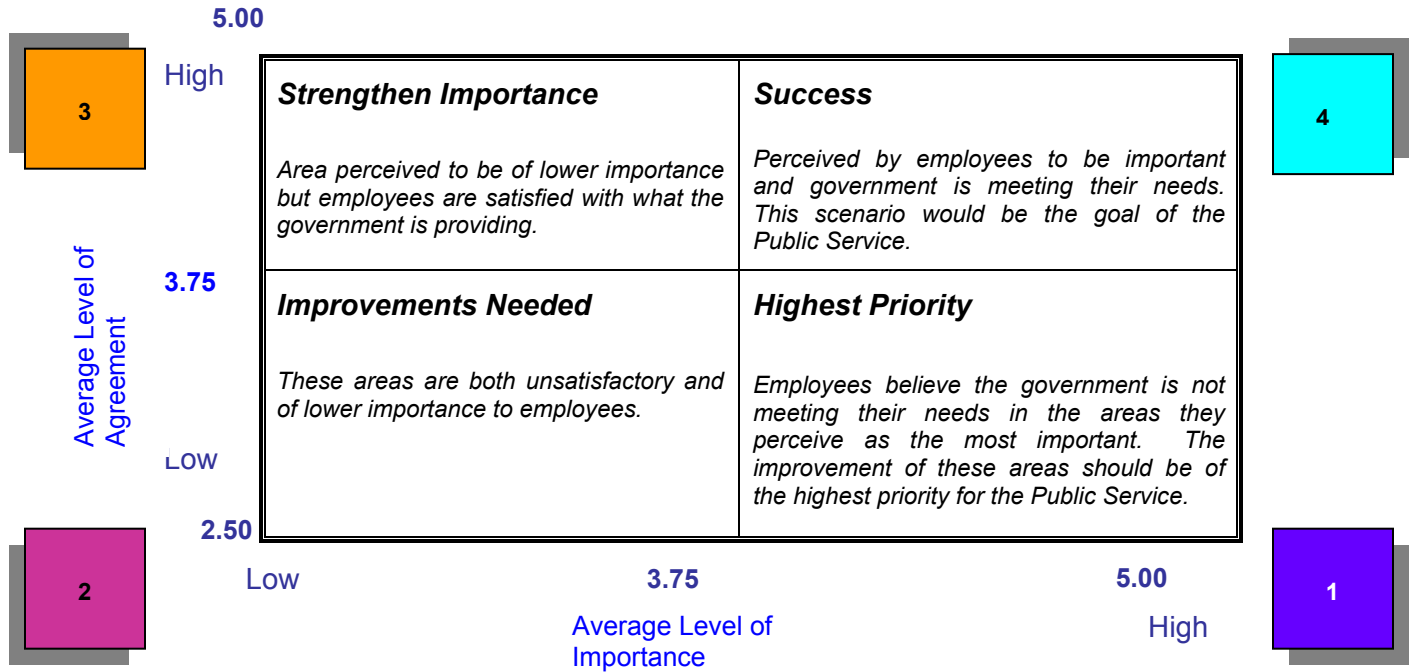
To provide a visual picture to illustrate with regards to how employees perceive their current work environment and what they consider as important to them the average scores for each question were used to calculate the overall average agreement and importance score for each category. These 18 category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

#### Justice – Priority Analysis

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

## 4.0 Justice - 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
Justice	71.8

### 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 – Justice

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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.

<b>Category</b>	<b>2004 Department Results</b>	<b>2007 Department Results</b>	<b>Overall Corporate 2007 Results</b>	<b>Departmental Increase from 2004</b>
<b><i>Clear strengths to celebrate and build upon.</i></b> (Questions with a favourable score >= 80%)	0	5	11	5
<b><i>Moderate Areas of Strength to build upon.</i></b> (Questions with a favourable score of 60-79%)	18	25	24	7
<b><i>Improvement Areas</i></b> (Questions with a favourable score of 41-59%)	23	11	8	-12
<b><i>Areas that require immediate attention</i></b> (Questions with a favourable score of <=40%)	2	2	0	0
<b><i>Total questions asked with favourable scores per survey year.</i></b>	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.**

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## 6.0 Justice – 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.	70	16	14	3	349	81	419	97	3.97
2. Shared goals are developed for my workgroup.	107	25	58	13	268	62	359	83	3.48
3. I have a positive working relationship with my coworkers.	49	11	14	3	369	85	421	98	4.22
4. I have opportunities to provide input into decisions that affect my work.	112	26	27	6	294	68	416	96	3.52
5. My supervisor considers my work-related ideas.	81	19	36	8	316	73	411	95	3.77
6. I can provide input into decisions that are made in my Department.	147	34	42	10	243	56	377	87	3.20
7. Innovation is valued in my work	109	25	68	16	255	59	358	83	3.36
8. I have access to training opportunities.	83	19	22	5	327	76	402	93	3.82
9. I am encouraged to share what I have learned with others in my workgroup.	72	17	68	16	292	67	361	84	3.73
10. I can apply what I have learned in my training to my job.	38	9	40	9	354	82	391	91	4.09
11. I have opportunities for career advancement within the Government of Nova Scotia.	179	41	68	16	185	43	363	84	2.89
12. I have opportunities for career growth within the Government of Nova Scotia.	178	41	65	15	189	44	366	85	2.92
13. I have opportunities for career growth within my department.	201	46	59	14	172	40	366	85	2.75
14. I get the training and related support I need to support my continuous learning.	150	35	43	10	239	55	405	94	3.20
15. I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills.	148	34	51	12	232	54	367	85	3.20

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
16. My organization supports my work-related learning and development.	114	26	85	20	233	54	395	92	3.37
17. My job is a good fit with my skills and interests	52	12	33	8	347	80	418	97	4.12
19. I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts.	107	25	32	7	293	68	403	93	3.60
20. I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.	172	40	63	15	197	46	413	96	3.06
21. I have support at work to balance my work and personal life.	114	26	44	10	274	63	410	95	3.48
22. I have the tools, equipment, support, and information I need to do my job well.	106	25	18	4	308	71	431	100	3.63
23. I have support at work to provide a high level of service.	98	23	32	7	300	70	426	99	3.63
24. I can balance the demands of my work life with the demands of my personal/family life.	76	18	26	6	329	76	429	99	3.91
25. My work environment is supportive of my involvement in community/volunteer activities.	87	20	186	43	159	37	299	69	3.20
27. My department creates a safe work environment for its employees.	84	19	31	7	317	73	425	98	3.78
28. I feel safe working in my job.	79	18	24	6	328	76	426	99	3.91
29. I have not experienced harassment (sexual, racial) behaviour in my workplace in the past 12 months.	72	17	20	5	340	79	419	97	4.23
30. I have not experienced bullying behaviour in my workplace in the past 12 months.	130	30	21	5	281	65	422	98	3.66
31. I know who the Occupational Health and Safety representatives are for my work area.	41	10	41	10	350	81	377	87	4.36
32. I received communications about our department's business plan in the past 12 months.	53	12	63	15	316	73	309	72	4.06

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.	60	14	61	14	311	72	360	83	3.88
34. I receive the communications that I need to do my job well.	98	23	44	10	290	67	416	97	3.61
35. Work-related information is shared within my department.	115	27	38	9	279	65	415	97	3.52
36. I received communications regarding the results of last year's employee survey.	42	10	150	35	239	56	316	73	3.93
37. I am aware of Government's corporate values.	77	18	130	30	225	52	295	68	3.44
38. I am compensated fairly for my job.	192	44	26	6	214	50	429	99	2.96
39. I feel valued for my contributions at work.	149	35	40	9	243	56	426	99	3.22
40. I receive meaningful recognition for work well done.	173	40	52	12	207	48	410	95	2.98
41. I receive recognition from my supervisor for a job well done.	144	33	40	9	248	57	412	95	3.31
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.	104	24	111	26	217	50	401	93	3.32
43. I have confidence in the senior leadership in my department.	119	28	83	19	230	53	410	95	3.32
44. Senior Management will try to resolve issues raised by employees in this survey.	153	35	110	25	169	39	410	95	2.94
45. Essential information flows effectively from senior leadership to staff.	160	37	69	16	202	47	417	97	3.05
46. The senior leadership of my department is genuinely interested in the well being of employees.	142	33	71	16	219	51	422	98	3.16
47. Senior leadership in my department provides clear direction.	134	31	82	19	215	50	415	96	3.19
48. Senior leadership in my department makes timely decisions.	154	36	113	26	164	38	407	94	2.92
49. I can talk openly with my supervisor about my work.	93	22	21	5	318	74	421	98	3.84

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
50. The person I report to is an effective leader.	133	31	42	10	257	60	426	99	3.45
51. I have a positive working relationship with the person I report to.	59	14	46	11	327	76	427	99	4.02
52. My supervisor manages conflict in my workgroup.	148	34	87	20	197	46	422	98	3.08
53. I am satisfied with the quality of supervision I receive.	109	25	58	14	264	61	419	97	3.56
54. My supervisor gives me feedback about my work performance.	107	25	53	12	272	63	408	95	3.55
55. I have participated in performance appraisal/review with my supervisor in the past 12 months.	138	32	48	11	246	57	345	80	3.43
56. Managers in my area make timely decisions.	123	29	93	22	216	50	413	96	3.21
57. The person I report to consults me on decisions that affect my work.	115	27	42	10	274	64	419	97	3.50
58. The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.	47	11	108	25	278	64	370	86	3.80
59. Employees in my department are respectful of employee differences.	67	16	54	13	312	72	414	96	3.83
60. My department values diversity.	46	11	111	26	276	64	392	91	3.80
61. My department is actively implementing activities and practices that support a diverse workplace.	57	13	182	42	194	45	367	85	3.48
62. I am provided with the accommodations I need to ensure my full participation in my workplace.	60	14	112	26	260	60	384	89	3.69
63. I have not experienced racism and/or discrimination in my workplace in the past 12 months.	87	20	38	9	308	71	413	95	4.00
64. I would recommend the Government of Nova Scotia as a great place to work.	78	18	48	11	307	71	389	91	3.74
65. Hiring in the Government of Nova Scotia is based on merit.	187	43	78	18	168	39	414	97	2.79

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
66. Employees have access to job postings within the Government of Nova Scotia.	19	4	18	4	395	91	411	96	4.54
67. I have the required qualifications to meet the needs of my job.	8	2	9	2	415	96	424	99	4.78
68. As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals.	44	35	36	28	27	21	312	75	3.08
70. I see a future for my career, working for the Government of Nova Scotia.	74	17	74	17	285	66	398	93	3.74
71. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.	70	16	61	14	302	70	389	91	3.92
72. I am proud to work as a public servant.	33	8	54	13	345	80	383	90	4.21
73. I am proud to tell people I work for the Government of Nova Scotia.	44	10	75	17	314	73	368	86	4.05
74. I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan.	54	13	124	29	254	59	375	88	3.68
75. As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals.	40	31	43	34	44	35	328	80	3.03
78. Hiring, promotion and other staffing processes in my department are conducted in a transparent manner.	152	35	98	23	183	42	403	93	3.02
79. Hiring, promotion and other staffing processes are fair and impartial.	170	39	88	20	174	40	416	97	2.90
80. I am aware of Government's "Disclosure of Wrongdoing" policy.	77	18	89	21	266	62	385	90	3.73
81. I know who to contact to make a disclosure of wrongdoing.	115	27	113	26	204	47	387	90	3.33
82. I would feel comfortable using the reporting process outlined in the "Disclosure of Wrongdoing" policy.	82	19	198	46	152	35	382	89	3.27

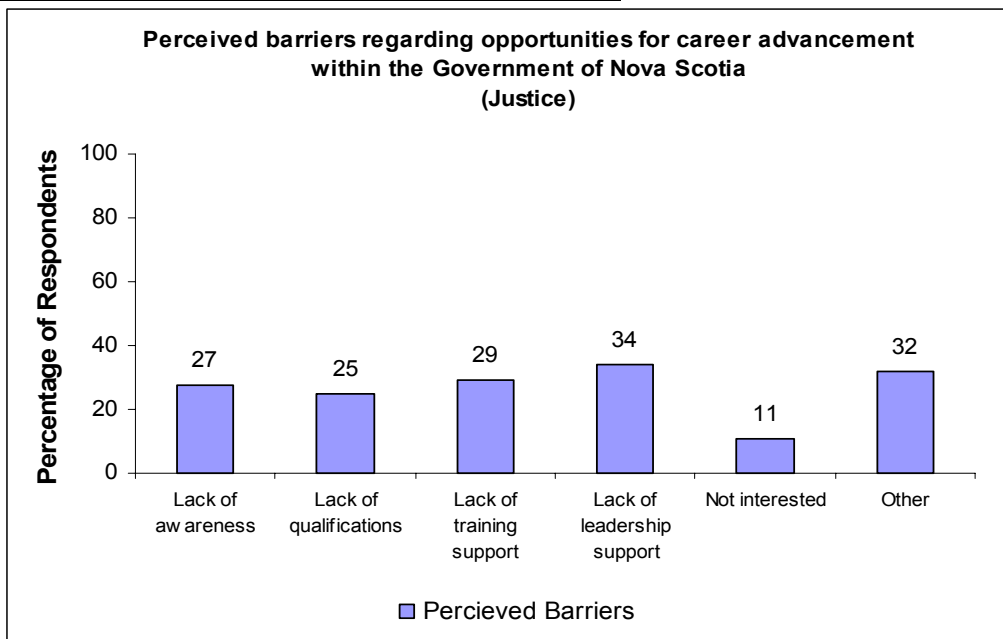
Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
85. I am aware of the corporate healthy workplace policy.	34	8	47	11	352	81	387	90	4.20
86. I am aware of my department's healthy workplace initiatives.	39	9	52	12	342	79	384	89	4.13
87. I participate in healthy workplace initiatives.	75	17	86	20	272	63	355	82	3.64
88. My department promotes a healthy and supportive workplace.	7	20	56	13	290	67	396	92	3.65
89. I am aware and read "@ the Window" healthy workplace newsletter.	109	25	109	25	214	50	272	63	3.34
90. I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.	140	32	173	40	120	28	278	65	2.78
91. I am inspired to give my very best.	66	15	36	8	331	76	420	97	3.98
92. I strive to improve my department's results.	18	4	45	10	370	86	407	94	4.31
93. I am satisfied with my job.	105	24	28	7	300	69	422	98	3.63
94. I am satisfied with my department.	109	25	43	10	281	65	420	97	3.45
95. Overall, I am satisfied with my work as a Government of Nova Scotia employee.	70	16	32	7	331	76	424	98	3.88

## 7.0 Justice – 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.

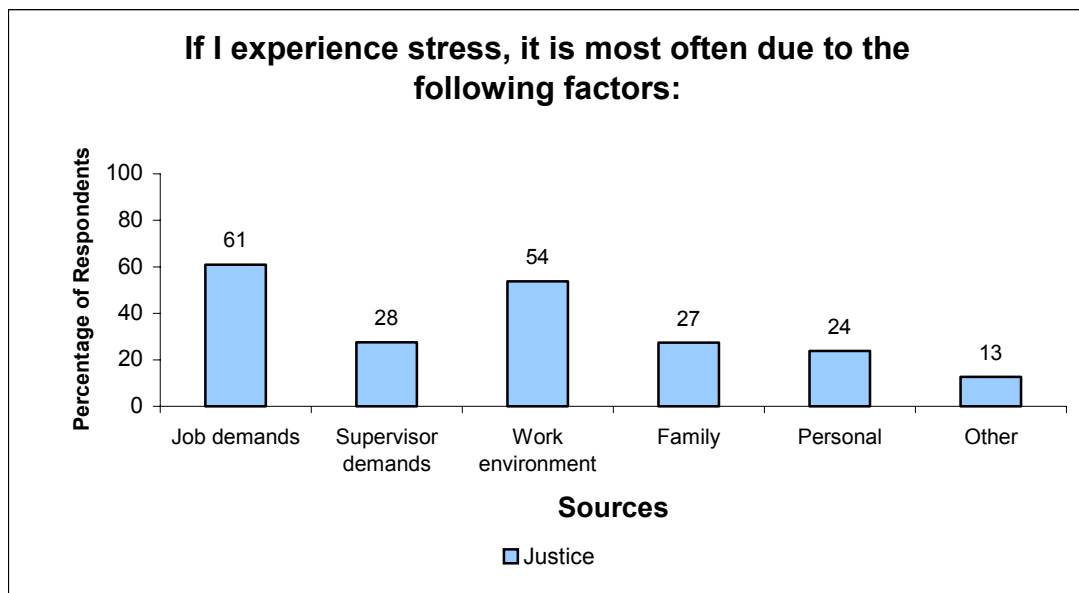
### 7.1 Barrier Question

Barrier Question	Response	
	Count	%
<b>Please identify the barriers you perceive regarding having opportunities for career advancement within the Government of Nova Scotia</b>		
<b>Lack of awareness</b>	118	27
<b>Lack of qualifications</b>	108	25
<b>Lack of training support</b>	126	29
<b>Lack of leadership support</b>	148	34
<b>Not interested</b>	46	11
<b>Other</b>	136	31



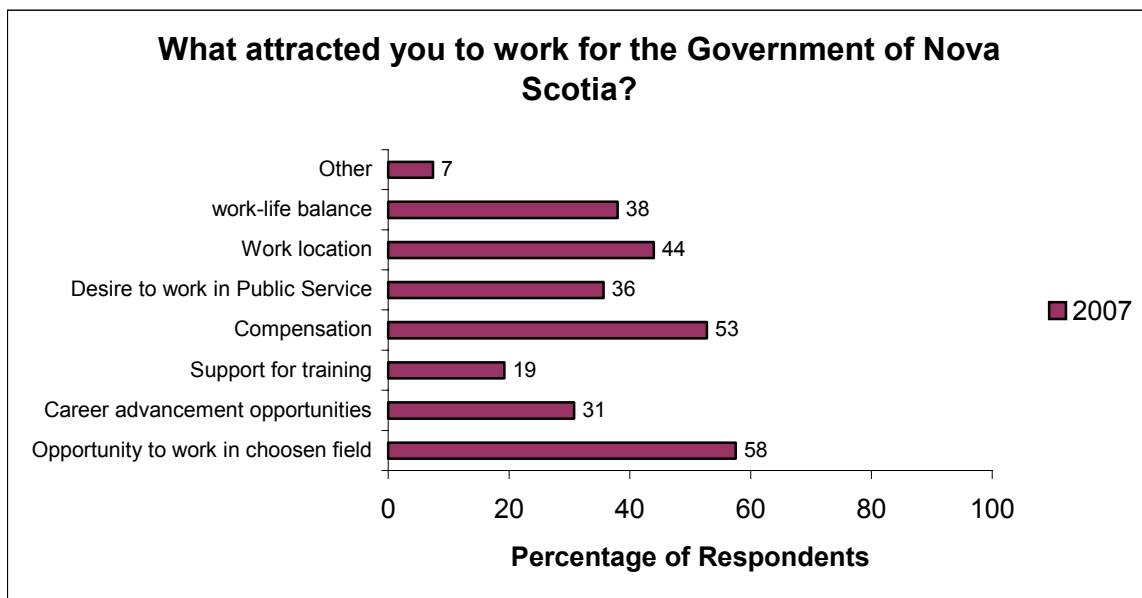
## 7.2 Stress Question

Stress Question	Response	
	Count	%
If I experience stress, it is most often due to the following factors:		
<b>Job Demands</b>	263	61
<b>Supervisor demands</b>	119	28
<b>Work environment</b>	233	54
<b>Family</b>	118	27
<b>Personal</b>	103	24
<b>Other</b>	55	13



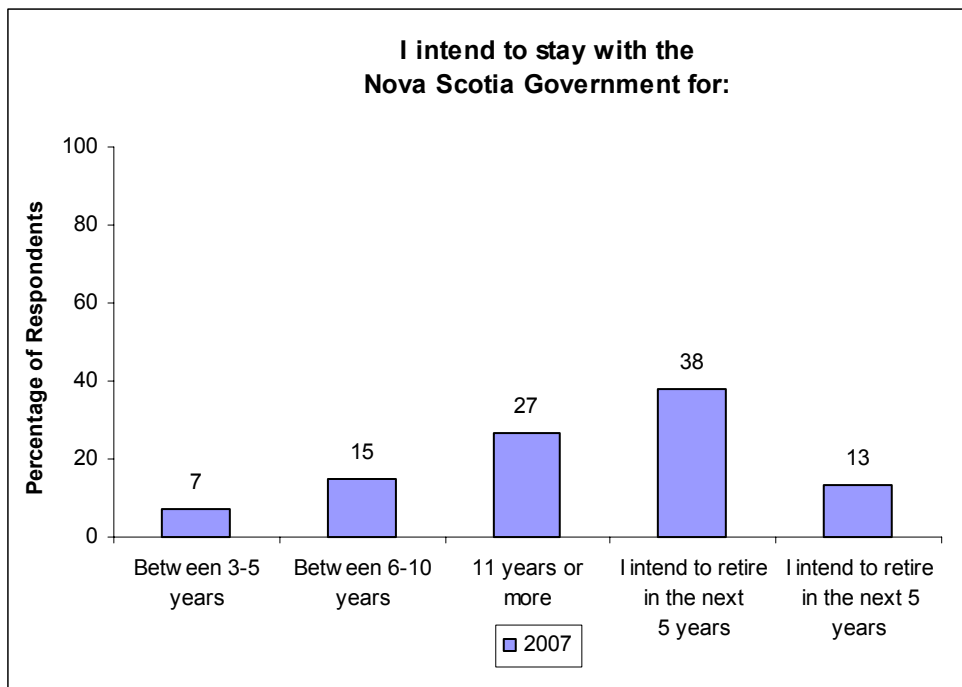
### 7.3 Attraction to Work in Government Question

Attraction Question	Response	
	Count	%
What attracted you to work for the Government of Nova Scotia?		
Opportunity to work in chosen field	249	58
Career advancement opportunities	133	31
Support for training	83	19
Compensation	228	53
Desire to work in Public Service	154	36
Work location	190	44
Work-life balance	164	38
Other	32	7



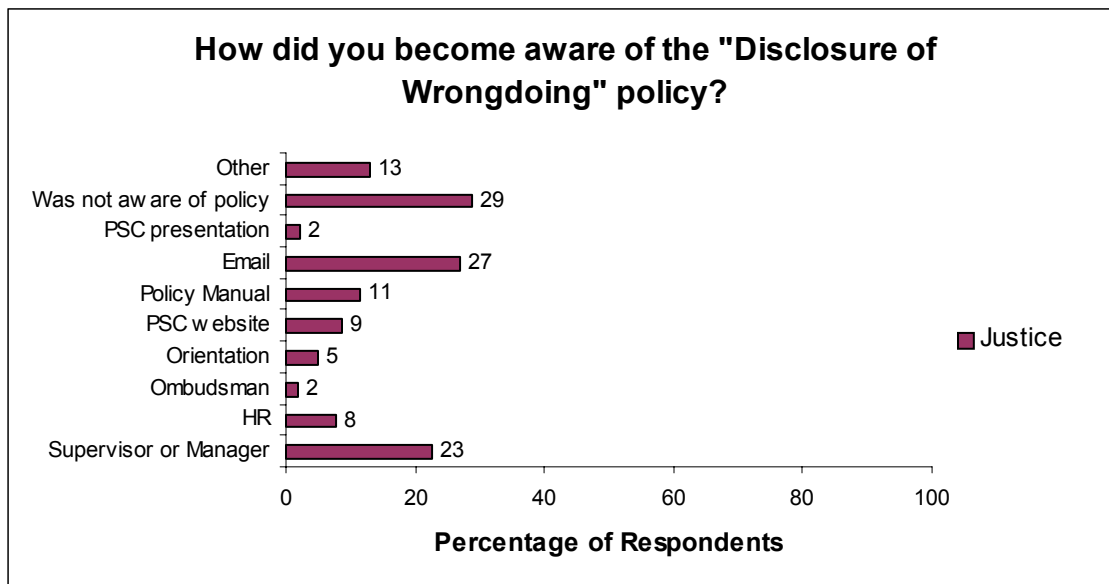
## 7.4 Intention to Stay Question

Intention to Stay Question	Response	
	Count	%
I intend to stay with the Nova Scotia Government for:		
Less than 2 years	1	0
Between 3-5 years	30	7
Between 6-10 years	62	14
11 years or more	115	27
I intend to retire in the next 5 years	163	38



## 7.5 Disclosure of Wrongdoing Policy Question

Disclosure of Wrongdoing Policy Question	Response	
	Count	%
Supervisor or Manager	98	23
HR	34	8
Ombudsman	8	2
Orientation	21	5
PSC website	37	9
Policy Manual	49	11
Email	117	27
PSC presentation	10	2
Was not aware of policy	124	29
Other	56	13



**Appendix A - Justice – Response Rate**

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<b>Department / Agency / PSE Category in the Survey</b>	<b>Total Population</b>	<b># of Surveys Returned</b>	<b>Total # of Surveys Sent Out</b>	<b>Response Rate (%)</b>
<b>Justice</b>	1310	433	1310	33%
<b>Total Population</b>	9020	3296	9020	37%

## Appendix B – Justice – 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 <sup>1</sup>
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
Teamwork	The people I work with make an effort to help each other out	1	73%	1	82%	1	83%	1	81%	11%
	The people I work with work as a team	2	68%	-	-	-	-	-	-	
	Shared goals are developed for my workgroup	3	53%	2	58%	2	61%	2	62%	17%
	I have positive working relationships with my coworkers	-	-	-	-	3	87%	3	85%	-2.3%
Employee Involvement	I am given an opportunity to provide input on decisions that affect my job	4	62%	3	62%	4	69%	4	68%	9.7%
	My supervisor considers my work-related ideas	5	64%	4	71%	5	57%	5	73%	14.1%
	I can provide input into decisions that are made in my Department	6	44%	5	56%	6 <sup>2</sup>	62%	6	56%	27.3%
	Innovation is valued in my work	-	-	-	-	-	-	7	59%	-
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	51%	27	69%	28	76%	32	73%	43.1%
	I know how my work contributes to our Department’s priorities/ purpose	8	62%	28	68%	29 <sup>3</sup>	79%	33	72%	16.1%
	I receive the communications I need in order to do my job well	9	59%	29 <sup>4</sup>	65%	30	76%	34	67%	13.6%
	My supervisor gives me feedback about my work performance <sup>5</sup>	10	58%	30	64%	31	71%	54	63%	8.6%
	I participate in an annual performance appraisal/review with my supervisor <sup>6</sup>	11	60%	31	64%	32	70%	55	57%	-5%
	Work-related information is shared within my Department	12	61%	32	67%	33	72%	35	65%	6.6%
	I know where to get information within the Government of Nova Scotia in order to do my job well	13	64%	-	-	-	-	-	-	-

<sup>1</sup> 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.

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

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

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

<sup>5</sup> Question moved to Quality of Supervision category in 2007

<sup>6</sup> Question moved to Quality of Supervision category in 2007

CATEGORY	Question Wording	2004		2005		2006		2007		% change <sup>7</sup>
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts <sup>8</sup>	14	59%	20	63%	16	75%	19	68%	15.3%
	I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal <sup>9</sup>	15	46%	21	49%	17	50%	20	46%	0%
	I received communications regarding the results of last year's Government-wide employee survey	-	-	33	62%	34 <sup>10</sup>	61%	36	56%	-9.7%
	I am aware of Government's corporate values	-	-	34	51%	35	48%	37	52%	2%
<b>Quality of Work Life</b>	I am provided with support to balance my work and family life	16	52%	12 <sup>11</sup>	53%	18 <sup>12</sup>	62%	21	63%	21.2%
	I have the resources (tools, equipment, support and information) I need to do my job well	17	60%	13 <sup>13</sup>	68%	19	75%	22	71%	18.3%
	I can balance the demands of my work life with the demands of my personal life	18	69%	14 <sup>14</sup>	70%	21	79%	24	76%	10.1%
	My work environment is supportive of my involvement in community/volunteer activities	-	-	15	40%	22	48%	25	37%	-7.5%
	I am familiar with the Employee Assistance Program (EAP)	-	-	16	84%	-	-	-	-	-
	I know how to contact EAP for assistance	-	-	17	76%	-	-	-	-	-
	I would feel comfortable using EAP services	-	-	18	63%	-	-	-	-	-
	I have support at work to provide a high level of service	-	-	-	-	20	72%	23	70%	-2.8%
<b>Compensation/ Recognition</b>	I am compensated (salary and benefits) fairly for my job	19	47%	35 <sup>15</sup>	46%	36	46%	38	50%	6.4%
	I feel valued for my contributions at work	20	53%	36	52%	37	59%	39	56%	5.7%
	I receive recognition from my supervisor for a job well done	21	54%	37	59%	39	68%	41	57%	5.6%
	I have a good understanding of my benefits in the following areas: - Life Insurance - Vision Care - Prescription Drugs - Paramedical Practitioners - Dental Care	22	66% <sup>16</sup>	-	-	-	-	-	-	-
	I know who to contact regarding questions about my benefits coverage	23	64%	-	-	-	-	-	-	-
	I receive meaningful recognition for work well done	-	-	-	-	38	57%	40	78%	36.8%

<sup>7</sup> 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.

<sup>8</sup> This question was grouped under new category 'Workplace Ethics' in 2005.

<sup>9</sup> This question was grouped under new category 'Workplace Ethics' in 2005.

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

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

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

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

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

<sup>15</sup> Changed wording to 'I am compensated fairly for my job' in 2005.

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

CATEGORY	Question Wording	2004		2005		2006		2007		% change <sup>17</sup>
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
<b>Leadership</b> (Category split into Quality of Leadership and Quality of Supervision in 2007)	I can talk openly with my supervisor about my work <sup>18</sup>	24	64%	38	69%	42	75%	49	74%	15.6%
	The leaders (Directors and Executive Directors) in my department set a good example for employees	25	44%	39 <sup>19</sup>	52%	40	54%	42	50%	13.6%
	I have confidence in the leadership in my Department	26	44%	40 <sup>20</sup>	49%	41 <sup>21</sup>	54%	43	53%	20.5%
	My supervisor manages conflict in my workgroup <sup>22</sup>	27	44%	41	44%	45	56%	52	46%	4.5%
	Senior Management will try to resolve issues raised by employees in this survey	28	38%	42	42%	46	42%	44	39%	2.6%
	The person I report to is an effective leader <sup>23</sup>	-	-	-	-	43	66%	50	60%	-9.5%
	I have a positive working relationship with the person I report to <sup>24</sup>	-	-	-	-	44	84%	51	76%	-
	Essential information flows effectively from senior leadership to staff	-	-	-	-	-	-	45	47%	-
	The senior leadership of my department is genuinely interested in the well being of employees	-	-	-	-	-	-	46	51%	-
	Senior leadership in my department provides clear direction	-	-	-	-	-	-	47	50%	-
	Senior leadership in my department makes timely decisions	-	-	-	-	-	-	48	38%	-
<b>Quality of Supervision</b>	I am satisfied with the quality of supervision I receive	-	-	-	-	-	-	53	61%	-
	Managers in my area make timely decisions	-	-	-	-	-	-	56	50%	-
	The person I report to consults me on decisions that affect my work	-	-	-	-	-	-	57	64%	-
<b>Personal Growth</b>	I have access to training opportunities	29	65%	6	76%	7	78%	8	76%	16.9%
	I am encouraged to share what I have learned with others in my workgroup	30	60%	7	65%	8	64%	9	67%	11.7%
	I can apply what I have learned in my training to my job	31	68%	8	85%	9	82%	10	82%	20.6%
	I have opportunities for career advancement within the Government of Nova Scotia	32	39%	9	43%	10	47%	11	43%	10.3%
	I get the training and related support I need to meet the demands of my job	33	58%	10 <sup>25</sup>	53%	12	53%	14	55%	-5.2%
	I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills	-	-	11	58%	13	62%	15	54%	-6.9%

<sup>17</sup> 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.

<sup>18</sup> Question moved to Quality of Supervision category in 2007.

<sup>19</sup> 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.

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

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

<sup>22</sup> Question moved to Quality of Supervision category in 2007.

<sup>23</sup> Question moved to Quality of Supervision category in 2007.

<sup>24</sup> Question moved to Quality of Supervision category in 2007.

<sup>25</sup> 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 <sup>26</sup>
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	I have opportunities for career growth within the Government of Nova Scotia	-	-	-	-	11	45%	12	44%	-2.2%
	My organization supports my work-related learning and development	-	-	-	-	14	52%	16	54%	3.8%
	My job is a good fit with my skills and interests	-	-	-	-	15	77%	17	80%	
	Please identify the barriers you perceive regarding having opportunities for career advancement within the Government of Nova Scotia	-	-	-	-	Barrier <sup>27</sup>	-			
	I have opportunities for career growth within my department	-	-	-	-	-	-	13	40%	-
<b>Diversity</b>	The Government of Nova Scotia demonstrates its commitment to diversity in the workplace	34	51%	43	58%	47	58%	58	64%	25.5%
	Employees in my Department are respectful of employee differences	35	57%	44	65%	48	70%	59	72%	26.3%
	My department values diversity	36	49%	45	56%	49	65%	60	64%	30.6%
	My department is actively implementing activities and practices that support a diverse workplace	-	-	-	-	-	-	61	45%	-
	I am provided with the accommodations I need to ensure my full participation in my workplace	-	-	-	-	-	-	62	60%	-
	I have not experienced racism and/or discrimination in my workplace in the past 12 months	-	-	-	-	-	-	63	71%	-
<b>Safety/Security</b> (Changed to Safety in 2005)	My Department creates a safe work environment for its employees	37	68%	22	76%	23	78%	27	73%	7.4%
	I feel safe working in my job	38	70%	23	81%	24	77%	28	76%	8.6%
	Harassment is not tolerated in my workplace	39	64%	24 <sup>28</sup>	80%	25	80%	29	79%	23.4%
	I know who the Occupational Health and Safety representatives are for my work area	40	77%	26	81%	27	85%	31	81%	5.2%
	I have not experience bullying behaviour in my workplace	-	-	25	56%	26	65%	30	65%	16.1%
<b>Recruitment/Retention</b> (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	52%	46	51%	50 <sup>29</sup>	69%	64	71%	36.5%
	I intend to stay with the Government of Nova Scotia for:(RET) - The next five years - The next ten years	42	45% 48%	56 <sup>30</sup>	-	61	-	76	-	-
	I see a future for my career, working for the Government of Nova Scotia (RET)	43	49%	51	67%	55	70%	70	66%	34.7%

<sup>26</sup> 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.

<sup>27</sup> 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'.

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

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

<sup>30</sup> 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 <sup>31</sup>
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	Hiring in the Government of Nova Scotia is based on merit (REC)	44	41%	47	34%	51	35%	65	39%	-4.9%
	Employees have access to job postings within the Government of Nova Scotia (REC)	45	72%	48	90%	52	87%	66	91%	26.4%
	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	51%	56 <sup>32</sup>	58%	71	70%	55.6%
	I have the required qualifications to meet the needs of my job (REC)	47	78%	49	94%	53	97%	67	96%	23.1%
	I work for an effective organization; in other words, my Department regularly achieves the goals set out in our business plan (RET)	48	45%	54	54%	59	53%	74	59%	31.1%
	As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals <sup>33</sup> (REC)	-	-	50	38%	54	38%	68	21%	-44.7%
	I am proud to work as a public servant(RET)	-	-	53	74%	57	74%	72	80%	8.1%
	As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals <sup>34</sup> (RET)	-	-	55	41%	60	47%	75	35%	-14.6%
	I am proud to tell people I work for the Government of Nova Scotia (RET)	-	-	-	-	58	66%	73	73%	10.6%
<b>Other Questions</b> (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 <sup>35</sup>	-	19 <sup>36</sup>	-	Stress <sup>37</sup>	-	-	-	-
	What attracted you to work for the Government of Nova Scotia?	50 <sup>38</sup>	-	-	-	-	-	69	-	-
<b>Fair HR Practices</b>	Hiring, promotion and other staffing processes in my department are conducted in a transparent manner	-	-	-	-	-	-	78	42%	-
	Hiring, promotion and other staffing processes are fair and impartial	-	-	-	-	-	-	79	40%	-
<b>Disclosure of Wrongdoing</b>	I am aware of Government's "Disclosure of Wrongdoing" policy	-	-	-	-	-	-	80	62%	-
	I know who to contact to make a disclosure of wrongdoing	-	-	-	-	-	-	81	47%	-

<sup>31</sup> 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.

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

<sup>33</sup> This question targeted managers and supervisors only. (Managers of staff)

<sup>34</sup> This question targeted managers and supervisors only. (Managers of staff)

<sup>35</sup> 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.

<sup>36</sup> This question was placed in the 'Quality of Work Life' category in 2005.

<sup>37</sup> 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'.

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

CATEGORY	Question Wording	2004		2005		2006		2007		% change <sup>39</sup>
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	I would feel comfortable using the reporting process outlined in the “Disclosure of Wrongdoing” policy	-	-	-	-	-	-	82	35%	-
	How did you become aware of the “Disclosure of Wrongdoing” policy	-	-	-	-	-	-	84 <sup>40</sup>	-	-
<b>Healthy Workplace</b>	I am aware of the corporate healthy workplace policy	-	-	-	-	-	-	85	81%	-
	I am aware of my department’s healthy workplace initiatives	-	-	-	-	-	-	86	79%	-
	I participate in healthy workplace initiatives	-	-	-	-	-	-	87	63%	-
	My department promotes a healthy and supportive workplace	-	-	-	-	-	-	88	67%	-
	I am aware and read “@ the Window” healthy workplace newsletter	-	-	-	-	-	-	89	50%	-
<b>Additional Question</b>	I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia	-	-	-	-	-	-	90	28%	-
<b>Overall Questions</b>	I am inspired to give my very best	-	-	-	-	62	79%	91	76%	-3.8%
	I strive to improve my department’s results	-	-	-	-	63	80%	92	86%	7.5%
	I am satisfied with my job	-	-	-	-	64	68%	93	69%	1.5%
	I am satisfied with my department	-	-	-	-	65	65%	94	65%	0%
	Overall, I am satisfied with my work as a Government of Nova Scotia employee	-	-	-	-	66	78%	95	76%	-2.6%

<sup>39</sup> 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.

<sup>40</sup>This question did not use the agreement-importance scale.