

# How's Work Going?



*Employee Survey  
Department Results*

2007

Public Service  
Commission

  
**NOVA SCOTIA**  
Public Service Commission  
Evaluation and Audit

# 2007 EMPLOYEE SURVEY

## Public Service Commission

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 Summary Results: The unfavourable, neutral, favourable, and importance percentages for each Question.
- 6.0 Detailed Results – Additional Questions
  - 6.1 Barrier Question
  - 6.2 Stress Question
  - 6.3 Attraction to Work in Government Question
  - 6.4 Intention to Stay Question
  - 6.5 Disclosure of Wrongdoing Policy Question

Appendix A - Response Rate

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 Public Service Commission – 2007 Agreement Results**

### **1.1 Summary 2007 Department Results**

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

<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 $\geq 80\%$ )	47	17
<b><i>Moderate Areas of Strength to build upon.</i></b> (Questions with a favourable score of 60-79%)	29	44
<b><i>Improvement Areas</i></b> (Questions with a favourable score of 41-59%)	12	23
<b><i>Areas that require immediate attention</i></b> (Questions with a favourable score of $\leq 40\%$ )	0	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) – Public Service Commission

---

### Areas of clear strength include employee perceptions of;

- The people I work with make an effort to help each other out.
- Shared goals are developed for my workgroup.
- I have a positive working relationship with my coworkers.
- I have opportunities to provide input into decisions that affect my work.
- My supervisor considers my work-related ideas.
- Innovation is valued in my work.
- I have access to training opportunities.
- I can apply what I have learned in my training to my job.
- I get the training and related support I need to support my continuous learning.
- My job is a good fit with my skills and interests.
- 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.
- My Department creates a safe environment for its employees.
- I feel safe working in my job.
- I have not experienced harassment (sexual, racial) behaviour in my workplace in the past 12 months.
- I know who the Occupational Health and Safety representatives are for my work area.
- 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.
- I received communications regarding the results of last year's employee survey.
- I am aware of Government's corporate values.
- I feel valued for my contributions at work.
- I receive recognition from my supervisor for a job well done.
- The senior leadership of my department is genuinely interested in the well being of employees.
- 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.
- 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.
- My department values diversity.
- My department is actively implementing activities and practices that support a diverse workplace.
- I have not experienced racism and/or discrimination in my workplace in the past 12 months.
- 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 would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.
- I am proud to work as a public servant.
- I am aware of Government's "Disclosure of Wrongdoing" policy.
- I am aware of the corporate healthy workplace policy.
- I am aware of my department's healthy workplace initiatives.
- I participate in healthy workplace initiatives.
- My department promotes a healthy and supportive workplace.

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

- I am inspired to give my very best.
- I strive to improve my department's results.
- Overall, I am satisfied with my work as a Government of Nova Scotia employee.

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

- I can provide input into decisions that are made in my department.
- I am encouraged to share what I have learned with others in my workgroup.
- I have opportunities for career growth within the Government of Nova Scotia.
- I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills.
- My organization supports my work-related learning and development.
- I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts.
- I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.
- I can balance the demands of my work life with the demands of my personal life.
- I have not experienced bullying behaviour in my workplace in the past 12 months.
- Work-related information is shared within my department.
- I receive meaningful recognition for work well done.
- The senior leaders (comprised of: deputy ministers, assistant/associate deputy ministers, CEOs, directors and executive directors) in my department set a good example for employees.
- I have confidence in the senior leadership in my department.
- Senior Management will try to resolve issues raised by employees in this survey.
- Essential information flows effectively from senior leadership to staff.
- Senior leadership in my department provides clear direction.
- My supervisor gives me feedback about my work performance.
- I have participated in performance appraisal/review with my supervisor in the past 12 months.
- Managers in my area make timely decisions.
- I am provided with the accommodations I need to ensure my full participation in my workplace.
- I would recommend the Government of Nova Scotia as a great place to work.
- I see a future for my career, working for the Government of Nova Scotia.
- I am proud to tell people I work for the Government of Nova Scotia.
- I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan.
- I know who to contact to make a disclosure of wrongdoing.
- I am aware and read "@ the Window" healthy workplace newsletter.
- I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.
- I am satisfied with my job.
- I am satisfied with my department.

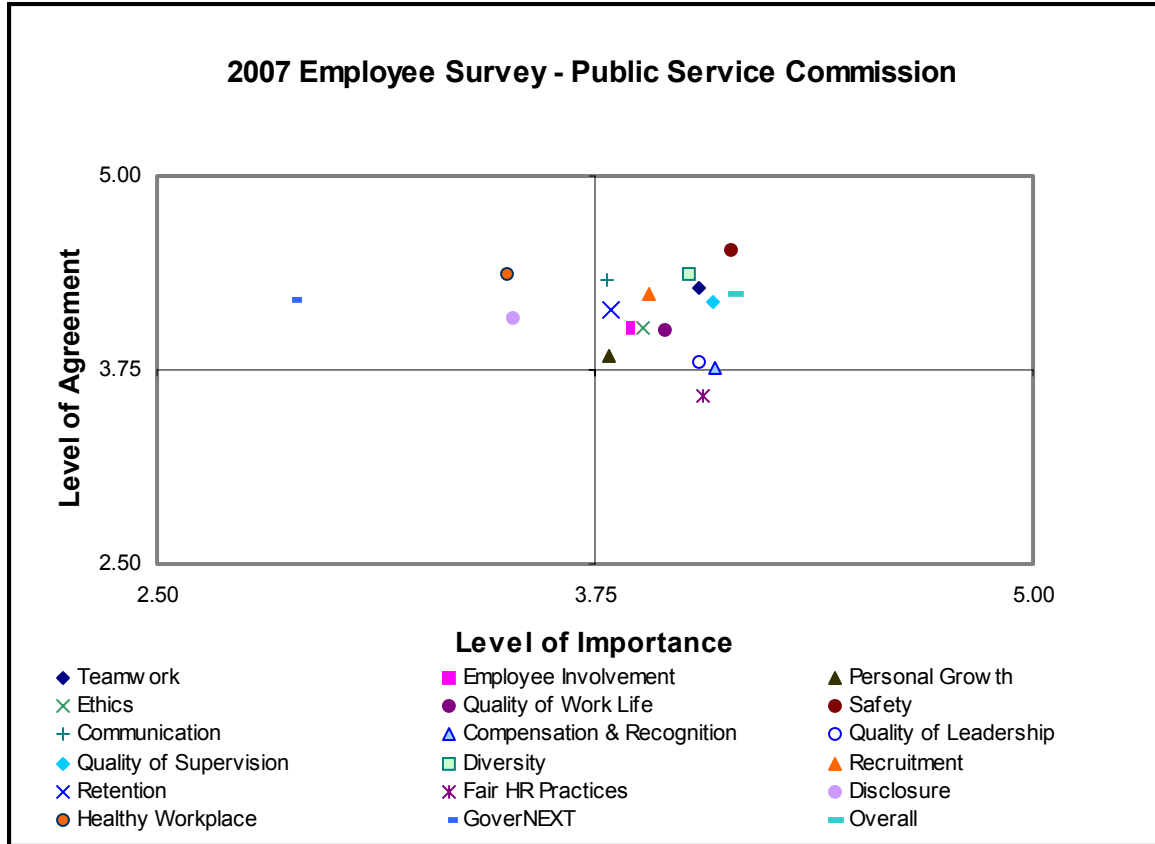
**Improvement Areas include;**

- I have opportunities for career advancement within the Government of Nova Scotia.
- I have opportunities for career growth within my department.
- My work environment is supportive of my involvement in community/volunteer activities.
- I am compensated fairly for my job.
- Senior leadership in my department makes timely decisions.
- My supervisor manages conflict in my workgroup.
- 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 conducted in a transparent manner.
- Hiring, promotion, and other staffing processes are fair and impartial.
- I would feel comfortable using the reporting process outlined in the “Disclosure of Wrongdoing” policy.

## 2.0 –Public Service Commission – 2007 Average/Importance Category Scores

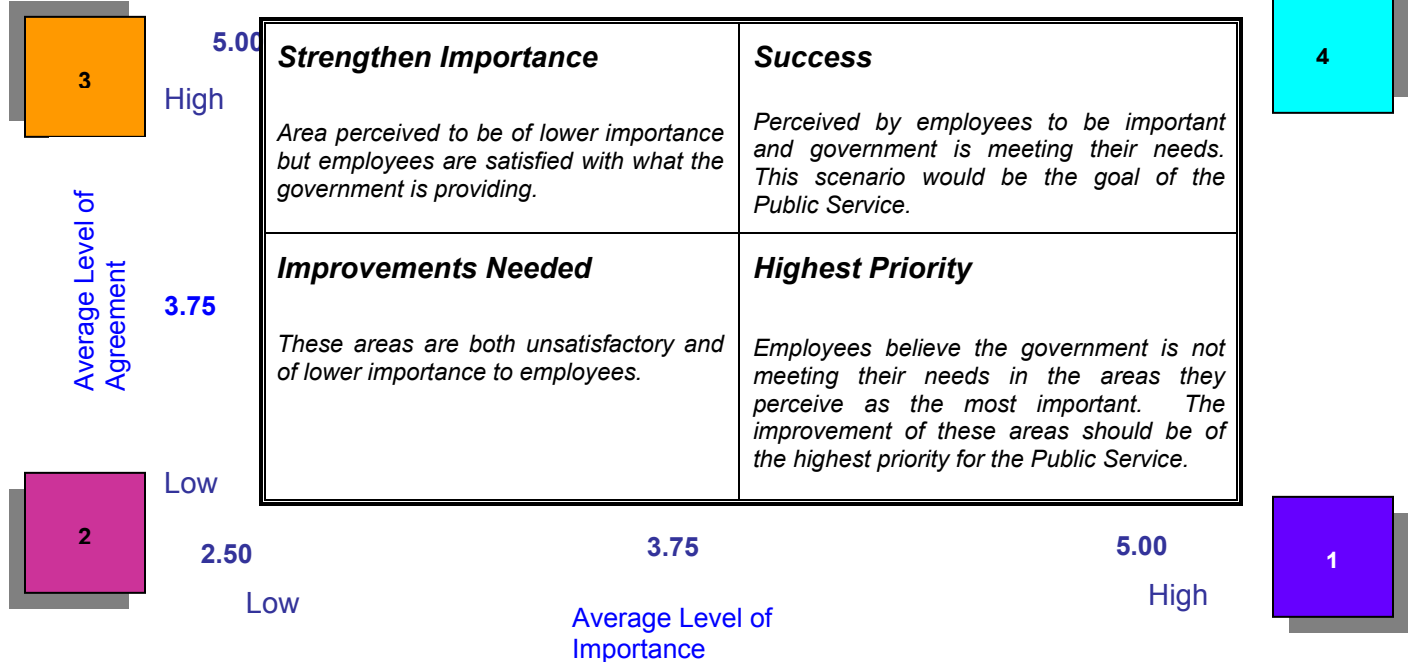
To provide a visual picture to illustrate with regards to how employees perceive their current work environment and what they consider as important to them the average scores for each question were used to calculate the overall average agreement and importance score for each category. These 18 category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

#### Public Service Commission – Priority Analysis

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

### 4.1 Employee Engagement Index

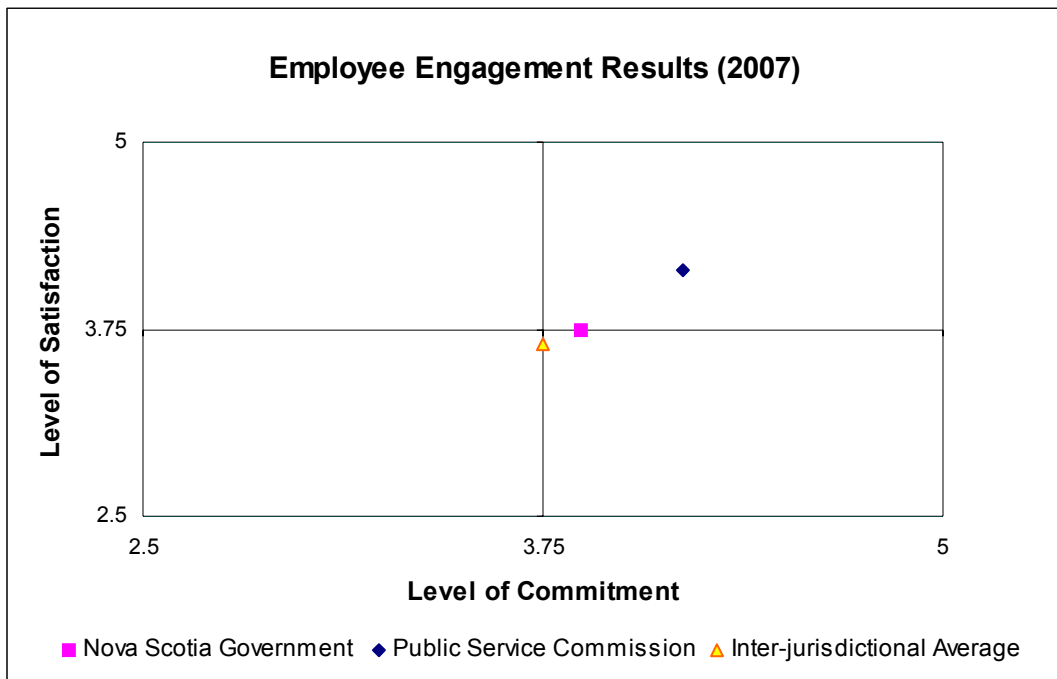
Determining the level of employee engagement is another way to measure progress. Employee engagement is the extent to which an individual feels connected to, and involved with, their job and the organization. Research shows that increased employee commitment, satisfaction and trust in leadership can 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
Public Service Commission	82.8

### 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 Public Service Commission – 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.	4	7	2	4	48	89	53	98	4.31
2. Shared goals are developed for my workgroup.	6	11	5	9	43	80	52	96	4.00
3. I have a positive working relationship with my coworkers.	2	4	1	2	51	94	54	100	4.52
4. I have opportunities to provide input into decisions that affect my work.	8	15	1	2	45	83	54	100	4.04
5. My supervisor considers my work-related ideas.	3	6	3	6	48	89	54	100	4.31
6. I can provide input into decisions that are made in my Department.	13	24	3	6	38	70	50	93	3.65
7. Innovation is valued in my work	6	11	3	6	45	83	50	93	4.09
8. I have access to training opportunities.	2	4	4	7	48	89	52	96	4.20
9. I am encouraged to share what I have learned with others in my workgroup.	11	20	8	15	35	65	44	82	3.69
10. I can apply what I have learned in my training to my job.	1	2	4	7	49	91	54	100	4.32
11. I have opportunities for career advancement within the Government of Nova Scotia.	15	28	9	17	30	56	47	87	3.46
12. I have opportunities for career growth within the Government of Nova Scotia.	13	24	6	11	35	65	52	96	3.62
13. I have opportunities for career growth within my department.	21	39	9	17	24	44	50	93	2.96
14. I get the training and related support I need to support my continuous learning.	6	11	5	9	43	80	53	98	3.93
15. I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills.	13	24	5	9	36	67	51	94	3.69

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
16. My organization supports my work-related learning and development.	6	11	6	11	42	78	52	96	3.98
17. My job is a good fit with my skills and interests	3	6	4	7	47	87	53	98	4.33
19. I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts.	2	4	11	20	41	76	52	96	4.21
20. I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.	6	11	13	24	35	65	52	96	3.85
21. I have support at work to balance my work and personal life.	9	17	2	4	43	80	52	96	4.04
22. I have the tools, equipment, support, and information I need to do my job well.	8	15	1	2	45	83	54	100	4.04
23. I have support at work to provide a high level of service.	5	9	1	2	48	89	53	98	4.17
24. I can balance the demands of my work life with the demands of my personal/family life.	9	17	3	6	42	78	54	100	3.94
25. My work environment is supportive of my involvement in community/volunteer activities.	3	6	25	46	26	48	36	67	3.73
27. My department creates a safe work environment for its employees.	0	0	0	0	54	100	53	98	4.61
28. I feel safe working in my job.	0	0	0	0	54	100	53	98	4.76
29. I have not experienced harassment (sexual, racial) behaviour in my workplace in the past 12 months.	4	7	2	4	48	89	54	100	4.50
30. I have not experienced bullying behaviour in my workplace in the past 12 months.	11	20	4	7	39	72	53	98	4.06
31. I know who the Occupational Health and Safety representatives are for my work area.	3	6	4	7	47	87	47	87	4.56
32. I received communications about our department's business plan in the past 12 months.	0	0	4	7	50	93	53	98	4.76

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.	2	4	6	11	46	85	51	94	4.41
34. I receive the communications that I need to do my job well.	8	15	2	4	44	82	54	100	3.94
35. Work-related information is shared within my department.	9	17	4	7	41	76	52	96	3.96
36. I received communications regarding the results of last year's employee survey.	2	4	7	13	45	83	46	85	4.54
37. I am aware of Government's corporate values.	1	2	6	11	47	87	48	89	4.42
38. I am compensated fairly for my job.	22	41	4	7	28	52	54	100	3.08
39. I feel valued for my contributions at work.	8	15	2	4	44	82	54	100	3.98
40. I receive meaningful recognition for work well done.	9	17	5	9	40	74	51	94	3.87
41. I receive recognition from my supervisor for a job well done.	3	6	6	11	45	83	54	100	4.17
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.	5	9	7	13	42	78	53	98	4.11
43. I have confidence in the senior leadership in my department.	6	11	7	13	41	76	53	98	4.08
44. Senior Management will try to resolve issues raised by employees in this survey.	8	15	8	15	38	70	53	98	3.90
45. Essential information flows effectively from senior leadership to staff.	10	19	9	17	35	65	54	100	3.67
46. The senior leadership of my department is genuinely interested in the well being of employees.	5	9	3	6	46	85	54	100	4.15
47. Senior leadership in my department provides clear direction.	13	24	6	11	35	65	54	100	3.56
48. Senior leadership in my department makes timely decisions.	14	26	12	22	28	52	54	100	3.26
49. I can talk openly with my supervisor about my work.	2	4	3	6	49	91	54	100	4.54

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
50. The person I report to is an effective leader.	4	7	6	11	44	82	53	98	4.22
51. I have a positive working relationship with the person I report to.	0	0	5	9	49	91	54	100	4.59
52. My supervisor manages conflict in my workgroup.	8	15	14	26	32	59	53	98	3.67
53. I am satisfied with the quality of supervision I receive.	4	7	4	7	46	85	53	98	4.26
54. My supervisor gives me feedback about my work performance.	4	7	8	15	42	78	54	100	4.11
55. I have participated in performance appraisal/review with my supervisor in the past 12 months.	4	7	9	17	41	76	51	94	4.37
56. Managers in my area make timely decisions.	7	13	10	19	37	69	54	100	3.74
57. The person I report to consults me on decisions that affect my work.	6	11	3	6	45	83	54	100	4.17
58. The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.	6	11	4	7	44	82	51	94	3.98
59. Employees in my department are respectful of employee differences.	1	2	5	9	48	89	53	98	4.35
60. My department values diversity.	1	2	4	7	49	91	52	96	4.57
61. My department is actively implementing activities and practices that support a diverse workplace.	1	2	7	13	46	85	51	94	4.43
62. I am provided with the accommodations I need to ensure my full participation in my workplace.	2	4	13	24	39	72	51	94	4.24
63. I have not experienced racism and/or discrimination in my workplace in the past 12 months.	3	6	1	2	50	93	53	98	4.65
64. I would recommend the Government of Nova Scotia as a great place to work.	5	9	7	13	42	78	51	94	4.06
65. Hiring in the Government of Nova Scotia is based on merit.	12	22	12	22	30	56	51	94	3.47

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
66. Employees have access to job postings within the Government of Nova Scotia.	0	0	1	2	53	98	51	94	4.75
67. I have the required qualifications to meet the needs of my job.	0	0	0	0	54	100	54	100	4.80
68. As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals.	3	13	8	33	13	54	45	83	3.54
70. I see a future for my career, working for the Government of Nova Scotia.	8	15	6	11	40	74	52	96	4.06
71. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.	6	11	2	4	46	85	48	89	4.09
72. I am proud to work as a public servant.	0	0	7	13	47	87	51	94	4.51
73. I am proud to tell people I work for the Government of Nova Scotia.	1	2	13	24	40	74	47	87	4.22
74. I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan.	8	15	6	11	40	74	52	96	3.83
75. As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals.	4	17	10	42	10	42	48	89	3.45
78. Hiring, promotion and other staffing processes in my department are conducted in a transparent manner.	7	13	17	32	30	56	51	94	3.63
79. Hiring, promotion and other staffing processes are fair and impartial.	10	19	15	28	29	54	52	96	3.53
80. I am aware of Government's "Disclosure of Wrongdoing" policy.	3	6	3	6	48	89	48	89	4.40
81. I know who to contact to make a disclosure of wrongdoing.	10	19	5	9	39	72	48	89	3.94
82. I would feel comfortable using the reporting process outlined in the "Disclosure of Wrongdoing" policy.	6	11	18	33	30	56	47	87	3.74

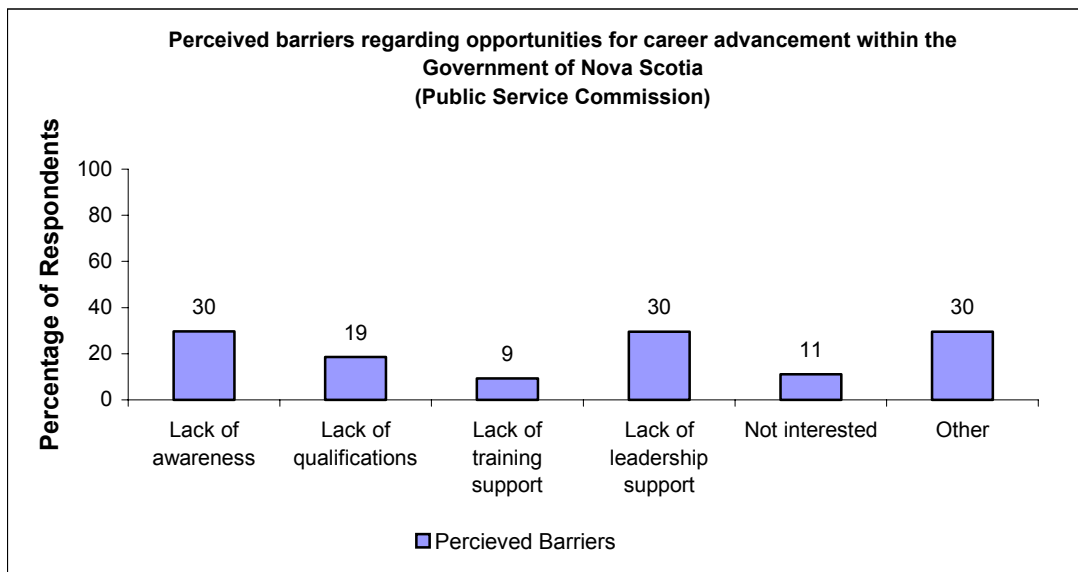
Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
85. I am aware of the corporate healthy workplace policy.	2	4	2	4	50	93	51	94	4.53
86. I am aware of my department's healthy workplace initiatives.	0	0	1	2	53	98	521	96	4.69
87. I participate in healthy workplace initiatives.	2	4	4	7	48	89	48	89	4.30
88. My department promotes a healthy and supportive workplace.	2	4	1	2	51	94	54	100	4.46
89. I am aware and read "@ the Window" healthy workplace newsletter.	12	22	5	9	37	69	32	59	3.81
90. I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.	5	9	8	15	41	76	34	63	4.20
91. I am inspired to give my very best.	3	6	3	6	48	89	53	98	4.39
92. I strive to improve my department's results.	1	2	2	4	51	94	53	98	4.66
93. I am satisfied with my job.	10	19	2	4	42	78	54	100	3.89
94. I am satisfied with my department.	6	11	6	11	42	78	53	98	3.89
95. Overall, I am satisfied with my work as a Government of Nova Scotia employee.	2	4	2	4	50	93	52	96	4.39

## 6.0 Public Service Commission – 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.

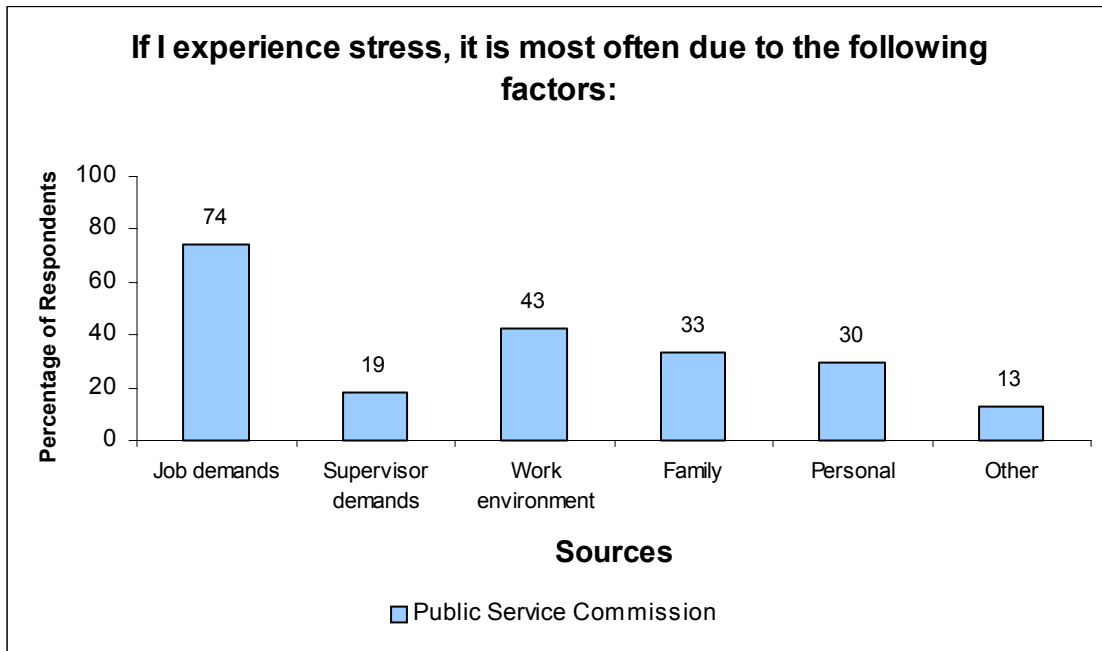
### 6.1 Barrier Question

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>	16	30
<b>Lack of qualifications</b>	10	19
<b>Lack of training support</b>	5	9
<b>Lack of leadership support</b>	16	30
<b>Not interested</b>	6	11
<b>Other</b>	16	30



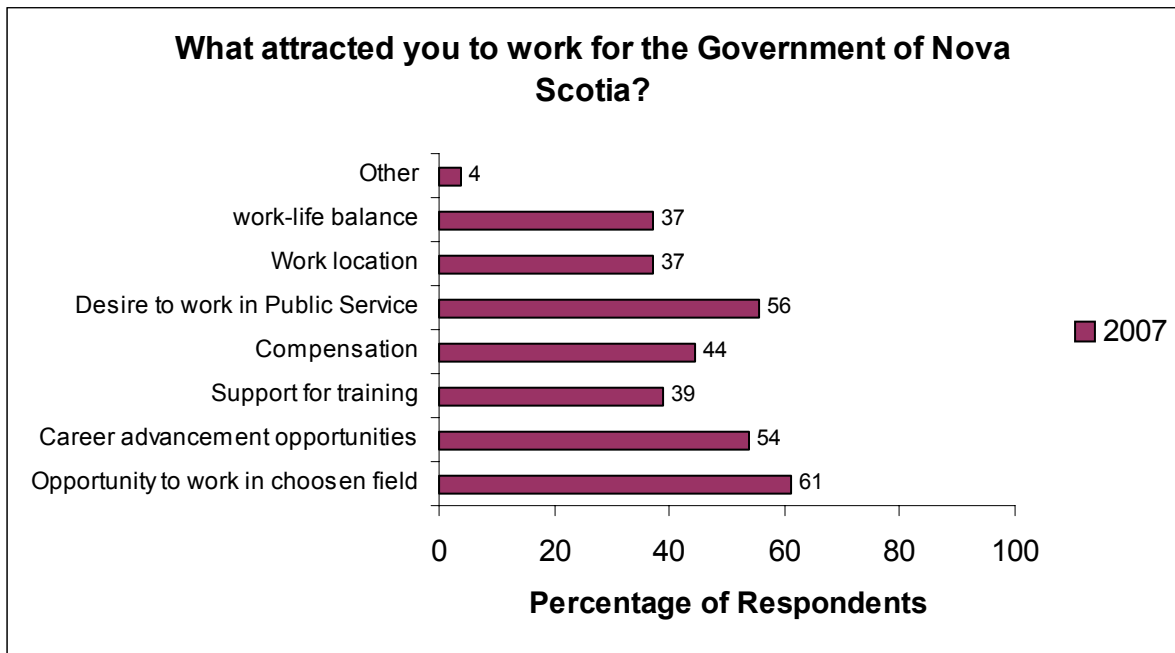
## 6.2 Stress Question

Stress Question	Response	
	Count	%
<b>If I experience stress, it is most often due to the following factors:</b>		
<b>Job Demands</b>	40	74
<b>Supervisor demands</b>	10	19
<b>Work environment</b>	23	43
<b>Family</b>	18	33
<b>Personal</b>	16	30
<b>Other</b>	7	13



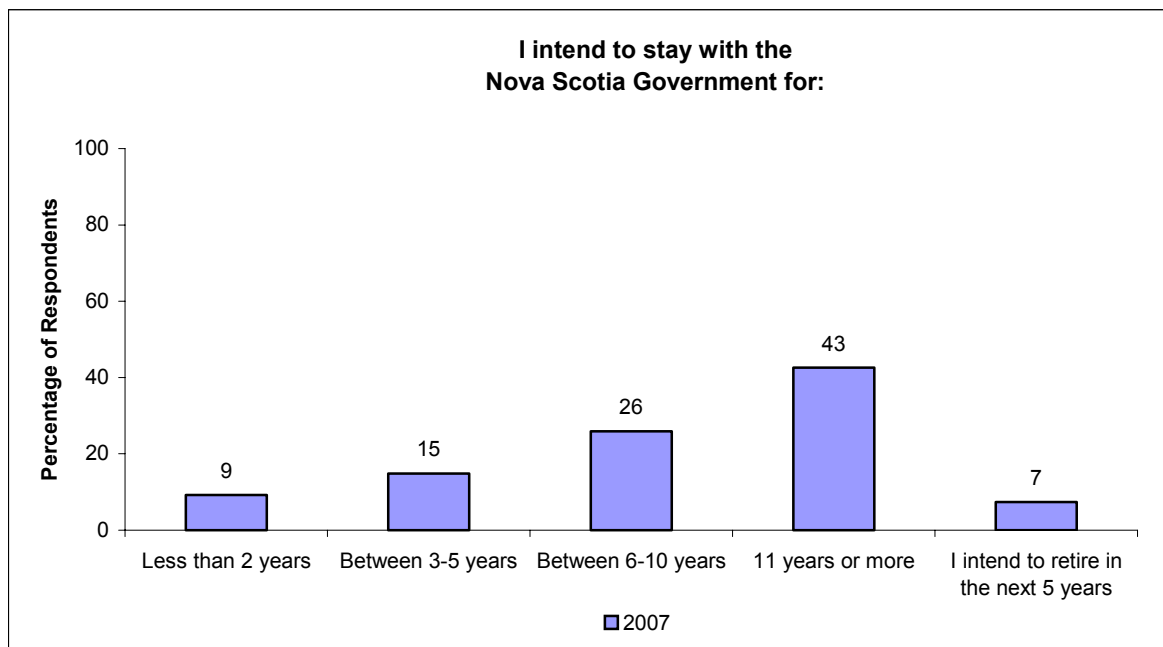
### 6.3 Attraction to Work in Government Question

Attraction Question	Response	
	Count	%
What attracted you to work for the Government of Nova Scotia?		
Opportunity to work in chosen field	33	61
Career advancement opportunities	29	54
Support for training	21	39
Compensation	24	44
Desire to work in Public Service	30	56
Work location	20	37
Work-life balance	20	37
Other	2	4



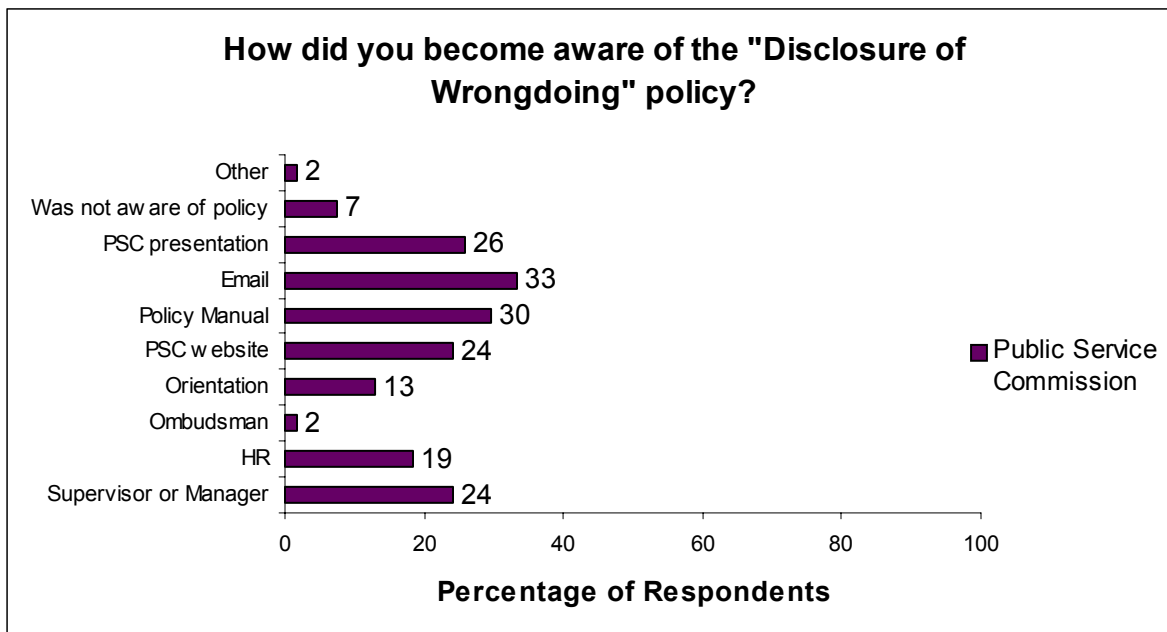
## 6.4 Intention to Stay Question

Intention to Stay Question	Response	
	Count	%
I intend to stay with the Nova Scotia Government for:		
Less than 2 years	5	9
Between 3-5 years	8	15
Between 6-10 years	14	26
11 years or more	23	43
I intend to retire in the next 5 years	4	7



## 6.5 Disclosure of Wrongdoing Policy Question

Disclosure of Wrongdoing Policy Question	Response	
	Count	%
Supervisor or Manager	13	24
HR	10	19
Ombudsman	1	2
Orientation	7	13
PSC website	13	24
Policy Manual	16	30
Email	18	33
PSC presentation	14	26
Was not aware of policy	4	7
Other	1	2



***Appendix A – Public Service Commission – Response Rate***

---

<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>Public Service Commission</b>	71	54	71	76%
<b>Total Population</b>	9020	3296	9020	37%