

How's Work Going?



*Employee Survey
Department Results*

2007

Special Report for
Service Nova Scotia
and Municipal
Relations



2007 EMPLOYEE SURVEY

Service Nova Scotia & Municipal Relations

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

Included are the following:

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

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

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

Note: Results of this report are representative of Service Nova Scotia and Municipal Relations at the 95% confidence level, +/- 6.04.

1.0 Service Nova Scotia and Municipal Relations – 2007 Agreement Results

1.1 Summary 2007 Department Results

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

Category	2007 Department Results	Overall Corporate 2007 Results
<i>Clear strengths to celebrate and build upon.</i> (Questions with a favourable score $\geq 80\%$)	21	17
<i>Moderate Areas of Strength to build upon.</i> (Questions with a favourable score of 60-79%)	38	44
<i>Improvement Areas</i> (Questions with a favourable score of 41-59%)	20	23
<i>Areas that require immediate attention</i> (Questions with a favourable score of $\leq 40\%$)	9	4
<i>Total questions asked with favourable scores per survey year.</i>	88	88

1.2 Summary of 2007 Results (by classification category) – Service Nova Scotia & Municipal Relations

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 received communications regarding the results of last year's employee survey
- I can balance the demands of my work life with the demands of my personal life.
- I have support at work to provide a high level of service.
- I can talk openly with my supervisor about my work.
- I have a positive working relationship with the person I report to.
- 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 have not experienced racism and /or discrimination in my workplace in the past 12 months.
- My department creates a safe work environment for its employees.
- I feel safe working in my job.
- I have not experienced harassment (sexual, racial) behaviour in my workplace in the past 12 months.
- I know who the Occupational Health and Safety representatives are for my work area.
- Employees have access to job postings within the Government of Nova Scotia.
- I have the required qualifications to meet the needs of my job.
- I am proud to work as a public servant.
- I am aware of the corporate healthy workplace policy.
- 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:

- My supervisor considers my work-related ideas.
- I have access to training opportunities.
- Shared goals are developed in my workgroup.
- I have opportunities to provide input into decisions that affect my work.
- I know how my work contributes to the achievement of my department's goals.
- I received the communications that I need to do my job well.
- My supervisor gives me feedback about my work performance.
- I have participated in performance appraisal/review with my supervisor in the past 12 months.
- Work-related information is share within my department.
- 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 am encouraged to share what I have learned with others in my workgroup.
- The person I report to is an effective leader.
- I am satisfied with the quality of supervision I receive.
- The person I report to consults me on decisions that affect my work.

Areas of moderate strength (con't)

- I receive recognition from my supervisor for a job well done.
- I get the training and related support I need to support my continuous learning.
- My organization supports my work-related learning and development.
- The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.
- Employees in my department are respectful of employee differences.
- I have not experienced bullying behaviour in my workplace in the past 12 months.
- I am provided with the accommodations I need to ensure my full participation in my workplace.
- I would recommend the Government of Nova Scotia as a great place to work.
- I see a future for my career, working for the Government of Nova Scotia.
- I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.
- I am proud to tell people I work for the Government of Nova Scotia.
- I am aware of Government's "Disclosure of Wrongdoing" policy.
- I am satisfied with my department.
- I am satisfied with my job.
- Innovation is valued in my work.
- I received communications about our department's business plan in the past 12 months.
- I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan
- I am aware of my department's healthy workplace initiatives.
- I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.
- I am aware of Government's corporate values.
- My department values diversity.
- My department promotes a healthy and supportive workplace.

Improvement Areas include:

- I can provide input into decisions that are made in my department.
- I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.
- I am compensated fairly for my job.
- I feel valued for my contributions at work.
- 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.
- My supervisor manages conflict in my workgroup
- 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
- Managers in my area make timely decisions.
- I have opportunities for career advancement 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.
- I have opportunities for career growth within the Government of Nova Scotia.

Improvement Areas (con't)

- My department is actively implementing activities and practices that support a diverse workplace.
- 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 know who to contact to make a disclosure of wrongdoing.
- I participate in healthy workplace initiatives.

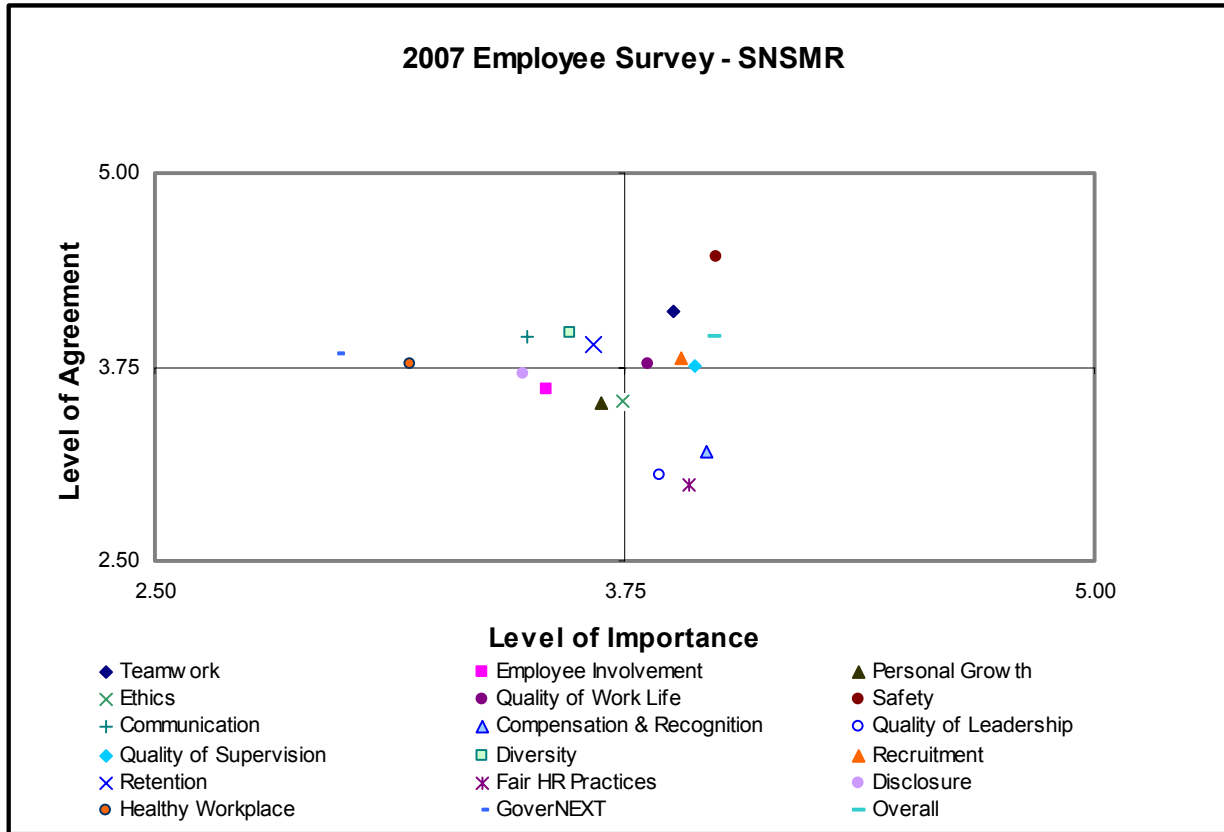
Areas that require immediate attention;

- 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.
- 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.
- I would feel comfortable using the reporting process outlined in the “Disclosure of Wrongdoing” policy.
- I have opportunities for career growth within my department.
- I am aware and read “@ the Window” healthy workplace newsletter.

2.0 – Service Nova Scotia and Municipal Relations - 2007 Average/Importance Category Scores

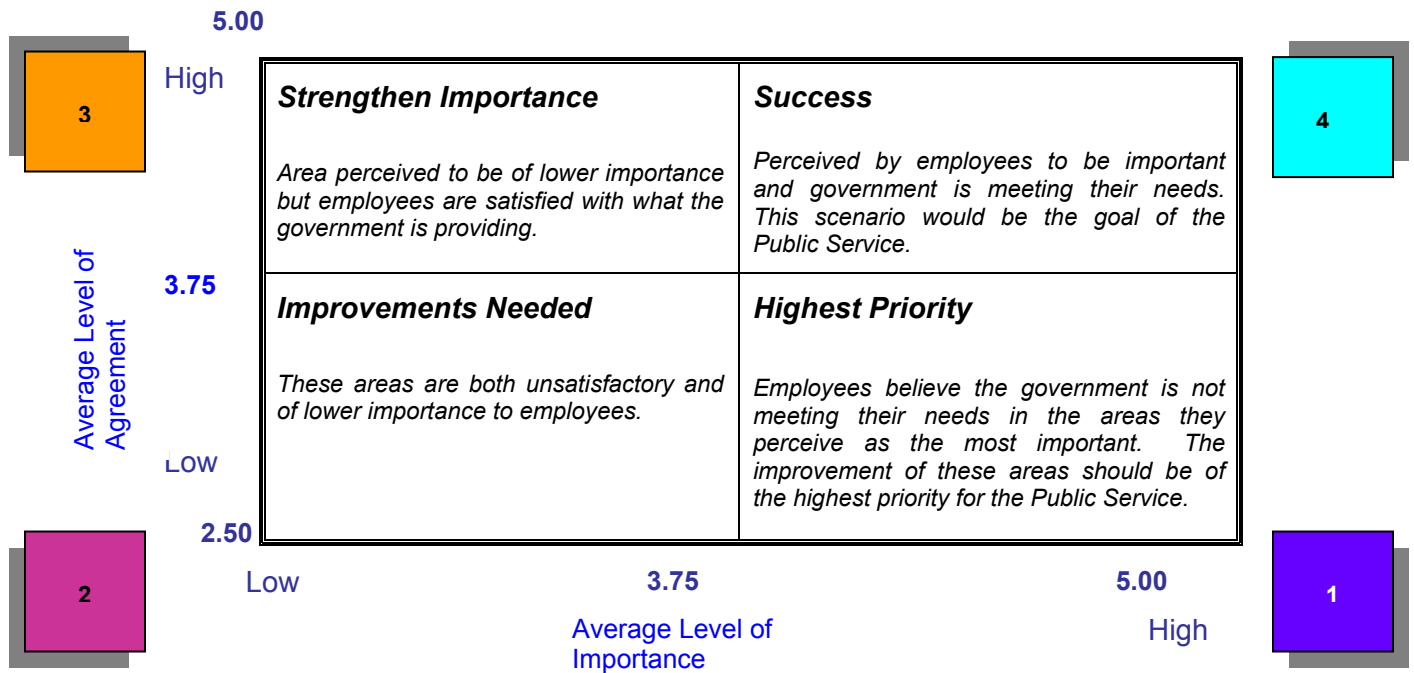
To provide a visual picture to illustrate with regards to how employees perceive their current work environment and what they consider as important to them the average scores for each question were used to calculate the overall average agreement and importance score for each category. These 18 category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

SNSMR – Priority Analysis

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

4.0 Service Nova Scotia and Municipal Relations - Employee Engagement

4.1 Employee Engagement Index

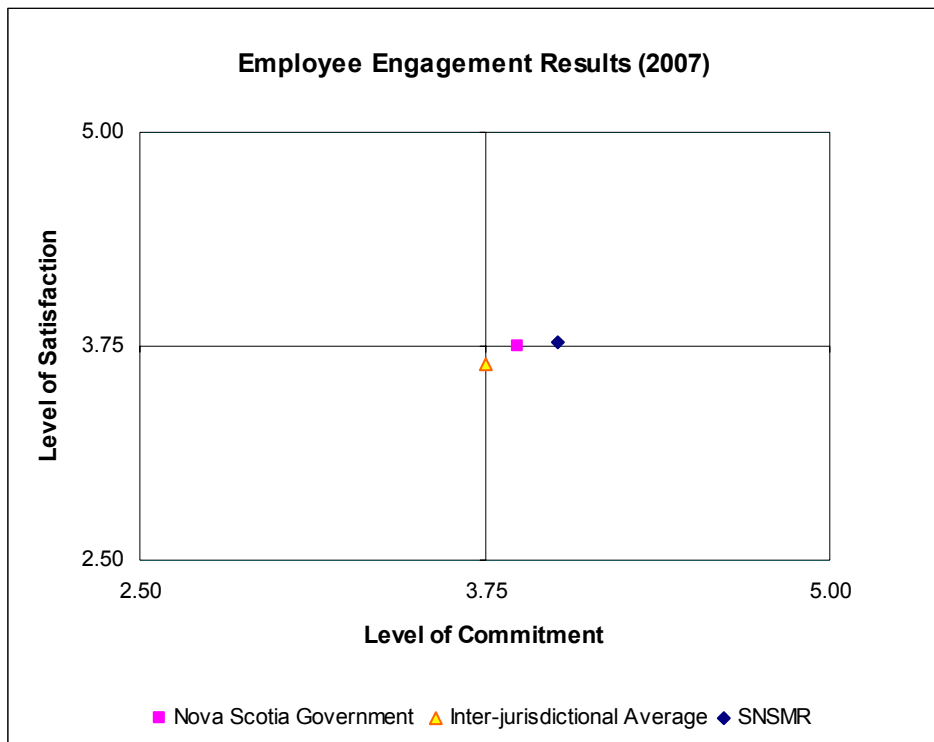
Determining the level of employee engagement is another way to measure progress. Employee engagement is the extent to which an individual feels connected to, and involved with, their job and the organization. Research shows that increased employee commitment, satisfaction and trust in leadership can 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
Service Nova Scotia & Municipal Relations	73.8

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 – Service Nova Scotia & Municipal Relations

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

Category	2004 Department Results	2007 Department Results	Overall Corporate 2007 Results	Departmental Increase from 2004
<i>Clear strengths to celebrate and build upon.</i> (Questions with a favourable score >= 80%)	0	10	11	10
<i>Moderate Areas of Strength to build upon.</i> (Questions with a favourable score of 60-79%)	15	23	24	8
<i>Improvement Areas</i> (Questions with a favourable score of 41-59%)	25	8	8	-17
<i>Areas that require immediate attention</i> (Questions with a favourable score of <=40%)	3	2	0	-1
<i>Total questions asked with favourable scores per survey year.</i>	43	43	43	-

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

6.0 Service Nova Scotia and Municipal Relations – 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.	20	10	2	1	179	89	195	97	4.22
2. Shared goals are developed for my workgroup.	28	14	32	16	141	70	176	88	3.77
3. I have a positive working relationship with my coworkers.	14	7	5	3	182	91	195	97	4.34
4. I have opportunities to provide input into decisions that affect my work.	42	21	11	6	148	74	195	97	3.68
5. My supervisor considers my work-related ideas.	26	13	19	10	156	78	191	95	3.90
6. I can provide input into decisions that are made in my Department.	69	34	24	12	108	54	171	85	3.18
7. Innovation is valued in my work	38	19	33	16	130	65	172	86	3.59
8. I have access to training opportunities.	40	20	10	5	151	75	190	95	3.78
9. I am encouraged to share what I have learned with others in my workgroup.	29	14	36	18	136	68	169	84	3.82
10. I can apply what I have learned in my training to my job.	10	5	29	14	162	81	186	93	4.16
11. I have opportunities for career advancement within the Government of Nova Scotia.	72	36	32	16	97	48	185	92	3.11
12. I have opportunities for career growth within the Government of Nova Scotia.	71	35	33	16	97	48	183	91	3.13
13. I have opportunities for career growth within my department.	96	48	32	16	73	36	183	91	2.76
14. I get the training and related support I need to support my continuous learning.	60	30	21	10	120	60	192	96	3.33
15. I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills.	61	30	25	12	115	57	179	89	3.36

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
16. My organization supports my work-related learning and development.	43	21	31	15	127	63	191	95	3.61
17. My job is a good fit with my skills and interests	20	10	14	7	167	83	197	98	4.10
19. I know where I can go for help (the process) to resolve workplace ethical dilemmas or conflicts.	34	17	31	15	136	68	183	91	3.75
20. I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal.	59	29	38	19	104	52	191	95	3.29
21. I have support at work to balance my work and personal life.	38	19	26	13	137	68	188	94	3.68
22. I have the tools, equipment, support, and information I need to do my job well.	40	20	12	6	149	74	198	99	3.73
23. I have support at work to provide a high level of service.	33	16	6	3	162	81	197	98	3.90
24. I can balance the demands of my work life with the demands of my personal/family life.	28	14	12	6	161	80	197	98	4.00
25. My work environment is supportive of my involvement in community/volunteer activities.	18	9	104	52	79	39	142	71	3.44
27. My department creates a safe work environment for its employees.	15	8	13	7	173	86	192	96	4.27
28. I feel safe working in my job.	10	5	5	3	186	93	193	96	4.47
29. I have not experienced harassment (sexual, racial) behaviour in my workplace in the past 12 months.	12	6	8	4	181	90	194	97	4.66
30. I have not experienced bullying behaviour in my workplace in the past 12 months.	42	21	8	4	151	75	194	97	4.02
31. I know who the Occupational Health and Safety representatives are for my work area.	5	3	10	5	186	93	178	89	4.73
32. I received communications about our department's business plan in the past 12 months.	22	11	29	14	150	75	165	82	4.07

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.	18	9	25	12	158	79	176	88	4.07
34. I receive the communications that I need in to do my job well.	40	20	19	10	142	71	196	98	3.66
35. Work-related information is shared within my department.	55	27	19	10	127	63	196	98	3.50
36. I received communications regarding the results of last year's employee survey.	11	6	28	14	162	81	151	75	4.40
37. I am aware of Government's corporate values.	26	13	50	25	125	62	149	74	3.71
38. I am compensated fairly for my job.	96	48	9	5	96	48	200	100	2.85
39. I feel valued for my contributions at work.	65	32	19	10	117	58	200	100	3.30
40. I receive meaningful recognition for work well done.	64	32	40	20	97	48	191	45	3.15
41. I receive recognition from my supervisor for a job well done.	49	24	28	14	124	62	192	96	3.53
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.	57	28	55	27	89	44	187	93	3.18
43. I have confidence in the leadership in my department.	59	29	45	22	97	48	190	95	3.19
44. Senior Management will try to resolve issues raised by employees in this survey.	70	35	55	27	76	38	194	97	2.95
45. Essential information flows effectively from senior leadership to staff.	70	35	42	21	89	44	195	97	3.05
46. The senior leadership of my department is genuinely interested in the well being of employees.	61	30	46	23	94	47	193	96	3.17
47. Senior leadership in my department provides clear direction.	66	33	48	24	87	43	192	96	3.05
48. Senior leadership in my department makes timely decisions.	76	38	48	24	77	38	192	96	2.91
49. I can talk openly with my supervisor about my work.	27	13	9	5	165	82	199	99	4.13

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
50. The person I report to is an effective leader.	46	23	25	12	130	65	198	99	3.65
51. I have a positive working relationship with the person I report to.	21	10	17	9	163	81	199	99	4.12
52. My supervisor manages conflict in my workgroup.	49	24	51	25	101	50	195	97	3.35
53. I am satisfied with the quality of supervision I receive.	34	17	29	14	138	69	193	96	3.80
54. My supervisor gives me feedback about my work performance.	43	21	30	15	128	64	193	96	3.65
55. I have participated in performance appraisal/review with my supervisor in the past 12 months.	44	22	23	11	134	67	179	89	3.80
56. Managers in my area make timely decisions.	49	24	40	20	112	56	195	97	3.39
57. The person I report to consults me on decisions that affect my work.	38	19	26	13	137	68	193	96	3.69
58. The Government of Nova Scotia demonstrates its commitment to diversity in the workplace.	20	10	49	24	132	66	164	82	3.88
59. Employees in my department are respectful of employee differences.	22	11	33	16	146	73	192	96	3.98
60. My department values diversity.	11	6	58	29	132	66	176	88	3.90
61. My department is actively implementing activities and practices that support a diverse workplace.	23	11	89	44	89	44	169	84	3.51
62. I am provided with the accommodations I need to ensure my full participation in my workplace.	18	9	44	22	139	69	177	88	3.94
63. I have not experienced racism and/or discrimination in my workplace in the past 12 months.	16	8	12	6	173	86	192	96	4.50
64. I would recommend the Government of Nova Scotia as a great place to work.	26	13	41	20	134	67	187	93	3.79
65. Hiring in the Government of Nova Scotia is based on merit.	94	47	29	14	78	39	193	96	2.81

Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
66. Employees have access to job postings within the Government of Nova Scotia.	2	1	9	5	190	95	196	98	4.69
67. I have the required qualifications to meet the needs of my job.	3	2	5	3	193	96	197	98	4.77
68. As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals.	24	35	22	32	23	33	161	80	2.99
70. I see a future for my career, working for the Government of Nova Scotia.	32	16	31	15	138	69	187	93	3.82
71. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere.	22	11	29	14	150	75	181	90	4.10
72. I am proud to work as a public servant.	9	5	22	11	170	85	180	90	4.29
73. I am proud to tell people I work for the Government of Nova Scotia.	16	8	35	17	150	75	172	86	4.08
74. I work for an effective organization; in other words, my department regularly achieves the goals set out in our business plan.	18	9	52	26	131	65	182	91	3.87
75. As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals.	28	41	21	30	20	29	160	80	2.77
78. Hiring, promotion and other staffing processes in my department are conducted in a transparent manner.	66	33	50	25	85	42	186	93	3.05
79. Hiring, promotion and other staffing processes are fair and impartial.	78	39	39	19	84	42	195	97	2.93
80. I am aware of Government's "Disclosure of Wrongdoing" policy.	23	11	34	17	144	72	180	90	3.96
81. I know who to contact to make a disclosure of wrongdoing.	57	28	49	24	95	47	175	87	3.27
82. I would feel comfortable using the reporting process outlined in the "Disclosure of Wrongdoing" policy.	36	18	87	43	78	39	175	87	3.33

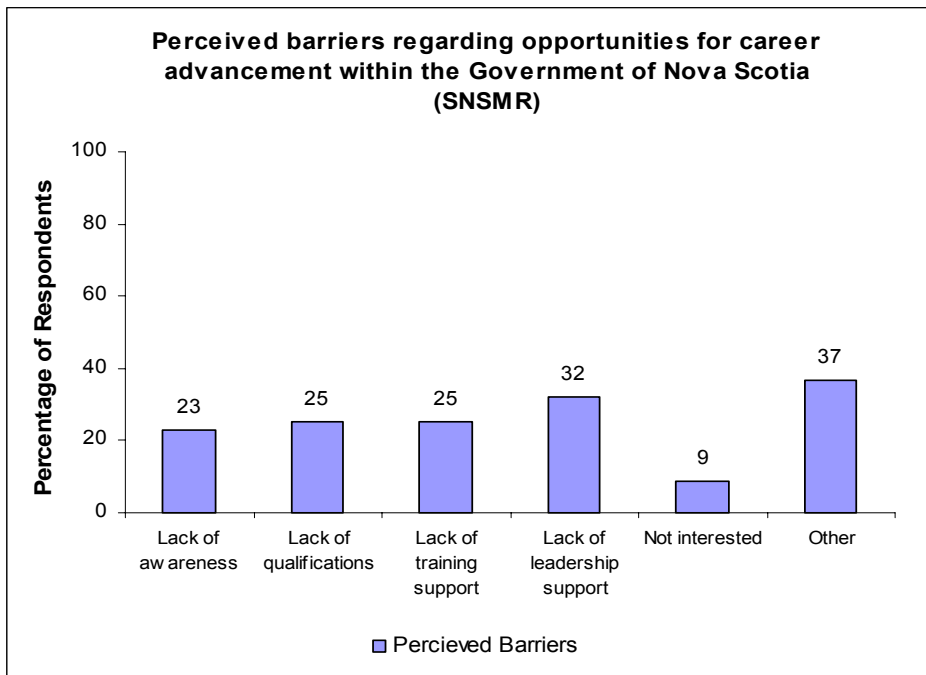
Questions	Unfavourable		Neutral		Favourable		Importance		Mean Score
	Count	%	Count	%	Count	%	Count	%	
85. I am aware of the corporate healthy workplace policy.	13	7	20	10	168	84	172	86	4.13
86. I am aware of my department's healthy workplace initiatives.	16	8	28	14	157	78	166	83	4.04
87. I participate in healthy workplace initiatives.	44	22	53	26	104	52	153	76	3.37
88. My department promotes a healthy and supportive workplace.	30	15	40	20	131	65	174	87	3.65
89. I am aware and read "@ the Window" healthy workplace newsletter.	59	29	61	30	81	40	109	54	3.11
90. I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia.	30	15	40	20	131	65	143	71	3.83
91. I am inspired to give my very best.	23	11	14	7	164	82	194	97	4.11
92. I strive to improve my department's results.	6	3	20	10	175	87	191	95	4.35
93. I am satisfied with my job.	40	20	8	4	153	76	198	99	3.72
94. I am satisfied with my department.	46	23	25	12	130	65	189	94	3.51
95. Overall, I am satisfied with my work as a Government of Nova Scotia employee.	20	10	19	10	162	81	195	97	4.03

7.0 Service Nova Scotia & Municipal Relations – Additional Questions

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

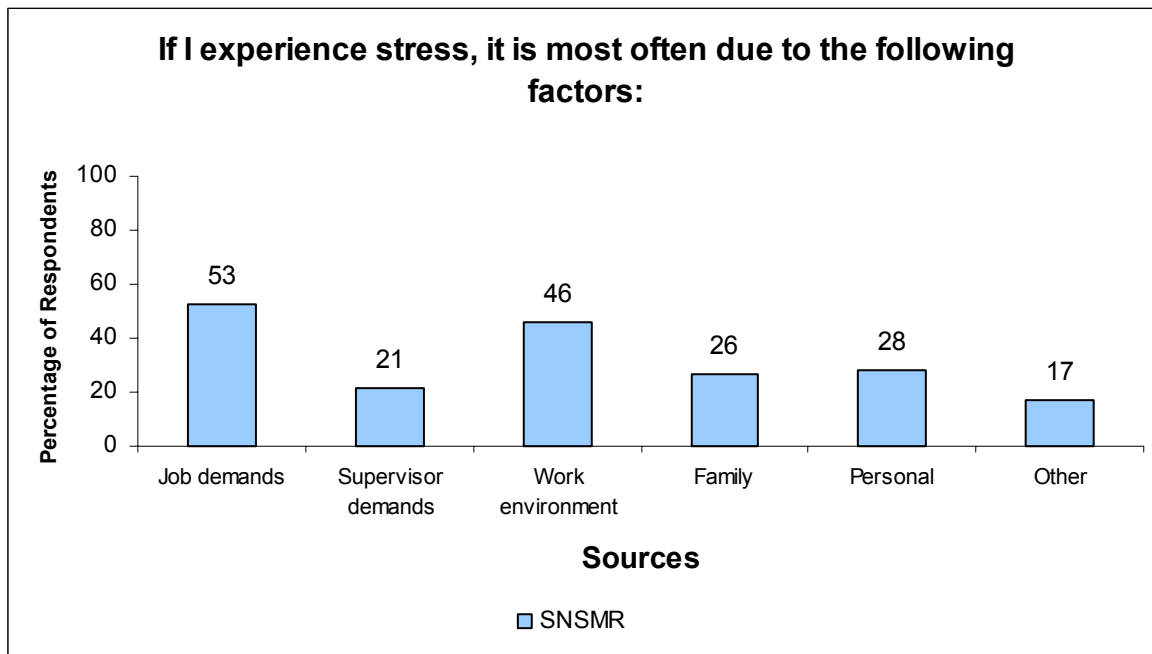
7.1 Barrier Question

Barrier Question	Response	
	Count	%
Please identify the barriers you perceive regarding having opportunities for career advancement within the Government of Nova Scotia		
Lack of awareness	46	23
Lack of qualifications	51	25
Lack of training support	51	25
Lack of leadership support	65	32
Not interested	17	9
Other	74	37



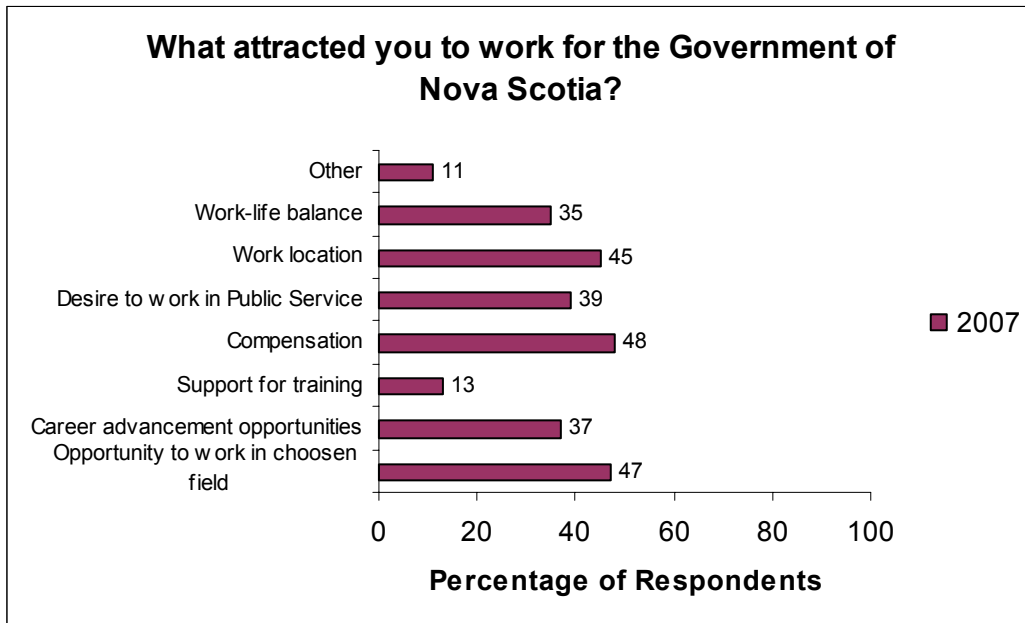
7.2 Stress Question

Stress Question	Response	
	Count	%
If I experience stress, it is most often due to the following factors:		
Job Demands	106	53
Supervisor demands	43	21
Work environment	53	26
Family	56	28
Personal	56	28
Other	34	17



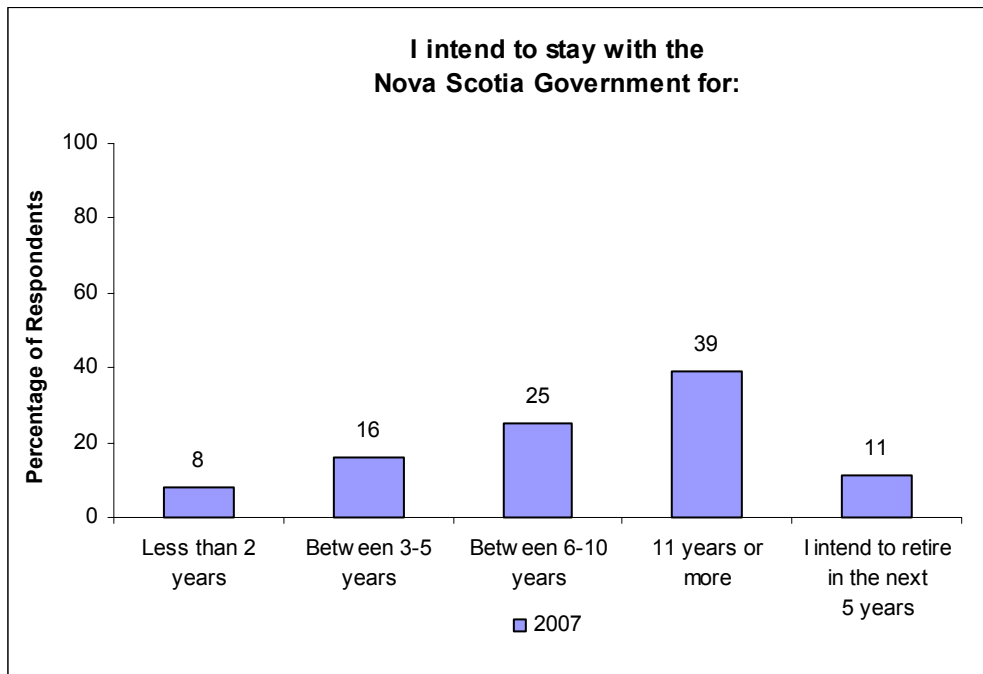
7.3 Attraction to Work in Government Question

Attraction Question	Response	
	Count	%
What attracted you to work for the Government of Nova Scotia?		
Opportunity to work in chosen field	94	47
Career advancement opportunities	75	37
Support for training	26	13
Compensation	96	48
Desire to work in Public Service	78	48
Work location	91	45
Work-life balance	71	35
Other	22	11



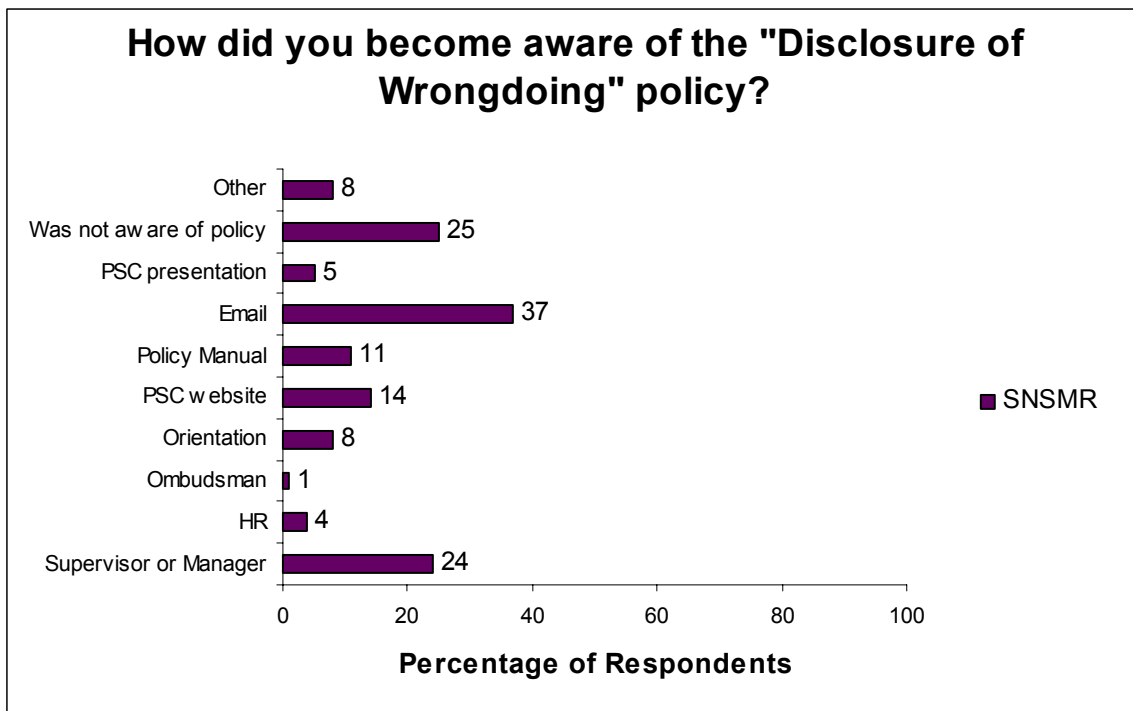
7.4 Intention to Stay Question

Intention to Stay Question	Response	
	Count	%
I intend to stay with the Nova Scotia Government for:		
Less than 2 years	16	8
Between 3-5 years	32	16
Between 6-10 years	51	25
11 years or more	79	39
I intend to retire in the next 5 years	23	11



7.5 Disclosure of Wrongdoing Policy Question

Disclosure of Wrongdoing Policy Question	Response	
	Count	%
Supervisor or Manager	48	24
HR	8	4
Ombudsman	2	1
Orientation	15	8
PSC website	29	14
Policy Manual	22	11
Email	75	37
PSC presentation	9	5
Was not aware of policy	50	25
Other	16	8



Appendix A – Service Nova Scotia & Municipal Relations – Response Rate

Department / Agency / PSE Category in the Survey	Total Population	# of Surveys Returned	Total # of Surveys Sent Out	Response Rate (%)
Service Nova Scotia and Municipal Relations	845	201	845	24%
Total Population	9020	3296	9020	37%

Appendix B – Service Nova Scotia & Municipal Relations – 4 Year Comparison of all Questions

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

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

CATEGORY	Question Wording	2004		2005		2006		2007		% change ¹
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
Teamwork	The people I work with make an effort to help each other out	1	72%	1	91%	1	92%	1	97%	34.7%
	The people I work with work as a team	2	67%	-	-	-	-	-	-	
	Shared goals are developed for my workgroup	3	56%	2	59%	2	59%	2	70%	25.0%
	I have positive working relationships with my coworkers	-	-	-	-	3	88%	3	91%	3.4%
Employee Involvement	I am given an opportunity to provide input on decisions that affect my job	4	57%	3	68%	4	71%	4	74%	29.8%
	My supervisor considers my work-related ideas	5	62%	4	89%	5	76%	5	78%	25.8%
	I can provide input into decisions that are made in my Department	6	45%	5	59%	6 ²	55%	6	54%	20.0%
	Innovation is valued in my work	-	-	-	-	-	-	7	65%	-
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	56%	27	66%	28	80%	32	75%	33.9%
	I know how my work contributes to our Department’s priorities/ purpose	8	62%	28	68%	29 ³	80%	33	79%	27.4%
	I receive the communications I need in order to do my job well	9	62%	29 ⁴	63%	30	71%	34	71%	14.5%
	My supervisor gives me feedback about my work performance ⁵	10	55%	30	60%	31	65%	54	64%	16.4%
	I participate in an annual performance appraisal/review with my supervisor ⁶	11	41%	31	53%	32	63%	55	67%	63.4%
	Work-related information is shared within my Department	12	56%	32	68%	33	67%	35	63%	12.5%
	I know where to get information within the Government of Nova Scotia in order to do my job well	13	66%	-	-	-	-	-	-	-

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

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

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

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

⁵ Question moved to Quality of Supervision category in 2007

⁶ Question moved to Quality of Supervision category in 2007

CATEGORY	Question Wording	2004		2005		2006		2007		% change ⁷
		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 ⁸	14	56%	20	54%	16	69%	19	68%	21.4%
	I can report concerns related to workplace ethical dilemmas or conflicts without fear of reprisal ⁹	15	48%	21	40%	17	65%	20	52%	8.3%
	I received communications regarding the results of last year's Government-wide employee survey	-	-	33	78%	34 ¹⁰	73%	36	81%	3.8%
	I am aware of Government's corporate values	-	-	34	42%	35	59%	37	62%	47.6%
Quality of Work Life	I am provided with support to balance my work and family life	16	51%	12 ¹¹	55%	18 ¹²	69%	21	68%	33.3%
	I have the resources (tools, equipment, support and information) I need to do my job well	17	64%	13 ¹³	72%	19	76%	22	74%	15.6%
	I can balance the demands of my work life with the demands of my personal life	18	68%	14 ¹⁴	83%	21	78%	24	80%	17.6%
	My work environment is supportive of my involvement in community/volunteer activities	-	-	15	37%	22	37%	25	39%	5.4%
	I am familiar with the Employee Assistance Program (EAP)	-	-	16	71%	-	-	-	-	-
	I know how to contact EAP for assistance	-	-	17	65%	-	-	-	-	-
	I would feel comfortable using EAP services	-	-	18	47%	-	-	-	-	-
Compensation/ Recognition	I have support at work to provide a high level of service	-	-	-	-	20	69%	23	81%	17.4%
	I am compensated (salary and benefits) fairly for my job	19	47%	35 ¹⁵	29%	36	39%	38	48%	2.1%
	I feel valued for my contributions at work	20	53%	36	59%	37	61%	39	58%	9.4%
	I receive recognition from my supervisor for a job well done	21	57%	37	58%	39	63%	41	62%	8.8%
	I have a good understanding of my benefits in the following areas: - Life Insurance - Vision Care - Prescription Drugs - Paramedical Practitioners - Dental Care	22	64% ¹⁶	-	-	-	-	-	-	-
	I know who to contact regarding questions about my benefits coverage	23	61%	-	-	-	-	-	-	-
	I receive meaningful recognition for work well done	-	-	-	-	38	53%	40	48%	-9.4%

⁷ 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.

⁸ This question was grouped under new category 'Workplace Ethics' in 2005.

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

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

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

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

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

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

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

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

CATEGORY	Question Wording	2004		2005		2006		2007		% change ¹⁷
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
Leadership (Category split into Quality of Leadership and Quality of Supervision in 2007)	I can talk openly with my supervisor about my work ¹⁸	24	66%	38	81%	42	80%	49	82%	24.2%
	The leaders (Directors and Executive Directors) in my department set a good example for employees	25	46%	39 ¹⁹	33%	40	43%	42	44%	-4.3%
	I have confidence in the leadership in my Department	26	46%	40 ²⁰	40%	41 ²¹	53%	43	48%	4.3%
	My supervisor manages conflict in my workgroup ²²	27	45%	41	50%	45	51%	52	50%	11.1%
	Senior Management will try to resolve issues raised by employees in this survey	28	35%	42	37%	46	41%	44	38%	8.6%
	The person I report to is an effective leader ²³	-	-	-	-	43	65%	50	65%	0%
	I have a positive working relationship with the person I report to ²⁴	-	-	-	-	44	78%	51	81%	3.8%
	Essential information flows effectively from senior leadership to staff	-	-	-	-	-	-	45	44%	-
	The senior leadership of my department is genuinely interested in the well being of employees	-	-	-	-	-	-	46	47%	-
	Senior leadership in my department provides clear direction	-	-	-	-	-	-	47	43%	-
	Senior leadership in my department makes timely decisions	-	-	-	-	-	-	48	38%	-
Quality of Supervision	I am satisfied with the quality of supervision I receive	-	-	-	-	-	-	53	69%	-
	Managers in my area make timely decisions	-	-	-	-	-	-	56	56%	-
	The person I report to consults me on decisions that affect my work	-	-	-	-	-	-	57	68%	-
Personal Growth	I have access to training opportunities	29	58%	6	55%	7	63%	8	75%	29.3%
	I am encouraged to share what I have learned with others in my workgroup	30	54%	7	49%	8	41%	9	68%	29.9%
	I can apply what I have learned in my training to my job	31	63%	8	74%	9	73%	10	81%	28.6%
	I have opportunities for career advancement within the Government of Nova Scotia	32	39%	9	37%	10	49%	11	48%	23.1%
	I get the training and related support I need to meet the demands of my job	33	53%	10 ²⁵	45%	12	41%	14	60%	13.2%
	I have opportunities to participate in assignment/projects in my department that allow me to expand and develop new skills	-	-	11	52%	13	53%	15	57%	9.6%
	I have opportunities for career growth within the Government of Nova Scotia	-	-	-	-	11	43%	12	48%	11.6%

¹⁷ 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.

¹⁸ Question moved to Quality of Supervision category in 2007.

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

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

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

²² Question moved to Quality of Supervision category in 2007.

²³ Question moved to Quality of Supervision category in 2007.

²⁴ Question moved to Quality of Supervision category in 2007.

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

CATEGORY	Question Wording	2004		2005		2006		2007		% change ²⁶
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	My organization supports my work-related learning and development	-	-	-	-	14	51%	16	63%	23.5%
	My job is a good fit with my skills and interests	-	-	-	-	15	76%	17	83%	9.2%
	Please identify the barriers you perceive regarding having opportunities for career advancement within the Government of Nova Scotia	-	-	-	-	Barrier ²⁷	-			
	I have opportunities for career growth within my department	-	-	-	-	-	-	13	36%	-
Diversity	The Government of Nova Scotia demonstrates its commitment to diversity in the workplace	34	53%	43	51%	47	78%	58	66%	24.5%
	Employees in my Department are respectful of employee differences	35	60%	44	74%	48	73%	59	73%	21.7%
	My department values diversity	36	47%	45	47%	49	63%	60	66%	40.4%
	My department is actively implementing activities and practices that support a diverse workplace	-	-	-	-	-	-	61	44%	-
	I am provided with the accommodations I need to ensure my full participation in my workplace	-	-	-	-	-	-	62	69%	-
	I have not experienced racism and/or discrimination in my workplace in the pas 12 months	-	-	-	-	-	-	63	86%	-
Safety/Security (Changed to Safety in 2005)	My Department creates a safe work environment for its employees	37	70%	22	87%	23	82%	27	86%	22.9%
	I feel safe working in my job	38	70%	23	92%	24	86%	28	93%	32.9%
	Harassment is not tolerated in my workplace	39	60%	24 ²⁸	86%	25	96%	29	90%	50.0%
	I know who the Occupational Health and Safety representatives are for my work area	40	73%	26	90%	27	86%	31	93%	27.4%
	I have not experience bullying behaviour in my workplace	-	-	25	70%	26	75%	30	75%	7.1%
Recruitment/ Retention (Split into two categories in 2005 as indicated: REC – Recruitment RET - Retention)	I would recommend the Government of Nova Scotia as one of the best places to work in my community(REC)	41	55%	46	56%	50 ²⁹	59%	64	67%	21.8%
	I intend to stay with the Government of Nova Scotia for:(RET) - The next five years - The next ten years	42	46% 50%	56 ³⁰	-	61	-	76	-	-
	I see a future for my career, working for the Government of Nova Scotia (RET)	43	48%	51	72%	55	65%	70	69%	43.8%

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

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

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

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

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

CATEGORY	Question Wording	2004		2005		2006		2007		% change ³¹
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	Hiring in the Government of Nova Scotia is based on merit (REC)	44	38%	47	33%	51	35%	65	39%	2.6%
	Employees have access to job postings within the Government of Nova Scotia (REC)	45	73%	48	91%	52	80%	66	95%	30.1%
	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	50%	52	44%	56 ³²	67%	71	75%	50.0%
	I have the required qualifications to meet the needs of my job (REC)	47	76%	49	97%	53	86%	67	96%	26.3%
	I work for an effective organization; in other words, my Department regularly achieves the goals set out in our business plan (RET)	48	50%	54	51%	59	51%	74	65%	30.0%
	As a manager of staff, I can attract and recruit the people I need in order to achieve my division/department goals ³³ (REC)	-	-	50	53%	54	24%	68	33%	-37.7%
	I am proud to work as a public servant(RET)	-	-	53	71%	57	737%	72	85%	19.7%
	As a manager of staff, I can retain (keep) the people I need in order to achieve my division/department goals ³⁴ (RET)	-	-	55	41%	60	35%	75	29%	-29.3%
	I am proud to tell people I work for the Government of Nova Scotia (RET)	-	-	-	-	58	63%	73	75%	19.0%
Other Questions (2004 category only)	If I experience stress, it is most often due to following factors: - Job Demands - Supervisor Demands - Work Environment - Family - Personal - Other	49 ³⁵	-	19 ³⁶	-	Stress ³⁷	-			
	What attracted you to work for the Government of Nova Scotia?	50 ³⁸	-	-	-	-	-	69	-	-
Fair HR Practices	Hiring, promotion and other staffing processes in my department are conducted in a transparent manner	-	-	-	-	-	-	78	42%	-
	Hiring, promotion and other staffing processes are fair and impartial	-	-	-	-	-	-	79	42%	-
Disclosure of Wrongdoing	I am aware of Government's "Disclosure of Wrongdoing" policy	-	-	-	-	-	-	80	72%	-
	I know who to contact to make a disclosure of wrongdoing	-	-	-	-	-	-	81	47%	-

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

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

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

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

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

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

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

CATEGORY	Question Wording	2004		2005		2006		2007		% change ³⁹
		Q#	% Fav	Q#	% Fav	Q#	% Fav	Q#	% Fav	
	I would feel comfortable using the reporting process outlined in the “Disclosure of Wrongdoing” policy	-	-	-	-	-	-	82	39%	-
	How did you become aware of the “Disclosure of Wrongdoing” policy	-	-	-	-	-	-	84 ⁴⁰	-	-
Healthy Workplace	I am aware of the corporate healthy workplace policy	-	-	-	-	-	-	85	84%	-
	I am aware of my department’s healthy workplace initiatives	-	-	-	-	-	-	86	78%	-
	I participate in healthy workplace initiatives	-	-	-	-	-	-	87	52%	-
	My department promotes a healthy and supportive workplace	-	-	-	-	-	-	88	65%	-
	I am aware and read “@ the Window” healthy workplace newsletter	-	-	-	-	-	-	89	40%	-
Additional Question	I am aware that GoverNEXT was established to represent young public servants working for the Province of Nova Scotia	-	-	-	-	-	-	90	65%	-
Overall Questions	I am inspired to give my very best	-	-	-	-	62	80%	91	82%	2.5%
	I strive to improve my department’s results	-	-	-	-	63	94%	92	87%	-7.4%
	I am satisfied with my job	-	-	-	-	64	76%	93	76%	0%
	I am satisfied with my department	-	-	-	-	65	61%	94	65%	6.6%
	Overall, I am satisfied with my work as a Government of Nova Scotia employee	-	-	-	-	66	82%	95	81%	-1.2%

³⁹ 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.

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