



# Employee Engagement Survey

Municipal Affairs

2015 Report



This summary report provides insights on how to improve our employees' workplace which will help cultivate an engaging work environment and culture.

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# Introduction

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To build a strong public service delivering quality service to the public, it is essential to reach out and ask our employees for their input in improving their work environment.

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This is the eighth in a series of government-wide engagement surveys that has been conducted by the Public Service Commission, since 2004. The 2015 "How's Work Going?" Employee Engagement Survey was conducted across government department, agencies and commissions.

The fieldwork for the survey ran from March 4 to April 8th, with approximately 6,800 employees participating in the survey, for an overall response rate of 61%. Across the participating departments the median response rate was 76%. The March timeframe has been consistent for all eight surveys conducted. For more information of the survey methodology please refer to the government-wide report.

This report contains a summary Municipal Affairs results for the participating permanent<sup>2</sup>, contract and term employees. The Department response rate was 68%.

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<sup>2</sup>Includes both fulltime and part-time employees

## **How can the results of an employee survey be used?**

An employee survey is a communication and management tool. The survey is a way for employees to communicate openly and honestly with government leaders and management. The results provide Government with a picture of where they are now, through their employee's eyes. The results relay employees' opinion on how effective they believe their current work environment is, and what employees feel is important. This can guide an organization's efforts to improve the quality of work life for their employees.

As a management tool, employee surveys are diagnostic tools that can help pinpoint employees concerns, and can draw attention to areas that employees feel are not being adequately addressed. The information helps inform Government of what is working, what needs adjustment and what is just not working. It can inform Government if an issue is Government-wide, or a particular concern for a demographic group (gender, age, department, etc.) Employee surveys may direct an organization to the areas that need further exploration; while employee comments can help highlight the meaning behind their responses.

# Engagement

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The Government of Nova Scotia defines employee engagement as the extent to which individuals feel connected to and involved with their jobs and their organization

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Engagement is about developing a work environment and culture that fosters a productive, satisfied and committed workforce driven to provide service excellence and superior results.

Our research tells us that engaged employees:

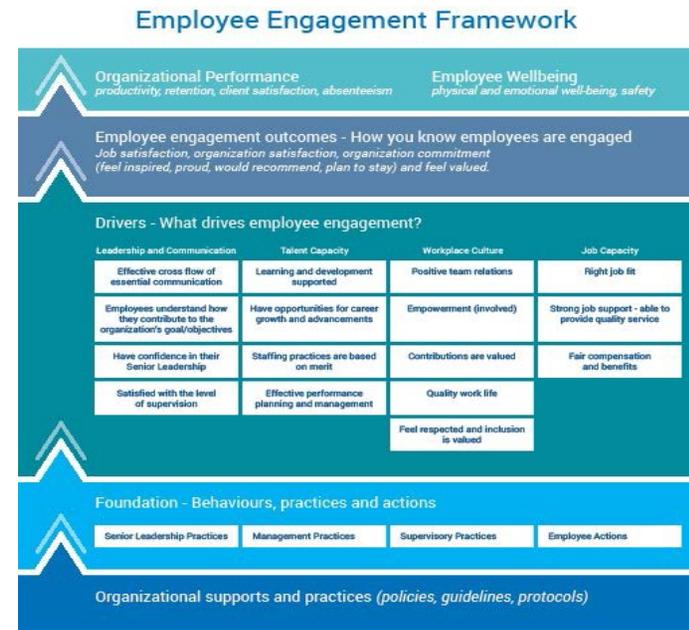
- Find satisfaction in their work
- Are committed to the organization's goals
- See themselves as part of the organization's success
- Are proud of the work they do
- Are inspired to give their best
- Are proud of their organization
- Intend to remain with the organization
- Feel valued as an employee

# Our Approach to Measuring & Understanding Employee Engagement

Government of Nova Scotia uses an analytical framework to measure and understand the various factors and experiences in an employee’s work environment that contributes to building an engaging environment which ultimately affects employees’ wellbeing and government’s success

Our work and the survey questions are based on a comprehensive analytical framework, the Employee Engagement Model (see Figure 1).

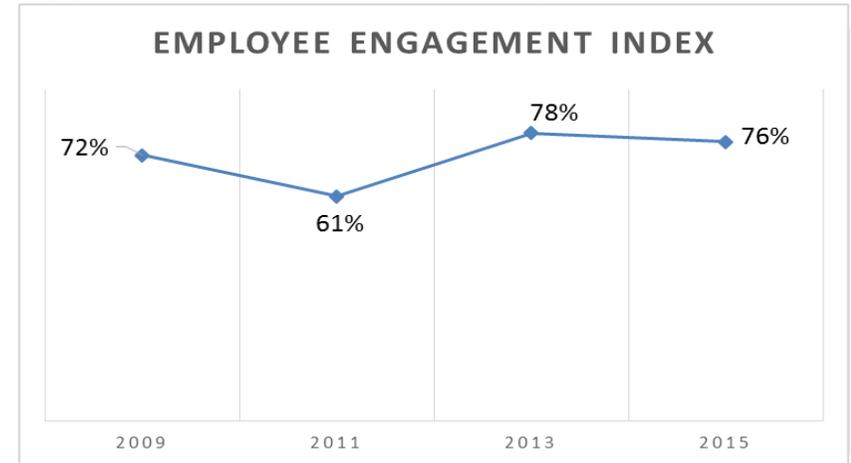
The analytical framework, initially built in 2004, focuses on measuring employee engagement and the work experiences that affect employees’ levels of engagement. We use this knowledge to assess progress, identify strengths and concerns, and to focus our efforts towards meaningful actions.



# Overall Engagement Levels

Employee engagement is the extent to which individuals feel connected to and involved with their jobs and their organization.

As noted in the Figure below, the current level of employee engagement as measured by the Employee Engagement index is 76.



*The Government-wide employee engagement index is 60.*

The Table 1 below provides the agreement scores for the engagement characteristics.

<b>Employee Engagement</b>	
Satisfied with my job	75%
Satisfied with my department	75%
Satisfied with work as Government of Nova Scotia employee	83%
Proud to tell people they work for the Government of Nova Scotia	77%
Inspired to give their best	75%
Would recommend the Government of Nova Scotia as a great place to work	71%
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	73%
Overall, feel valued as a Government of Nova Scotia employee	75%

# *Engagement Driver and Themes Indices Results*

The driver average provides information on a particular work factor while an index provides more of overall comprehensive view on a wider topic area. The four indices used in the survey match the four pillars in the Corporate Engagement Strategy, 'Pride in the Public Service'. The indices provide measurement framework to track progress of the strategy.

# Report highlights

## The Drivers results

### Quality Work Environment (Driver indices)

Pillar 1- Leadership Index	67%
Pillar 2- Talent Index	71%
Pillar 3- Workplace Culture Index	75%
Pillar 4- Job capacity Index	77%

### Areas of Strength ( $\geq 60\%$ agreement)

- Clear direction and expectations
- Senior leadership and communication
- Direct supervisory and management
- Learning and development
- Career growth and advancement
- Staffing and performance management
- Team
- Empowerment
- Recognition
- Quality work life
- Diverse, inclusive and respectful environment
- Job Fit (Work)
- Compensation and benefits
- Orientation

### Opportunities to Build (51-60% agreement)

- none

### Areas of Concern and Focus ( $< 50\%$ agreement)

- Orientation

# Summary

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## Strengths maintained or have grown

- Senior leadership and communication
- Empowerment
- Quality work life
- Career growth and advancement
- Staffing and performance planning
- Work
- Fairness of compensation
- Satisfaction with benefits
- Satisfaction with pension

## Strengths (declined)

- Clear direction and expectations
- Direct supervisory and management
- Learning and development
- Team
- Diverse, inclusive and respectful environment
- Job supports

## Opportunities & Concerns that have been improving

- Orientation

## Opportunities & Concerns maintained or declined

- none

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# Retention Intentions, Harassment and Discrimination Result

## Taking action

Employee confident that senior leadership will try to resolve issues raised by employees in this 2015 How's Work Going? employee engagement survey **62%**

## Future intentions

Employee stated retention intentions

*I intend to stay with the Government of Nova Scotia for 2 years or less* **12%**

*I intend to stay with the Government of Nova Scotia for 3-5 years* **20%**

*I intend to stay with the Government of Nova Scotia for 6-10 years* **30%**

*I intend to stay with the Government of Nova Scotia for 11 years or more* **38%**

For employees planning on leaving the Government of Nova Scotia within the next 5 years, their main reasons were:

*Going to a job elsewhere* **21%**

*Retiring from the work force* **58%**

*Moving for personal reasons* **0%**

*End of term contract or temporary assignment* **0%**

*Returning to school* **0%**

*Prefer not to say or other* **21%**

## Bullying and harassment

During the past 12 months the percentage of employees who stated they have experienced harassment/bullying behaviour at work **8%**

## Discrimination

During the past 12 months the percentage of employee who stated they have experienced discrimination behaviour at work **0%**

## Appendix A -Municipal Affairs 2015 detail results

	Gov Overall	Department Overall
<b>Employee engagement index</b>	60	76
<b>Quality Environment Drivers and Indices:</b>		
Pillar 1- Leadership Index	55	67
Organizational direction and expectations	70	77
Leadership and organizational communication	44	68
Direct supervisor and manager	60	66
Pillar 2- Talent Index	47	71
Learning and development	52	75
Career growth and opportunities	41	60
Staffing and performance planning	40	63
Pillar 3- Workplace Culture Index	61	75
Team (co-worker relationship)	66	76
Empowerment (includes employee involvement and innovation)	56	75
Recognition	41	63
Quality Work Life (includes safe, healthy and mental well-being)	61	78
Diverse, inclusive and respectful environment	65	76
Pillar 4- Job Capacity Index	69	77
Work	70	83
Job Supports	55	67
Orientation	62	20
Compensation and benefits	62	81

## Appendix A -Municipal Affairs 2015 detail results

	Gov Overall	Department Overall
<b>Employee engagement index</b>	60	76
<b>Employee engagement</b>		
Employees are satisfied with my job	66	75
Employees are satisfied with their department	55	75
Overall, employees are satisfied with their work as Government of Nova Scotia employee	66	83
Proud to tell people they work for the Government of Nova Scotia	59	77
Inspired to give their best	66	75
Would recommend the Government of Nova Scotia as a great place to work	53	71
Would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	58	73
Overall, feel valued as a Government of Nova Scotia employee	47	75

## Appendix A -Municipal Affairs 2015 detail results

	Gov Overall	Department Overall
<b>Pillar 1- Leadership Index</b>		
<b>Organizational direction and expectation</b>		
Employees have a clear understanding of work and what is expected of them	79	82
Employees have a clear understanding of their department's priorities	63	70
Employees know how their work contributes to the achievement of their department's goals	68	78
<b>Leadership and organizational communication</b>		
The department senior leadership are genuinely interested in their well-being	45	72
The department senior leadership sets a good example for employees	46	76
The department senior leadership provides clear direction	42	62
The department senior leadership makes timely decisions	37	63
Essential information flows effectively from senior leadership to staff	39	56
Essential information flows effectively from staff to senior leadership	41	71
Have confidence in the department senior leadership	47	66
Have confidence in their senior leader	52	78
<b>Direct supervisor and manager</b>		
The person they report to considers their work-related ideas	73	82
Employees receive recognition from the person they report to for a job well done	65	72
The person they report to gives employees feedback about their work performance	61	54
The person they report to manages conflict in their work unit	48	46
Employees satisfied with the quality of supervision they receive	64	67
Essential information flows effectively from management in their work unit to staff	49	63
Employees feel trusted by their management	63	75
Employees have confidence in their management team	55	72

## Appendix A -Municipal Affairs 2015 detail results

	Gov Overall	Department Overall
<b>Pillar 2- Talent Index</b>		
<b>Learning and development</b>		
Employees have access to the right training and development opportunities	52	75
Employees have adequate opportunities to develop their skills	49	73
Organization supports employees work-related learning and development	55	81
Learning and development activities completed in the past 2 years have helped to improve their performance	55	71
Learning and development activities completed helped them to develop their career	51	73
<b>Staffing and performance planning</b>		
In their department, hiring, promotion and other staffing processes are free from favouritism	39	60
In their department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	42	66
Most recent performance plan helped employees achieve their work goals	42	50
Most recent performance plan is helping employees work towards their career goals	37	40
<b>Career growth and opportunities</b>		
Employees are satisfied with the way their career growth and advancement is progressing with the Government of Nova Scotia.	44	59
Employee have opportunities for career growth within the Government of Nova Scotia	38	61

## Appendix A -Municipal Affairs 2015 detail results

	Gov Overall	Department Overall
<b>Pillar 3- Workplace Culture Index</b>		
<b>Team</b>		
A healthy atmosphere (e.g. trust, mutual respect) exists in their work unit	59	69
Members of their team communicate effectively with each other	60	74
Employees have a positive working relationship with their coworkers	80	86
<b>Empowerment</b>		
Innovation is valued in their work	50	70
Employees feel free to suggest innovative ideas	62	76
Employees have the freedom to make decisions to do their job well	57	76
Employees have the opportunities to provide input into decisions that affect their work	56	76
<b>Recognition</b>		
Department does a good job formally recognizing its employees	35	64
Employees receive meaningful recognition for work well done	41	60
Employees feel valued for their contributions at work	47	66
<b>Quality Work Life</b>		
Employees have support at work to balance my work and personal life	65	76
If applicable, employees flexible work arrangement helps me achieve balance in my work and personal life	68	80
Employees feel safe working in their job	77	92
Department creates a healthy work environment for its employees	58	76
Department creates a work environment that supports and cares about employees' emotional well-being	49	67
Employees work-related stress is manageable	58	78
Employees would describe my workplace as healthy, safe and supportive of employees' emotional well-being	51	76
<b>Diverse, inclusive and respectful environment</b>		
Department values diversity	66	76
In department, policies and practices are fair and equitable	59	71
Employees in department respect individual differences	67	76
Employees feel they are treated respectfully at work	73	84
In department, the opinions and perspective of people from diverse backgrounds are considered in the enhancement of employees' work tasks and practices	60	73

## Appendix A -Municipal Affairs 2015 detail results

	Gov Overall	Department Overall
<b>Pillar 4- Job Capacity Index</b>		
<b>Work</b>		
Employees' job is a good fit for their skills and interests	82	88
Employees have a choice in deciding how they do my work	65	83
In department, I have opportunities to implement ideas to improve their work	62	77
Employees work gives them a sense of personal accomplishment	70	85
<b>Job Supports</b>		
Employees are provided with the communication they need to do their job well	51	62
Employees are provided with the equipment and resources they need to do their job well	58	75
Employees' workload is manageable	57	67
Employees' have support at work to provide a high level of service	55	65
<b>Orientation</b>		
If I have been employed less than 2 years or started a new job in the last 2 years, received an orientation	62	20
<b>Compensation and benefits</b>		
Employees feel they are compensated fairly	54	78
Employees are satisfied with their benefits (e.g. health, dental, LTD)	72	86
Employees are satisfied with their pension	61	78

## Appendix A -Municipal Affairs 2015 detail results

	Gov Overall	Department Overall
<b>Taking action</b>		
Confident that their senior leadership will try to resolve issues raised by employees in this 2015 How's Work Going? employee engagement survey	43	62
Confident that managers where they work will take actions to resolve issues in this survey	47	63
<b>Future intentions</b>		
The following statements reflects employees intention to stay with Government of NS		
<i>Intend to stay with the Government of Nova Scotia for 2 years or less</i>	12	12
<i>Intend to stay with the Government of Nova Scotia for 3-5 years</i>	20	20
<i>Intend to stay with the Government of Nova Scotia for 6-10 years</i>	24	30
<i>Intend to stay with the Government of Nova Scotia for 11 years or more</i>	44	38
If planning on leaving the Government of Nova Scotia within the next 5 years, the main reason:		
<i>Going to a job elsewhere</i>	27	21
<i>Retiring from the work force</i>	49	58
<i>Moving for personal reasons</i>	3	0
<i>End of term contract or temporary assignment</i>	3	0
<i>Returning to school</i>	1	0
<i>Other</i>	17	21
<b>Bullying and harassment</b>		
During the past 12 months have experienced harassment/bullying behaviour at work.	19	8
<b>Discrimination</b>		
During the past 12 months have experienced discrimination behaviour at work.	6	0

## Appendix B-Department of Municipal Affairs: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
<b>Employee Engagement Index</b>	72%	61%	78%	<b>76%</b>	-11%	17%	<b>-2</b>
<b>Quality Work Environment (Driver indices)</b>							
Pillar 1- Leadership Index	68%	61%	66%	<b>67%</b>	-7%	6%	<b>+0</b>
Pillar 2- Talent Index	69%	52%	67%	<b>71%</b>	-18%	16%	<b>+4</b>
Pillar 3- Workplace Culture Index	69%	66%	74%	<b>75%</b>	-2%	8%	<b>+1</b>
Pillar 4- Job capacity Index	76%	65%	85%	<b>77%</b>	-11%	21%	<b>-9</b>
<b>Employee Engagement</b>							
B01. I am satisfied with my job	76%	46%	82%	<b>75%</b>	-30%	36%	<b>-7</b>
B02. I am satisfied with my department	62%	33%	75%	<b>75%</b>	-29%	42%	<b>0</b>
B03. Overall, I am satisfied with my work as a Government of Nova Scotia employee	76%	67%	88%	<b>83%</b>	-9%	21%	<b>-5</b>
B04. I am proud when I tell I work for the Government of Nova Scotia	69%	67%	77%	<b>77%</b>	-2%	10%	<b>0</b>
B05. I am inspired to give my best	76%	58%	79%	<b>75%</b>	-18%	21%	<b>-4</b>
B06. I would recommend the Government of Nova Scotia as a great place to work	66%	67%	71%	<b>71%</b>	1%	4%	<b>0</b>
B07. I would prefer to stay with the Government of Nova Scotia, even if offered a similar job elsewhere	83%	73%	78%	<b>73%</b>	-10%	5%	<b>-5</b>
B08. Overall, I feel valued as a Government of Nova Scotia employee	n/a	n/a	69%	<b>75%</b>	n/a	n/a	<b>+6</b>

## Department of Municipal Affairs: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
<b>Pillar 1- Leadership Index</b>							
<b>Organizational direction and expectation</b>	68%	61%	66%	67%	-7%	6%	<b>+0</b>
A13. I have a clear understanding of my work and what is expected of me	94%	85%	90%	<b>82%</b>	-9%	5%	<b>-8</b>
A15. I know how my work contributes to the achievement of my department's goals	84%	77%	77%	<b>78%</b>	-7%	0%	<b>+1</b>
<b>My leadership and organizational communication</b>							
A29. The senior leadership in my department are genuinely interested in my well-being	59%	70%	62%	<b>72%</b>	11%	-8%	<b>+10</b>
A30. The senior leadership in my department sets a good example for employees	59%	70%	57%	<b>76%</b>	11%	-13%	<b>+19</b>
A31. The senior leadership in my department provides clear direction	55%	64%	53%	<b>62%</b>	9%	-11%	<b>+9</b>
A32. The senior leadership in my department makes timely decisions	52%	50%	55%	<b>63%</b>	-2%	5%	<b>+8</b>
A33. Essential information flows effectively from senior leadership to staff	45%	39%	55%	<b>56%</b>	-6%	16%	<b>+1</b>
A34. Essential information flows effectively from staff to senior leadership	n/a	36%	68%	<b>71%</b>	n/a	32%	<b>+3</b>
A35. I have confidence in the senior leadership of my department	66%	64%	60%	<b>66%</b>	-2%	-4%	<b>+6</b>
<b>My direct report and manager</b>							
A19. The person I report to considers my work-related ideas	71%	71%	74%	<b>82%</b>	0%	3%	<b>+8</b>
A20. I receive recognition from the person I report to for a job well done	55%	64%	65%	<b>72%</b>	9%	1%	<b>+7</b>
A21. The person I report to gives me feedback about my work performance	62%	54%	71%	<b>54%</b>	-8%	17%	<b>-17</b>
A24. The person I report to manages conflict in my work unit	66%	39%	63%	<b>46%</b>	-27%	24%	<b>-17</b>
A25. I am satisfied with the quality of supervision I receive	76%	62%	73%	<b>67%</b>	-14%	11%	<b>-6</b>
A26. Essential information flows effectively from management in my work unit to staff	n/a	n/a	63%	<b>63%</b>	n/a	n/a	<b>0</b>

## Department of Municipal Affairs: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
<b>Pillar 2- Talent Index</b>	69%	52%	67%	71%	-18%	16%	<b>+4</b>
<b>Learning and development</b>							
A40. I have access to the right training opportunities	71%	60%	84%	<b>75%</b>	-11%	24%	<b>-9</b>
A41. I have adequate opportunities to develop my skills	n/a	n/a	70%	<b>73%</b>	n/a	n/a	<b>+3</b>
A42. My organization supports my work-related learning and development	77%	60%	82%	<b>81%</b>	-17%	22%	<b>-1</b>
<b>Staffing and performance planning</b>							
A45. In my department, hiring, promotion and other staffing processes are free from favouritism	n/a	36%	37%	<b>60%</b>	n/a	1%	<b>+23</b>
A46. In my department, hiring, promotion and other staffing processes are based on education, skills, knowledge and experience	45%	40%	57%	<b>66%</b>	-5%	17%	<b>+9</b>
A22. My most recent performance plan helped me achieve my work goals	n/a	n/a	54%	<b>50%</b>	n/a	n/a	<b>-4</b>
A23. My most recent performance plan is helping me work towards my career goals	n/a	n/a	61%	<b>40%</b>	n/a	n/a	<b>-21</b>
<b>Career growth and opportunities</b>							
A47. I am satisfied with the way my career growth and advancement is progressing with the Government of Nova Scotia.	n/a	53%	48%	<b>59%</b>	n/a	-5%	<b>+11</b>
A48. I have opportunities for career growth within the Government of Nova Scotia	61%	43%	52%	<b>61%</b>	-18%	9%	<b>+9</b>

## Department of Municipal Affairs: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
<b>Pillar 3- Workplace Culture Index*</b>	69%	66%	74%	75%	-2%	8%	<b>+1</b>
<b>My team</b>							
A16. A healthy atmosphere (e.g. trust, mutual respect) exists in my work unit	53%	50%	71%	<b>69%</b>	-3%	21%	<b>-2</b>
A18. I have a positive working relationship with my coworkers	94%	80%	96%	<b>86%</b>	-14%	16%	<b>-10</b>
<b>Empowerment</b>							
A09. Innovation is valued in my work	68%	71%	61%	<b>70%</b>	3%	-10%	<b>+9</b>
A10. I feel free to suggest innovative ideas	65%	64%	71%	<b>76%</b>	-1%	7%	<b>+5</b>
A11. I have the freedom to make decisions to do my job well	n/a	n/a	71%	<b>76%</b>	n/a	n/a	<b>+5</b>
A12. I have the opportunities to provide input into decisions that affect my work	61%	64%	69%	<b>76%</b>	3%	5%	<b>+7</b>
<b>Recognition</b>							
A37. My department does a good job formally recognizing its employees	n/a	n/a	53%	<b>64%</b>	n/a	n/a	<b>+11</b>
A38. I receive meaningful recognition for work well done	48%	57%	55%	<b>60%</b>	9%	-2%	<b>+5</b>
A39. I feel valued for my contributions at work	61%	64%	63%	<b>66%</b>	3%	-1%	<b>+3</b>
<b>Quality Work Life</b>							
A56. I have support at work to balance my work and personal life	77%	54%	80%	<b>76%</b>	-23%	26%	<b>-4</b>
A58. I feel safe working in my job	87%	57%	83%	<b>92%</b>	-30%	26%	<b>+9</b>
A59. My department creates a healthy work environment for its employees	70%	36%	76%	<b>76%</b>	-34%	40%	<b>0</b>
A61. My work-related stress is manageable	68%	57%	74%	<b>78%</b>	-11%	17%	<b>+4</b>
<b>Diverse, inclusive and respectful environment</b>							
A63. My Department values diversity	77%	69%	87%	<b>76%</b>	-8%	18%	<b>-11</b>
A65. Employees in my department respect individual differences	60%	64%	77%	<b>76%</b>	4%	13%	<b>-1</b>
A66. I am treated respectfully at work	63%	71%	84%	<b>84%</b>	8%	13%	<b>0</b>

## Department of Municipal Affairs: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
<b>Pillar 4- Job Capacity Index</b>	76%	65%	85%	77%	-11%	21%	<b>-9</b>
<b>My Job</b>							
A01. My job is a good fit for my skills and interests	77%	69%	89%	<b>88%</b>	-8%	20%	<b>-1</b>
A03. In my department, I have opportunities to implement ideas to improve my work	n/a	n/a	65%	<b>77%</b>	n/a	n/a	<b>+12</b>
<b>My Job Supports</b>							
A05. I am provided with the communication I need to do my job well	65%	63%	71%	<b>62%</b>	-2%	8%	<b>-9</b>
A06. I am provided with the equipment and resources I need to do my job well	87%	88%	83%	<b>75%</b>	1%	-5%	<b>-8</b>
A07. My workload is manageable	84%	57%	74%	<b>67%</b>	-27%	17%	<b>-7</b>
A08. I have support at work to provide a high level of service	74%	60%	81%	<b>65%</b>	-14%	21%	<b>-16</b>
A49. If I have been employed less than 2 years or started a new job in the last 2 years, I received an orientation <sup>5</sup>	n/a	n/a	15%	<b>20%</b>	n/a	n/a	<b>+5</b>
<b>Compensation and benefits</b>							
A50. I am compensated fairly	55%	60%	67%	<b>78%</b>	5%	7%	<b>+11</b>
A51. I am satisfied with my benefits (e.g. health, dental, LTD)	n/a	n/a	71%	<b>86%</b>	n/a	n/a	<b>+15</b>
A52. I am satisfied with my pension	n/a	n/a	66%	<b>78%</b>	n/a	n/a	<b>+12</b>

## Department of Municipal Affairs: Trend Results 2009-2015

	2009	2011	2013	2015	09 to '11	11 to '13	13 to '15
<b>Taking action</b>							
C01. I am confident that my senior leadership will try to resolve issues raised by employees in this 2015 How's Work Going? employee engagement survey	45%	55%	53%	<b>62%</b>	10%	-2%	<b>+9</b>
<b>Future intentions</b>							
C03. Which of the following statements reflects your intentions to stay with the Government of Nova Scotia							
<i>I intend to stay with the Government of Nova Scotia for 2 years or less</i>	7%	13%	8%	<b>12%</b>	6%	-5%	<b>+4</b>
<i>I intend to stay with the Government of Nova Scotia for 3-5 years</i>	13%	25%	23%	<b>20%</b>	12%	-2%	<b>-3</b>
<i>I intend to stay with the Government of Nova Scotia for 6-10 years</i>	24%	13%	15%	<b>30%</b>	-11%	2%	<b>+15</b>
<i>I intend to stay with the Government of Nova Scotia for 11 years or more</i>	55%	50%	55%	<b>38%</b>	-5%	5%	<b>-17</b>
C04. If you are planning on leaving the Government of Nova Scotia within the next 5 years, please indicate the main reason <sup>6</sup>							
<i>Going to a job elsewhere</i>	n/a	0%	31%	<b>21%</b>	n/a	31%	<b>-10</b>
<i>Retiring from the work force</i>	3%	100%	21%	<b>58%</b>	97%	-79%	<b>+37</b>
<i>Moving for personal reasons</i>	n/a	0%	0%	<b>0%</b>	n/a	0%	<b>0</b>
<i>End of term contract or temporary assignment</i>	n/a	0%	1%	<b>0%</b>	n/a	1%	<b>-1</b>
<i>Returning to school</i>	n/a	0%	5%	<b>0%</b>	n/a	5%	<b>-5</b>
<i>Prefer not to say or other</i>	n/a	0%	43%	<b>21%</b>	n/a	43%	<b>-22</b>
<b>Bullying and harassment</b>							
D01. During the past 12 months have experienced harassment/bullying behaviour at work	27%	50%	32%	<b>8%</b>	23%	-18%	<b>-24</b>
<b>Discrimination</b>							
D02. During the past 12 months have experienced discrimination behaviour at work	23%	8%	7%	<b>0%</b>	-15%	-1%	<b>-7</b>