

How's Work Going



Evaluation & Audit
Oversight, Insight, Foresight

*Employee Survey
Corporate Summary Report
2009*

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Copies of this paper are available on the website of the Public Service Commission, www.gov.ns.ca/psc/survey
Additionally, you can contact the Evaluation and Audit division of the Public Service Commission at the address below.

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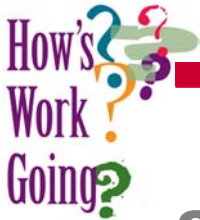
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Section 1 - Introduction

Who did we survey?

The 2009 survey was administered March 3rd - 31st, 2009, in an online format to all employees of the Nova Scotia Government.¹ The response rate was 55%, which exceeded our target. This report contains a summary of corporate results.

Who conducted the survey?

The Evaluation and Audit division, an independent function of the Nova Scotia Public Service Commission, conducted the employee survey.

Evaluation and Audit reports directly to an Audit Committee. The intent of this reporting relationship is to optimize Evaluation and Audit's independence, as described in recognized professional auditing standards. Evaluation and Audit is independent from line management and has neither direct responsibility for, nor authority over, any of the activities under the survey review.

How are the survey questions developed?

The survey questions were developed based on a comprehensive review of best practices from private and public sector employee surveys conducted, and through our participation as a member of the Employee Engagement Inter-jurisdictional Team (EEIT).² The EEIT, which has representation from jurisdictions across Canada, was mandated to develop common employee survey questions designed to measure employee engagement for use by interested public service jurisdictions across Canada. The EEIT model of employee engagement and associated questions are endorsed for use in employee surveys in public sector jurisdictions across Canada. This survey incorporates all of the 19 common questions.

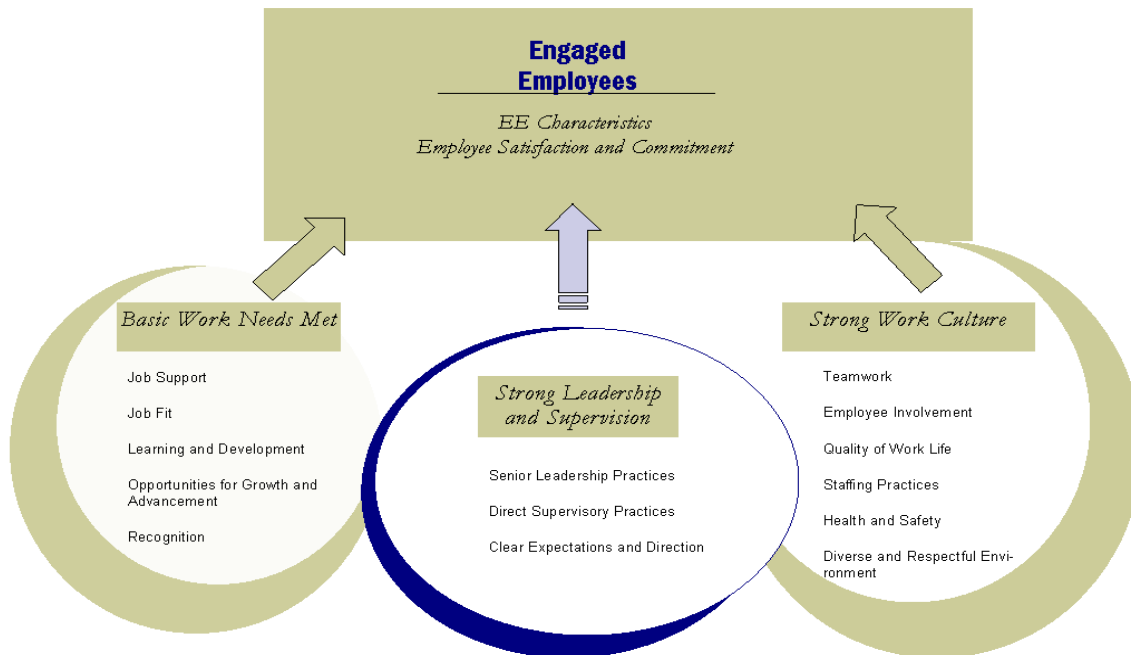
Other questions are submitted by management to gather information for the development or refinement of government programs/policies/initiatives.

¹ Department of Justice – Corrections Division and Highway Workers were also sent paper copies.

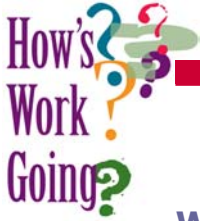
² The EEIT has representation from British Columbia, Alberta, Manitoba, Saskatchewan, Ontario, New Brunswick, Prince Edward Island, Newfoundland & Labrador, Yukon, Northwest Territories and the Federal Government.

What is the engagement model?

In addition to our work as a member of EEIT, we conducted additional statistical analyses such as, 'structural equation modeling' to refine and verify the model. Based on our analyses, questions used in this survey are grouped into clusters. Each cluster of questions is a driver. Each driver is grouped under a group (core component) of engagement. The diagram below illustrates this relationship. These three core components will impact the organizations ability to engaged employees.



The focus of this report is on the drivers' results as well as the individual questions. This report illustrates the relative strength of the relationship of each driver. This provides clear direction to Government on which actions will have the greatest impact. This highlights what alter practices or policies are required to affect employees' level of satisfaction and commitment.



What information does this report contain?

This report contains the 2009 Employee Survey summary corporate results for engagement and work environment questions. The additional questions submitted by management to gather information on the development or refinement of government programs/policies/initiatives are reported in a separate report.

Department results are reported in separate department reports.

The following corporate results are presented in this report:

- Employee Engagement Score
- Employees' Level of Satisfaction and Commitment
- Employees' perception of performance
- Employees' intentions to stay with the Government of Nova Scotia
- What attracted employees to work for the Government of Nova Scotia
- Unfavourable, Neutral, Favourable scores by question
- Comparison to 2007 survey results by question
- Comparison to inter-jurisdictional average results for the 19 common inter-jurisdictional questions, and engagement score
- Mean score by core component and driver (grouping)
- Summary by core component

How to read this report?

In this report, the results are presented in the following manner:

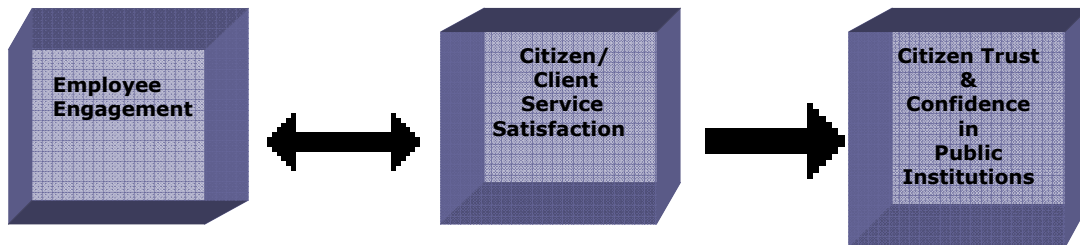
- | | |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| • Engagement Score | Engagement index which measures the extent to which individuals feel connected to and involved in their job and their organization and their level of satisfaction and commitment. |
| • Disagree- Agreement Percentage | Percentage of respondents who strongly disagreed and somewhat disagreed. |
| • Neutral - Agreement Percentage | Percentage of respondents who either agreed or disagreed. |
| • Agree - Agreement Percentage | Percentage of respondents who strongly agreed and somewhat agreed. |
| • Mean Category Score | The respondents average score calculated for each category (1-5 range) |

Section 2 - Overall Summary

Results

This section of the report outlines the extent that the Government of Nova Scotia employees feel connected and involved with their job and organization, and will note the impact this has on their perception of performance and retention. To further guide management, this report will also provide information on how to predict and influence employees' satisfaction and commitment.

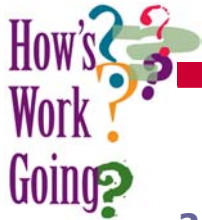
Employee engagement is the extent to which an individual feels connected to and involved with their job and the organization. We have defined the main characteristics of engagement as employee satisfaction and employee commitment. Research shows that increased employee commitment and satisfaction impacts citizens' level of satisfaction which positively impacts citizens' trust and confidence in government. This relationship is commonly referred to as the **"The Public Service Value Chain"**³. The diagram below illustrates this relationship.



Employee Engagement is a critical element to the success of any organization. Increased levels of employee engagement results will increase performance and retention. A productive and committed public service is a critical component to support the Government of Nova Scotia's ability to achieve their multiple corporate objectives and to obtain citizen service satisfaction and confidence.

A key asset in the delivery of the government's corporate objectives is the people who work for the public service. This report focuses on the progress towards providing the people who work for the public service with a work environment that engages employees by providing them with strong leadership, a strong work culture and the basic work needs they need.

³ Heintzman and Marson 2006



2.1 What is the extent that the Government of Nova Scotia employees' feel connected and involved with their job and organization?

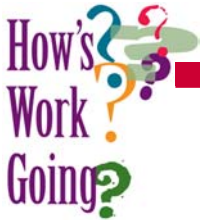
The table below outlines the Government of Nova Scotia employees' level of engagement. The table includes comparisons to the 2007 Employee Survey providing a measure of the level of progress to date. Included in the table below is the Inter-jurisdictional Employee Engagement Average Score⁴. This provides Government with an understanding on how they measure in comparison with similar public sector organizations. Through this inter-jurisdictional comparison, jurisdictions across Canada who want to improve their performance have the ability to collaboratively share high level results to gain insight into best practices.

Table 1- Engagement Score Results

Engagement Score	
2009 CORPORATE RESULTS	74
2007 CORPORATE RESULTS	72
INTER-JURISDICTIONAL AVERAGE	66
PERFORMANCE COMPARISON TO 2007	+2
PERFORMANCE COMPARISON TO INTERJURISDICTIONAL AVERAGE	+8

As the table above demonstrates, Nova Scotia employees' level of engagement has increased. In comparison to the average engagement score across jurisdictions Nova Scotia is performing at a higher rate. Nova Scotia had the top engagement score for 2009 and in 2007.

⁴ Inter-jurisdictional Employee Engagement Average Score is provided by the EEIT which consists of members from jurisdictions across Canada. The engagement methodology and calculation used by EEIT is the same as the one used in this report to calculate Nova Scotia's engagement score.



2.2 What is the Impact?

2.2.1 WHAT IS EMPLOYEES' PERCEPTION ON PERFORMANCE?

To understand employees feeling of performance, Table 2 below shows the results of how employees perceive the effectiveness of their department in achieving their goals set out in its business plans.

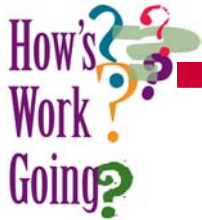
Table 2 - Employees Perception of the Effectiveness of Government	Agreement Percentages ⁵			BASELINE COMPARISON	
	Disagree	Neutral	Agree	2007 Results	Performance to Baseline
I work for an effective organization; in other words, my department regularly achieves the goals set out in its business plan	14	16*	62	60	+2

*an additional 8% selected don't know/not applicable.

As the table above demonstrates, employee's perception on their department's effectiveness has increased from 2007. It is interesting to note that 24% (almost one quarter) are not sure or don't know if their department regularly achieves the goals set out in its business plan.

To provide insight into improving these results, government should focus on areas that will influence employees' perceptions of organizational effectiveness. We noted a strong relationship between leadership and employees' perception of organizational effectiveness. In particular, clear expectations and direction and strong leadership had the greatest influence on impacting an employees' perception of their department's effectiveness.

⁵ Note: Due to rounding of numbers, and not including unknown and not applicable agreement percentages the totals in some tables may not equal 100 %. However, any unknown or n/a % above 5%, the % will be highlighted in a footnote.



2.2.2 WHAT ARE EMPLOYEES' INTENTIONS TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA?

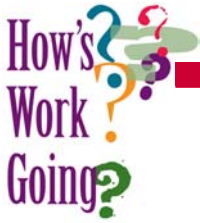
Employees' intentions to stay with the Government of Nova Scotia stayed relatively consistent from 2007. As Section 4 highlights,

- 43% of employees intend to stay 11 years or more. A slight increase.
- 34% of employees stated they are planning to leave in the next five years, due to retirement or other reasons. This is a slight decrease from 2007.

To understand and influence employees' intentions to stay, it is important to know:

- What is the level of employees' satisfaction and commitment?
- What drives employees' satisfaction and commitment?
- What attracted employees to work for the Government of Nova Scotia in the first place?
- How is Government performing in these areas?

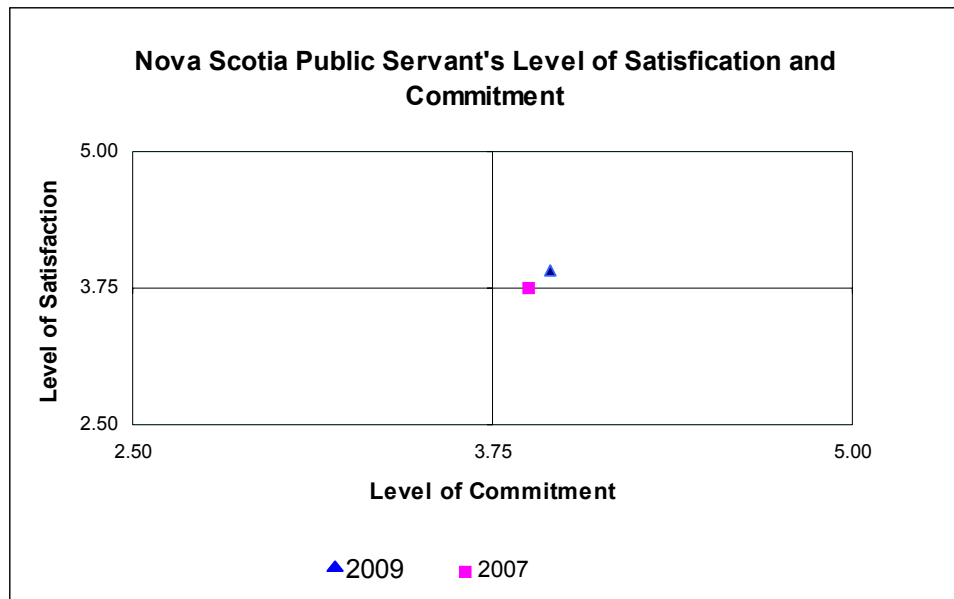
The next section of this report presents this information, which will provide Government with the analysis to highlight where Government should focus their improvement efforts.



2.3 How can Management Influence or Predict Employees' level of engagement?

2.3.1 HOW SATISFIED AND COMMITTED ARE EMPLOYEES?

Results, as illustrated in the scatter plot below, show in 2009 employees experienced an increase in their level of satisfaction and commitment.



To dig deeper, Table 3 on the next page shows the results of the characteristics of engagement – employee satisfaction and commitment. This table can be a tool for management to identify which characteristics of engagement needs the greatest level of attention.

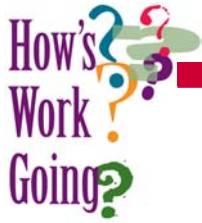
Table 3 - Evaluating the Characteristics of Engagement	Agreement Percentages ⁶			BASELINE COMPARISON		Benchmark Comparison	
	Disagree	Neutral	Agree	2007 Results	Performance to Baseline	Inter-jurisdictional Average Results	Performance to Benchmark
Satisfaction:							
I am satisfied with my job	15	6	78	73	+5	N/A	-
I am satisfied with my department	19	11	70	65	+5	61	+9
Overall, I am satisfied with my work as a Government of Nova Scotia employee	10	6	83	79	+4	74	+9
Commitment:							
I am proud to tell people I work for the Government of Nova Scotia	11	14	75	72	+3	68	+7
I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	14	16	67	66	+1	62	+5
I am inspired to give my very best	12	9	79	79	-	68	+11
I would recommend the Government of Nova Scotia as a great place to work	14	15	71	69	+2	63	+8

As the table above demonstrates, Nova Scotia employees stated they are very satisfied with their work as a Government of Nova Scotia employee. In comparison to the average engagement score across jurisdictions Nova Scotia employees are more satisfied than the average public servant across Canada. Nova Scotia had the top score for all the satisfaction and commitment questions.

Although employees were 70% satisfied with their department, and 67% show preference to remain with Government, these are areas government can focus on to improve. Two areas that can provide insight into improving this area are:

- the department results, and
- focusing on the drivers (group / categories) where a strong relationship between department satisfaction and the driver was noted.

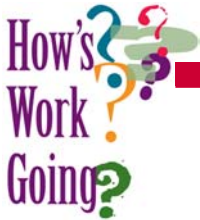
⁶ Note: Due to rounding of numbers, and not including unknown and not applicable agreement percentages the totals in some tables may not equal 100 %. However, any unknown or n/a % above 5%, the % will be highlighted in a footnote.



In particular, it was noted that:

- Leadership practices, job support and tools, recognition, a diverse and respectful work environment and supervisory practices had the greatest influence in impacting employees' level of satisfaction with their department.
- Employees' overall satisfaction with working with the Government of Nova Scotia had a influence on employees preference to stay with the Government of Nova Scotia.

Refer to Section 3 for specific question results



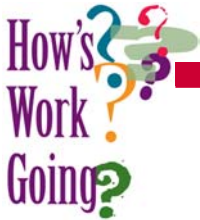
2.3.2 WHAT DRIVES EMPLOYEES SATISFACTION AND COMMITMENT?

Table 4 below notes the strength of the relationship between the drivers and employees level of overall satisfaction. By reviewing the relationship, Government can predict the level of satisfaction and commitment of employees and gain an understanding of how to influence and improve employees' level of engagement.

Table 4- Evaluating the Drivers of Engagement

DRIVERS OF ENGAGEMENT		STRENGTH OF THE DRIVER
Meeting Basic Work Needs <div style="border: 1px solid black; background-color: #ADD8E6; padding: 5px; display: inline-block;">.709</div>	Job Support and Tools	.593
	Job Fit	.447
	Learning and Development Opportunities	.472
	Opportunities for Growth and Advancement	.574
	Compensation	.356
	Recognition	.599
Strong Work Culture <div style="border: 1px solid black; background-color: #ADD8E6; padding: 5px; display: inline-block;">.671</div>	Teamwork	.478
	Employee Involvement	.518
	Quality of Work Life	.500
	Healthy and Safe Environment	.529
	Diverse and Respectful Environment	.585
	Fair Staffing Practices	.474
Strong Leadership <div style="border: 1px solid black; background-color: #ADD8E6; padding: 5px; display: inline-block;">.706</div>	Clear Expectation and Direction	.555
	Leadership Practices	.660
	Supervisory Practices	.582

As Table 4 above demonstrates, meeting employees' basic work needs and promoting a strong work culture are the building blocks for building a work environment that promotes satisfied and committed employees. To support these building blocks there is a need for strong leadership.



The table notes, with the exception of compensation, each category has a moderate to strong influence on employees' overall level of satisfaction. In particular, leadership practices are noted as a key driver. For the Government of Nova Scotia to continue to improve on employees' satisfaction and commitment, strong leadership is a key ingredient.

In 2009, the noticeable increase in employees' satisfaction with leadership practices can be directly linked to their increase in overall satisfaction with working for the Government of Nova Scotia and their increase in level of satisfaction and commitment. (Refer to Section 3-3, for more information on Leadership Practices)

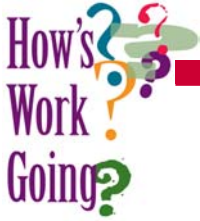
2.3.3 WHAT ATTRACTED EMPLOYEES TO WORK FOR THE GOVERNMENT OF NOVA SCOTIA?

In 2009, the question of what attracted people to work for the Government of Nova Scotia was asked. Overall, the main attractions to working for the Government of Nova Scotia were the opportunity to work in chosen field, compensation, work location and opportunity for work-life balance. This is consistent with prior years; except compensation moved from third selection in 2007 to the second biggest attraction in 2009.

To appreciate Government's current level of attraction, it is important to understand how the Government is currently performing in these attraction areas. At this time 72% of employees stated they see a future for their career indicating they see opportunity for their chosen field; however only 53% stated they feel they have an opportunity for career growth within the Government of Nova Scotia.

Compensation and opportunities for work-life balance were also noted as attractions. At this time 59% of these employees believe they are compensated fairly, and 71% believe they have support to balance their work and life balance. But 70% of employee felt their workload was manageable.

The next section of this report provides insight into how the Government of Nova Scotia is progressing with each driver. By reviewing how employees responded to the drivers of engagement along with drilling down further by examining the favourable score per question management can gain an understanding of where to focus improvements for employees' level of engagement (satisfaction and commitment).



Section 3 - Summary Results for Each Question and Category

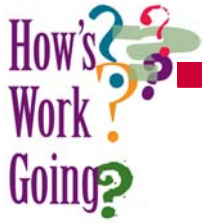
In this section, we have outlined the following survey results by category (driver):

- Unfavourable, Neutral, Favourable scores by question⁷
- Comparison to 2007 survey results by question
- Mean score by core component and driver (grouping)
- Summary by core component

This section consists of the following core components:

- 3-1 ***BASIC WORK NEEDS***
- 3-2 ***WORK CULTURE***
- 3-3 ***STRENGTH OF LEADERSHIP***

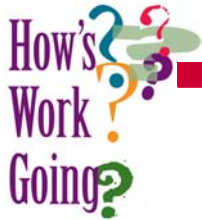
⁷ Note: Due to rounding of numbers, and not including unknown and not applicable agreement percentages the totals in some tables may not equal 100 %. However, for any unknown or n/a % above 5%, the % will be highlighted in a footnote.



SECTION 3-1 MEETING BASIC WORK NEEDS

This subsection consists of the following drivers:

- Job Support and Tools
- Job Fit
- Learning and Development
- Opportunities for Growth and Advancement
- Compensation and Recognition



Job Support and Tools

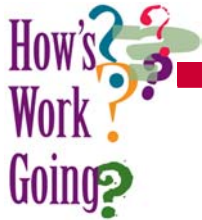
	Agreement Percentages			Baseline Comparison	
	Disagree	Neutral	Agree	2007 Results	Performance to Baseline
I am provided with the tools, equipment, support, accommodations, and information I need to do my job well	20	5	75	74	+1
I receive the communications that I need to do my job well	24	7	69	69	-
I have support at work to provide a high level of service	19	7	74	72	+2

Job Fit

	Agreement Percentages			Baseline Comparison	
	Disagree	Neutral	Agree	2007 Results	Performance to Baseline
My job is a good fit with my skills and interests	9	4	87	83	+4
My job provides me with the right level of challenge	18	7	76	N/A	

Learning and Development Opportunities

	Agreement Percentages			Baseline Comparison	
	Disagree	Neutral	Agree	2007 Results	Performance to Baseline
My organization supports my work-related learning and development	16	9	74	67	+7
I have access to training opportunities	16	6	77	80	-3
The training and development I have received has met my work-related needs	15	10	74	N/A	



Opportunities for Growth and Advancement

	Agreement Percentages			Baseline Comparison	
	Disagree	Neutral	Agree	2007 Results	Performance to Baseline
I see a future for my career, working for the Government of Nova Scotia	13	13	72	65	+7
I have opportunities for career growth within the Government of Nova Scotia	29	16	53	47	+6
I have opportunities for career growth within my department	39	16	43	40	+3

Compensation and Recognition

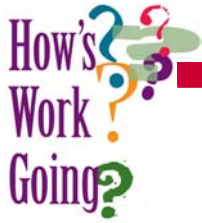
	Agreement Percentages			Baseline Comparison	
	Disagree	Neutral	Agree	2007 Results	Performance to Baseline
23 I am compensated fairly for my job	35	7	59	53	+6
24 I feel valued for my contributions at work	24	10	66	63	+3
25 I receive meaningful recognition for work well done	29	13	58	55	+3
26 I receive recognition from my supervisor for a job well done	22	9	68	67	+1

Basic Work Needs Summary:

Table 3-1 Summary of Basic Work Needs Favourable Scores	
Meeting Employees Basic Work Needs A building block to employee engagement	
Area of Strength Favourable scores $\geq 60\%$	Area for Improvement Favourable score 41-59%
Job Support and Tools	Opportunities for career growth within their department
Job Fit	Opportunities for career growth within the Government of Nova Scotia
Learning and Development	Receiving meaningful recognition
See future for career working within Government of Nova Scotia	Fair Compensation
Recognition - feeling value for their contribution and receiving recognition from their supervisor	Area of Concern Favourable score of $\leq 40\%$
	None

TABLE 3-1A MEAN SCORES FOR BASIC WORK NEEDS COMPONENT		
DRIVERS OF ENGAGEMENT		Average Score
Meeting Basic Work Needs	Job Support and Tools	3.73
	Job Fit	4.08
	Learning and Development Opportunities	3.87
	Opportunities for Growth and Advancement	3.33
	Compensation	3.28
	Recognition	3.56
Overall 3.66		

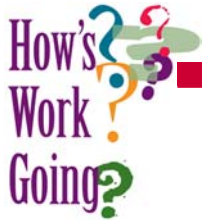
Strength - category has an average (mean) score of 3.75 or above



SECTION 3-2 YOUR WORK CULTURE

This subsection consists of the following drivers:

- Teamwork
- Employee Involvement
- Quality of Work Life
- Health and Safety
- Diverse and Respectful Environment
- Staffing Practices



Teamwork

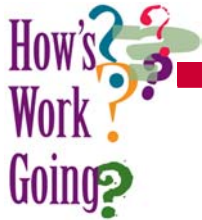
		Agreement Percentages			Baseline Comparison	
		Disagree	Neutral	Agree	2007 Results	Performance to Baseline
1	The people I work with make an effort to help each other out	8	3	89	87	+2
2	Shared goals are developed for my workgroup	18	12	68	66	+2
3	I have positive working relationships with my coworkers	5	3	91	90	+1

Employee Involvement

		Agreement Percentages			Baseline Comparison	
		Disagree	Neutral	Agree	2007 Results	Performance to Baseline
4	I have opportunities to provide input into decisions that affect my work	20	6	74	74	-
5	My supervisor considers my work-related ideas	13	6	80	80	-
6	I feel free to suggest innovative changes in my work	15	7	78	N/A	
7	Innovation is valued in my work	20	12	67	66	+1

Quality of Work Life

		Agreement Percentages			Baseline Comparison	
		Disagree	Neutral	Agree	2007 Results	Performance to Baseline
27	I have support at work to balance my work and personal life	17	12	71	68	+3
28	My work-related stress is manageable	18	7	75	N/A	
29	My workload is manageable	23	7	70	N/A	



Health & Safety

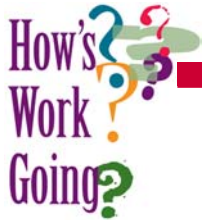
	Agreement Percentages			Baseline Comparison	
	Disagree	Neutral	Agree	2007 Results	Performance to Baseline
30 My department promotes a healthy and supportive workplace	17	9	74	63	+11
31 My department creates a safe work environment for its employees	11	7	82	84	-2
32 I feel safe working in my job	8	5	87	87	-

Diverse and Respectful Environment

	Agreement Percentages			Baseline Comparison	
	Disagree	Neutral	Agree	2007 Results	Performance to Baseline
33 My department values diversity	8	16	73	65	+8
34 My department is actively implementing activities and practices that support a diverse workplace	10	26*	56	46	+10
35 Employees in my department are respectful of employee differences	14	12	73	76	-3
36 I have not experienced racism and/or discrimination in my workplace in the past 12 months	13	6	78	80	-2
37 I have not experienced bullying behavior in my workplace in the past 12 months	26	7	66	71	-5
38 I am provided with the accommodations I need to ensure my full participation in my workplace	10	11~	75	66	+9
39 A healthy atmosphere (e.g., trust, mutual respect) exists in my work unit	26	7	66	N/A	
40 I am treated respectfully at work	15	6	79	N/A	

*an additional 8% selected don't know/not applicable.

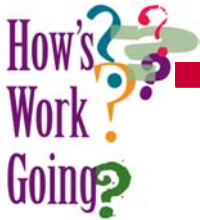
~an additional 5% selected don't know/not applicable.



Staffing Practices

	Agreement Percentages			Baseline Comparison	
	Disagree	Neutral	Agree	2007 Results	Performance to Baseline
41 The Government of Nova Scotia hires and promotes people based on their education, skills, knowledge, and experience	27	13	58	43*	+15
42 In my department, the process of selecting a person for a position is clear	28	13	56	N/A	
43 In my department, the process of selecting a person for a position is based on their education, skills, knowledge, and experience	29	11	57	N/A	
44 In my department, the process of selecting a person is fair and free from favouritism	32	14*	48	46*	+2
45 I have participated in a performance appraisal/review with my supervisor in the past 12 months	24	6~	62	61	+1
46 I have a clear understanding how my performance is evaluated	22	10`	63	N/A	
47 My most recent performance appraisal/review reflects my performance	10	11+	61	N/A	

*an additional 5% selected don't know/not applicable.
 ~an additional 8% selected don't know/not applicable.
 `an additional 6% selected don't know/not applicable.
 +an additional 18% selected don't know/not applicable.

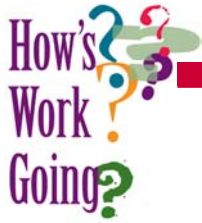


Work Culture Summary:

Table 3-2 Summary of Work Culture Favourable Scores	
Providing Employees with Effective Work Culture A building block to employee engagement	
Area of Strength Favourable scores $\geq 60\%$	Area for Improvement Favourable score 41-59%
Teamwork Employee Involvement Quality of Work Life Health and Safety Diverse and Respectful Environment- <ul style="list-style-type: none"> • Departments valuing diversity, • Employee respectful of employee differences, • Employee not experiencing racism/discrimination and/or bullying, • Employees have accommodations needed, • A healthy atmosphere exists in work units; and • Employees are treated respectfully at work. 	Staffing Practices for hiring and promotion. Employees' knowledge of department implementation of activities and practices to support a diverse workplace.
	Area of Concern Favourable score of $\leq 40\%$
Staffing Practices relating to performance management	None

TABLE 3-2A SUMMARY OF WORK CULTURE COMPONENT MEAN SCORES		
DRIVERS OF ENGAGEMENT		Sub-Category Mean Score
Strong Work Culture	Teamwork	4.11
	Employee Involvement	3.86
	Quality of Work Life	3.78
	Healthy and Safe Environment	4.12
	Diverse and Respectful Environment	3.83
	Fair Staffing Practices	3.31
Overall 3.76		

Strength - category has a mean score of 3.75 or above



SECTION 3-3 STRENGTH OF LEADERSHIP

This subsection consists of the following drivers:

- Clear Expectations and Direction
- Leadership Practices
- Supervisory Practices



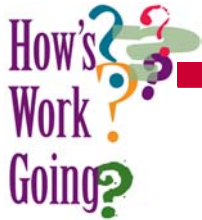
Clear Expectations and Direction

		Agreement Percentages			Baseline Comparison	
		Disagree	Neutral	Agree	2007 Results	Performance to Baseline
11	The vision, mission and goals of my department are communicated well	22	12	66	N/A	
12	I know how my work contributes to the achievement of my department's goals	11	10	79	78	+1
13	I know how my work contributes to the achievement of my work unit's goals	8	8	84	N/A	
14	I have a clear understanding of my work and what is expected of me	9	4	87	N/A	

Leadership Practices

		Agreement Percentages			Baseline Comparison	
		Disagree	Neutral	Agree	2007 Results	Performance to Baseline
48	The senior leadership in my department (<i>team comprised of: Deputy Ministers, Assistant/Associate Deputy Ministers, CEOs, Directors and Executive Directors</i>) sets a good example for employees	21	17	58	52	+6
49	I have confidence in the senior leadership of my department	23	15	60	56	+4
50	Senior leadership will try to resolve issues raised by employees in this survey	26	17*	50	45	+5
51	Essential information flows effectively from senior leadership to staff	37	13	48	47	+1
52	The senior leadership of my department are genuinely interested in the well being of employees	23	16	58	54	+4
53	The senior leadership in my department provides clear direction	28	17	53	49	+4
54	The senior leadership in my department makes timely decisions	35	18	43	42	+1

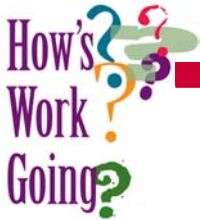
*an additional 7% selected don't know/not applicable.



Direct Supervisory Practices

		Agreement Percentages			Baseline Comparison	
		Disagree	Neutral	Agree	2007 Results	Performance to Baseline
55	I can talk openly with my supervisor about my work	12	4	84	81	+3
56	The person I report to is an effective leader	20	9	71	68	+3
57	I have a positive working relationship with the person I report to	9	6	84	81	+3
58	My supervisor manages conflict in my workgroup	24	15*	55	51	+4
59	My supervisor gives me feedback about my work performance	18	10	71	68	+3
60	My supervisor maintains high standards of honesty and integrity	13	10	76	N/A	
61	I am satisfied with the quality of supervision I receive	19	9	72	68	+4
62	Managers in my area provide clear direction	23	12	63	N/A	
63	Managers in my area make timely decisions	24	14	59	59	-

*an additional 7% selected don't know/not applicable.



Strength of Leadership Summary:

Section 3-3 Summary of Strong Leadership Favourable Scores		
Providing Employees with Strong Leadership The foundation to employee engagement		
Area of Strength Favourable scores $\geq 60\%$		Area for Improvement Favourable score 41-59%
Clear Expectations and Direction Confidence in Leadership Supervisory Practices – <ul style="list-style-type: none"> • Employees can talk openly with supervisor, • Person report to is an effective leader, • Employees have a positive working relationship with supervisor, • Supervisors provide feedback, • Supervisors maintain a high standard of honest and integrity, • Supervisors provide clear direction and • Employees are satisfaction with supervision received. 		Leadership practices - <ul style="list-style-type: none"> • Senior Leaders setting a good example, • Senior Leaders willingness to resolving issues raised in the survey, • Leaders providing essential information, • Leaders showing genuine interest in the well being of employees • Leaders providing clear direction; and • Timelines of senior leadership decisions.
		Supervisory practices – managing conflict and timeliness of their decisions
		Area of Concern Favourable score of $\leq 40\%$
		None

Table 3-3A Strong Leadership Component Mean Scores		
DRIVERS OF ENGAGEMENT		Category Mean Score
Strong Leadership	Clear Expectation and Direction	4.03
	Leadership Practices	3.22
	Supervisory Practices	3.80
Overall 3.65		

Strength - category has a mean score of 3.75 or above



Section 4 – Attraction and Retention

In this section, we have outlined the following survey results for questions concerning what attracted employees to work for the Government of Nova Scotia and what are employees' intentions to remain with the Government of Nova Scotia.


64. WHAT ATTRACTED EMPLOYEES TO WORK FOR THE GOVERNMENT OF NOVA SCOTIA	Percentages	Baseline Comparison	
	SELECTED	2007 Results	Change to Baseline
Opportunity to work in chosen field	59	59	-
Career advancement opportunities; opportunities for promotion.	39	31	+8
Support for training and related professional development activities	24	20	+4
Compensation (pay and benefits)	49	45	+4
Desire to work in the public service	35	37	-2
Work location	47	47	-
Opportunity for work-life balance	38	38	-
Other	9	8	+1

Overall, the main attractions to working for the Government of Nova Scotia were the opportunity to work in chosen field, compensation, work location and opportunity for work-life balance. This is consistent with prior years; except compensation moved from third selection in 2007 to the second biggest attraction in 2009.

65. INTENTIONS TO STAY WITH THE GOVERNMENT OF NOVA SCOTIA	Percentages	Baseline Comparison	
	SELECTED	2007 Results	Change to Baseline
Less than 2 years	7	7	-
Between 3-5 years	15	19	-4
Between 6-10 years	24	24	-
11 years or more	43	37	+6
I intend to retire within the next 5 years	12	12	-

As illustrated in the table above, 43% of employees intend to stay 11 years or more; while 34% of employees intend to leave within 5 years due to retirement or other reasons. This is a slight decrease compared to 2007 when 38% of employees intended to leave within 5 years.

Section 5 – Nova Scotia Results Compared to the Inter - jurisdictional Average

 → Nova Scotia has top inter-jurisdictional score

5.1 Comparison to Basic Work Needs

JOB SUPPORT AND TOOLS	Percentage	Benchmark Comparison	
	NS Agreement Score	Inter-jurisdictional Average Agreement Score	Performance to Baseline
I have support at work to provide a high level of service	74	66	+9

JOB FIT	Percentage	Benchmark Comparison	
	NS Agreement Score	Inter-jurisdictional Average Agreement Score	Performance to Baseline
My job is a good fit with my skills and interests	87	81	+6

LEARNING AND DEVELOPMENT OPPORTUNITIES	Percentage	Benchmark Comparison	
	Agree	Inter-jurisdictional Average	Performance to Baseline
My organization supports my work-related learning and development	74	66	+8

OPPORTUNITIES FOR GROWTH AND ADVANCEMENT	Percentage	Benchmark Comparison	
	Agree	Inter-jurisdictional Average	Performance to Baseline
I have opportunities for career growth within the Government of Nova Scotia	53	48	+5



RECOGNITION	Percentage	Benchmark Comparison	
	Agree	Inter-jurisdictional Average	Performance to Baseline
I receive meaningful recognition for work well done	58	53	+5

5.2 Comparison to Your Work Culture

TEAMWORK	Percentage	Benchmark Comparison	
	Agree	Inter-jurisdictional Average	Performance to Baseline
I have positive working relationships with my coworkers	91	88	+3

EMPLOYEE INVOLVEMENT	Percentage	Benchmark Comparison	
	Agree	Inter-jurisdictional Average	Performance to Baseline
I have opportunities to provide input into decisions that affect my work	74	64	+10
Innovation is valued in my work	67	60	+7

QUALITY OF WORK LIFE	Percentage	Benchmark Comparison	
	Agree	Inter-jurisdictional Average	Performance to Baseline
I have support at work to balance my work and personal life	71	66	+5



5.3 Comparison to Strength of Leadership

CLEAR EXPECTATIONS AND DIRECTION	Percentage	Benchmark Comparison	
	Agree	Inter-jurisdictional Average	Performance to Baseline
I know how my work contributes to the achievement of my department's goals	79	76	+3

LEADERSHIP PRACTICES	Percentage	Benchmark Comparison	
	Agree	Inter-jurisdictional Average	Performance to Baseline
I have confidence in the senior leadership of my department	60	55	+5
Essential information flows effectively from senior leadership to staff	48	44	+4

DIRECT SUPERVISORY PRACTICES	Percentage	Benchmark Comparison	
	Agree	Inter-jurisdictional Average	Performance to Baseline
I am satisfied with the quality of supervision I receive	72	71	+1



5.4 Comparison to Satisfaction and Commitment Questions

	Percentage	Benchmark Comparison	
	Agree	Inter-jurisdictional Average Results	Performance to Benchmark
Satisfaction:			
I am satisfied with my department	70	61	+9
Overall, I am satisfied with my work as a Government of Nova Scotia employee	83	74	+9
Commitment:			
I am proud to tell people I work for the Government of Nova Scotia	75	68	+7
I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	67	62	+5
I am inspired to give my very best	79	68	+11
I would recommend the Government of Nova Scotia as a great place to work	71	63	+8