



work
environment
survey
2007/08



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general report of results

In 2006, the Public Service Secretariat (PSS) worked with departments to implement workforce planning as a regular business process. This initiative was developed to support the goals and objectives outlined in Government's human resource management strategy, *Creating Tomorrow's Public Service*, and the development of human resource strategies and other workplace initiatives.

In 2007, the PSS and the Newfoundland and Labrador Statistics Agency (NLSA) conducted a government-wide Work Environment Survey (WES). As a research tool, this employee survey explored issues related to job satisfaction and employee engagement. As a communication tool, the survey provided employees with an opportunity to express their opinions on a variety of issues that affect them and their workplace.

The Government of Newfoundland and Labrador (GNL) understands the importance of having employees that are satisfied with the workplace. Job satisfaction and employee engagement encompass a variety of human resource challenges that are being experienced within the core public service (CPS). By focusing on satisfaction and engagement as organizational outcomes, and by conducting applied research on these topics, the GNL will gain a richer understanding of how satisfaction and engagement relate to the current work environment and how strategic workplace improvements can enhance continued organizational success.

This report presents the results from the 2007-08 Work Environment Survey. Generally speaking, the results are quite positive and are indicative of the knowledge, experience and dedication that is demonstrated by public service employees.

research objectives

As a new research initiative, the WES for 2007-08 was predominantly exploratory, meaning that results from this survey will help to establish a baseline and set directions for the next employee survey planned for 2009-10.

The primary objectives of this initiative are to:

- ▶ Identify some of the core drivers of job satisfaction and employee engagement.
- ▶ Examine the relationships between these drivers and how they relate to the outcomes of job satisfaction and employee engagement.

In addition to the collection and analysis of survey data, this initiative also serves a number of essential functions, which include the following:

- ▶ Identifying organizational strengths and areas for improvement.
- ▶ Integrating surveying as a recognized best practice at the corporate-level of the organization.
- ▶ Providing leaders and managers with information that will facilitate ongoing planning and policy development activities.
- ▶ Developing targeted HR management strategies.
- ▶ Providing employees with the opportunity to share their attitudes and opinions regarding the workplace.

about the questionnaire

The survey was designed to measure the level of agreement employees had with respect to 54 questionnaire items, which represented potential factors that influence job satisfaction and employee engagement. Based on previous research and current literature, questionnaire items were developed to capture some, but not all, information with respect to the following factors:

- ▶ Co-worker and supervisor relationships
- ▶ Physical work environment
- ▶ Organizational commitment
- ▶ Current job qualities
- ▶ Opportunities for training and development
- ▶ Communication practices
- ▶ Alignment with departmental vision and goals

Level of agreement on each of the 54 questionnaire items was measured using a 5-point scale, which was scored and labeled as follows:

- ❶ Strongly Agree
- ❷ Somewhat Agree
- ❸ Neither Agree Nor Disagree
- ❹ Somewhat Disagree
- ❺ Strongly Disagree

Additionally, the questionnaire contained several demographic questions, which asked participants about their age, sex, current department, years of service and other characteristics. For a brief summary of methods and a full listing of items and demographics, please contact Shawne Malik by email at shawnemalik@gov.nl.ca.



overview of survey results

ORGANIZATIONAL STRENGTHS, BEST PRACTICES AND AREAS OF IMPROVEMENT

The survey results provide some insight into what aspects of the organization might be considered as strengths, emerging best practices or areas for improvement.

Strengths of the organization appear to include aspects of the following:

- ▶ Supervisor/manager relationships
- ▶ Co-worker relationships
- ▶ Job satisfaction
- ▶ Work-life balance
- ▶ Health and safety awareness

While the organization seems to be performing well in these areas, there are some notable areas for improvement. Specifically, how supervisors/managers communicate with employees may be one area that requires departmental and corporate planning and development. Another aspect of the CPS that requires further research relates to how organizational commitment can be enhanced.

Areas where some progress has been made to improve the CPS include the following:

- ▶ Strategic alignment of employees
- ▶ Training, learning and development
- ▶ Compensation

overview of survey results

HUMAN RESOURCE PLANNING

These results are intended to support departmental workforce planning and other related human resource initiatives. With respect to corporate planning, the PSS has prepared a number of initiatives to address the following priorities for the core public service:

- ▶ Building on employee potential by cultivating talent, investing in employees and focusing on results-oriented management. Specific areas of attention include knowledge management, succession planning, learning and development, enhanced career options, recognition and orientation.
- ▶ Strengthening organizational competitiveness by understanding employee needs and identifying ways to improve attraction and retention. In particular, the organization needs to develop an employer brand, evaluate current attraction practices and increase partnerships with educational institutions.
- ▶ Renewing the workplace by promoting long-term attachment of employees to the organization. This objective can be achieved by improving aspects of existing communication practices, supervisor/manager performance and leadership capacity.

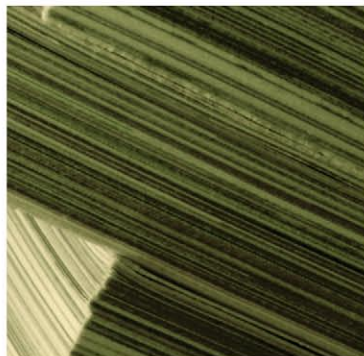
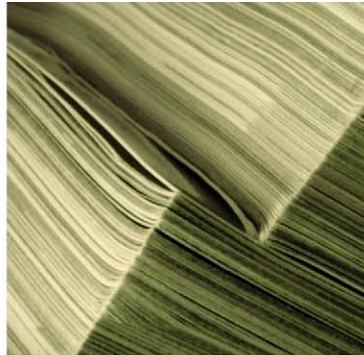
overview of survey results

SUPPORTING EVIDENCE

The results of the employee survey offer a unique but partial view of the organization. A number of potential factors that reflect and impact human resource effectiveness have been identified in the discussion of survey results. Until further analysis is completed on current and future survey data, survey results should be considered as supporting data for corporate and departmental human resource planning and strategy development. The following sources of information should be considered in addition to WES results:

- ▶ Departmental workforce plans
- ▶ Human resource accountability reports
- ▶ Strategic/business plans
- ▶ HR metrics and other performance measures
- ▶ Staff and executive management meetings
- ▶ One-on-one discussions with employees
- ▶ Relevant articles and books

However, data from the WES bridges a significant gap in the type and quality of data available to departments and central agencies.



survey results

For the purpose of this report, survey results were compiled into three categories based on the 5-point scale used during data collection. The following table demonstrates how this was done:

5-POINT SCALE RESPONSES	REPORTING CATEGORIES
STRONGLY AGREE	% AGREE
SOMEWHAT AGREE	
NEITHER AGREE NOR DISAGREE	% NEUTRAL
SOMEWHAT DISAGREE	% DISAGREE
STRONGLY DISAGREE	

Percentage totals may fall below or exceed 100 percent due to rounding of decimals. The confidence interval for the following data is ± 2.35 percent; this number establishes a range in which the true value for the population is likely to exist.

All data being reported are weighted to represent the workforce of the CPS. This means that percentages in the following tables provide an *estimate* of the population value, rather than the actual value of the sample.

survey results

Questionnaire items are presented in the same order as they appeared during the administration of the survey. With respect to interpreting level of agreement, the following is a general guide to interpreting percentages in this report:

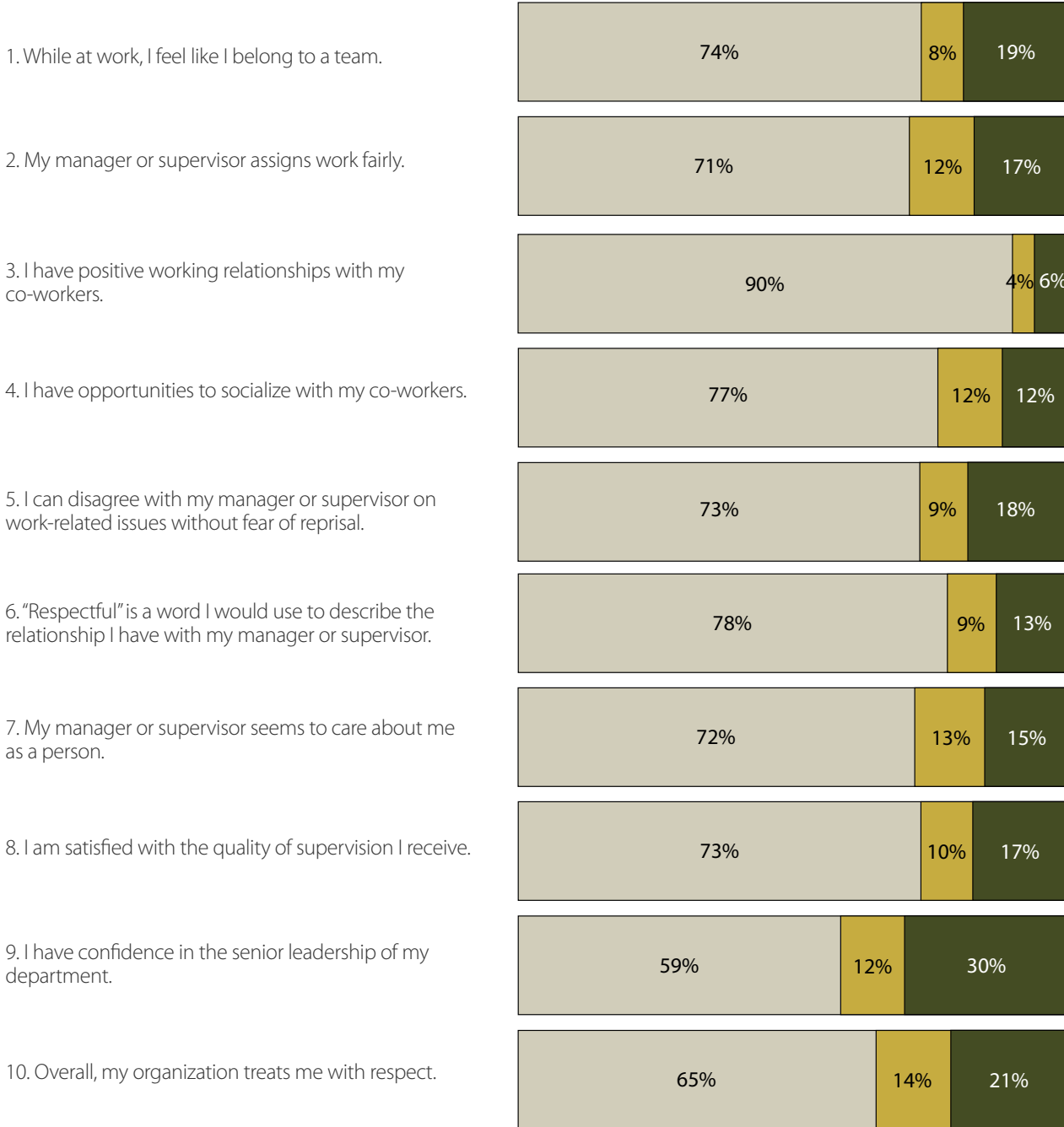
PERCENT AGREE		INTERPRETATION
80% or higher	=	ORGANIZATIONAL STRENGTHS
60% to 79%	=	EMERGING BEST PRACTICES
59% or less	=	AREAS FOR IMPROVEMENT

For this report, the frequency of responses was examined for each questionnaire item.

Frequencies, refer to how many respondents indicated either "Agree", "Neutral", or "Disagree" for each item.

SECTION A - CO-WORKERS & SUPERVISOR

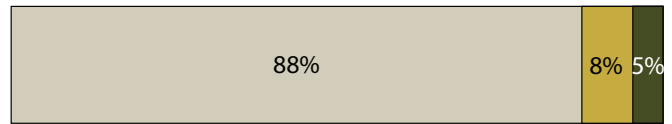
AGREE NEUTRAL DISAGREE



SECTION B - PHYSICAL ASPECTS OF THE WORK ENVIRONMENT

AGREE NEUTRAL DISAGREE

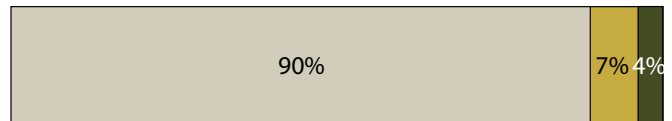
11. I am aware of the risks and hazards of my work environment.



12. My department is committed to ensuring the health and safety of its employees.



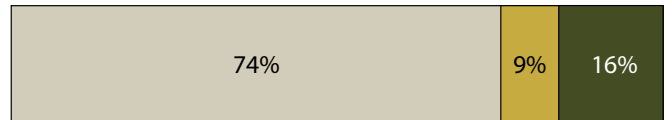
13. I am aware of my role and responsibility for protecting my personal health and safety in the workplace.



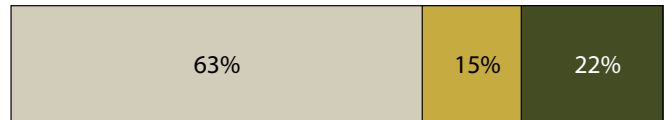
SECTION C - OVERALL SATISFACTION WITH GOVERNMENT AND YOUR DEPARTMENT

AGREE NEUTRAL DISAGREE

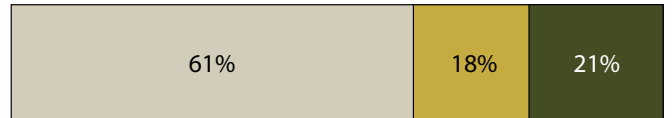
14. Overall, I am satisfied in my work as a Government of Newfoundland and Labrador employee.



15. I would recommend the Government of Newfoundland and Labrador as a great place to work.



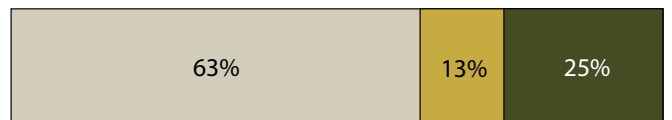
16. I would prefer to stay with the Government of Newfoundland and Labrador, even if offered a similar job elsewhere.



17. I am proud to tell people that I work for the Government of Newfoundland and Labrador.

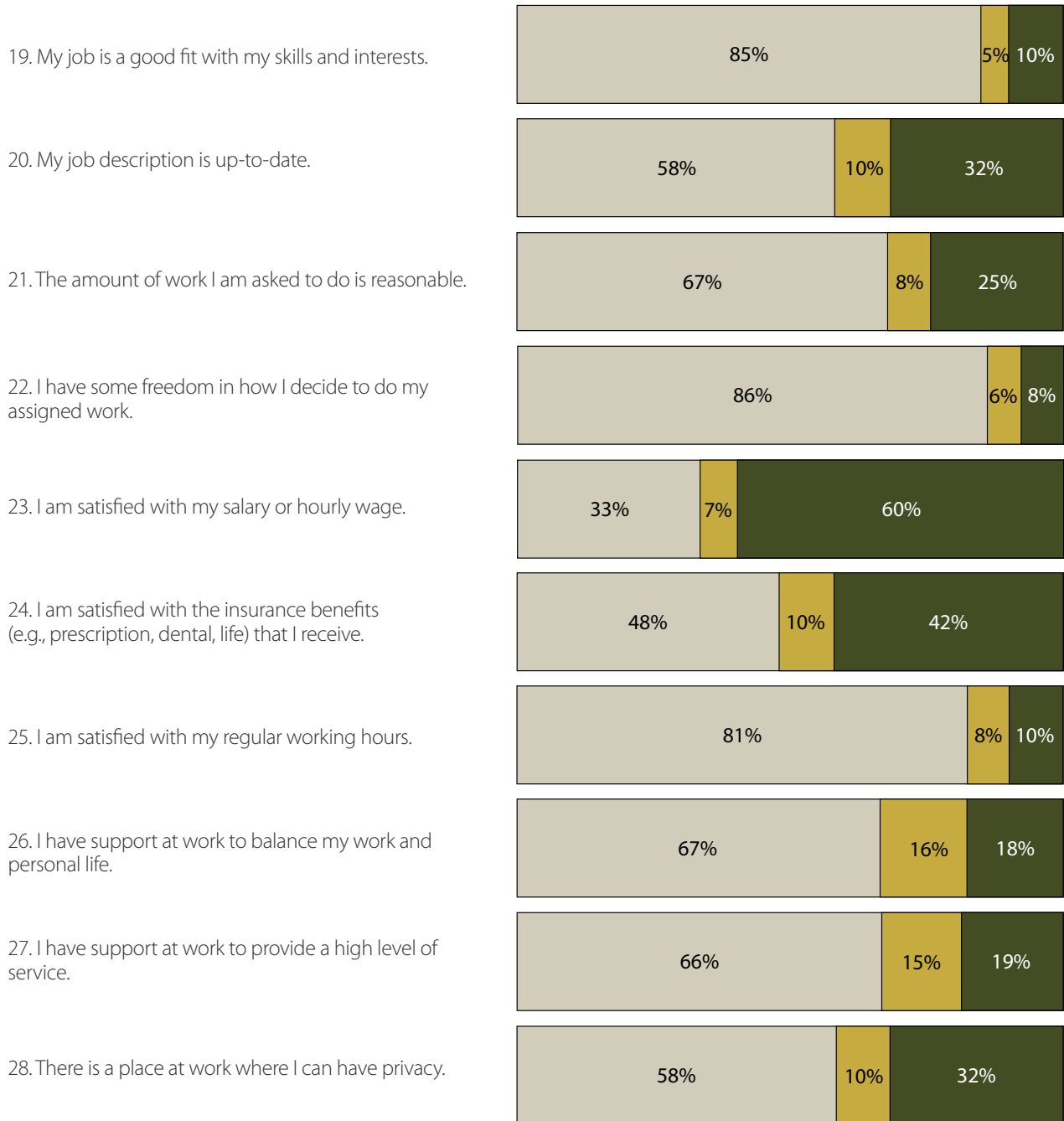


18. I am satisfied with my department.



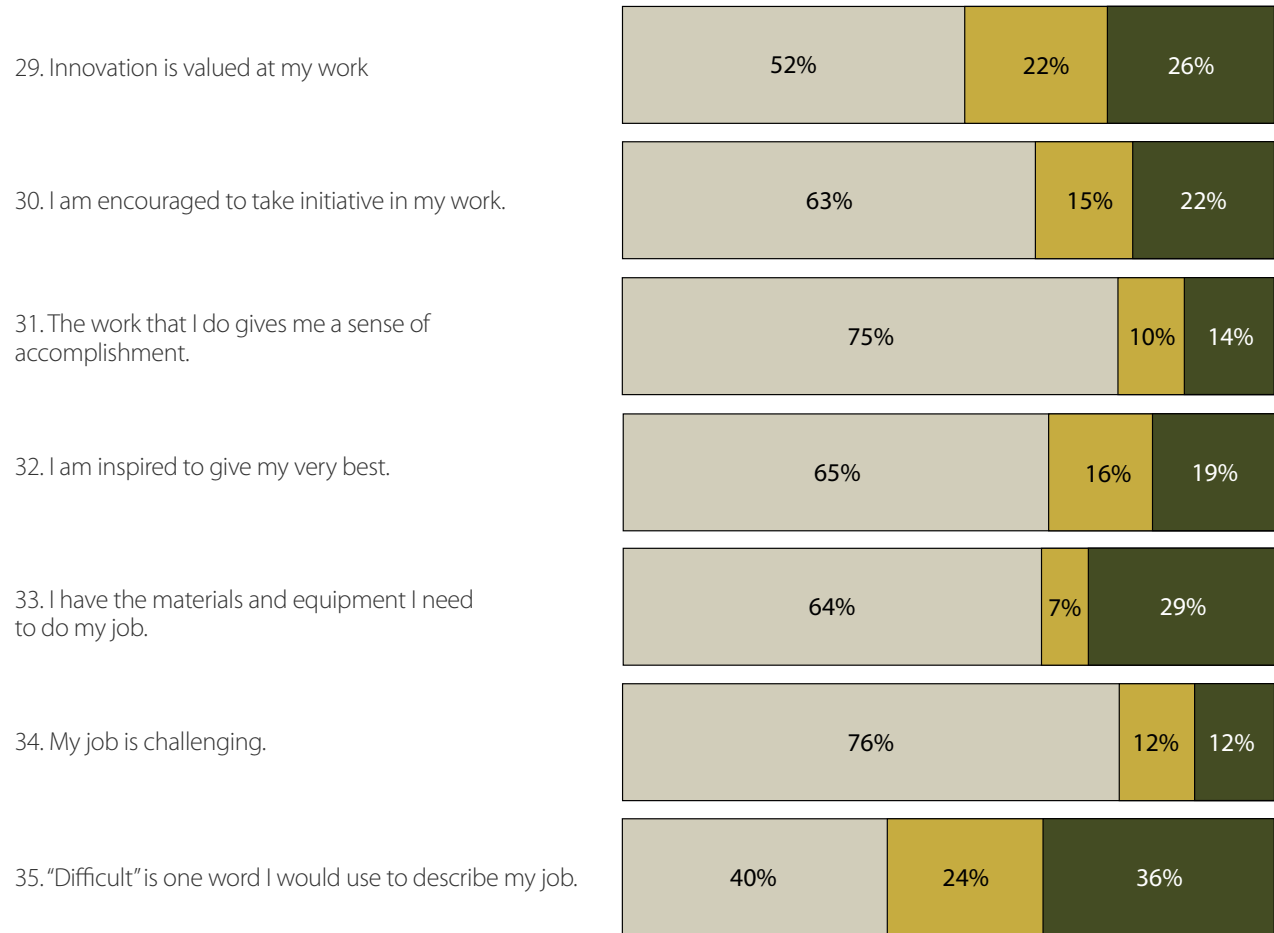
SECTION D - CURRENT JOB

AGREE NEUTRAL DISAGREE



SECTION D - CURRENT JOB

AGREE NEUTRAL DISAGREE



SECTION E - TRAINING AND DEVELOPMENT OPPORTUNITIES

AGREE NEUTRAL DISAGREE

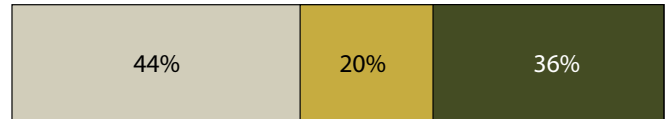
36. My manager or supervisor notifies me about work-related learning and development opportunities.



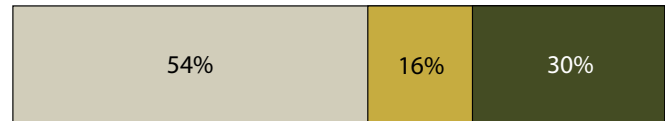
37. My organization supports my work-related learning and development.



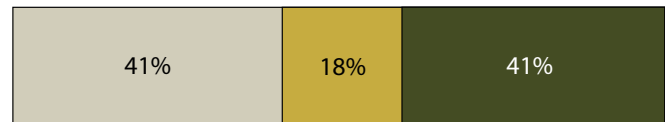
38. I take part in career development opportunities on a regular basis.



39. I get the training I need to do my job.

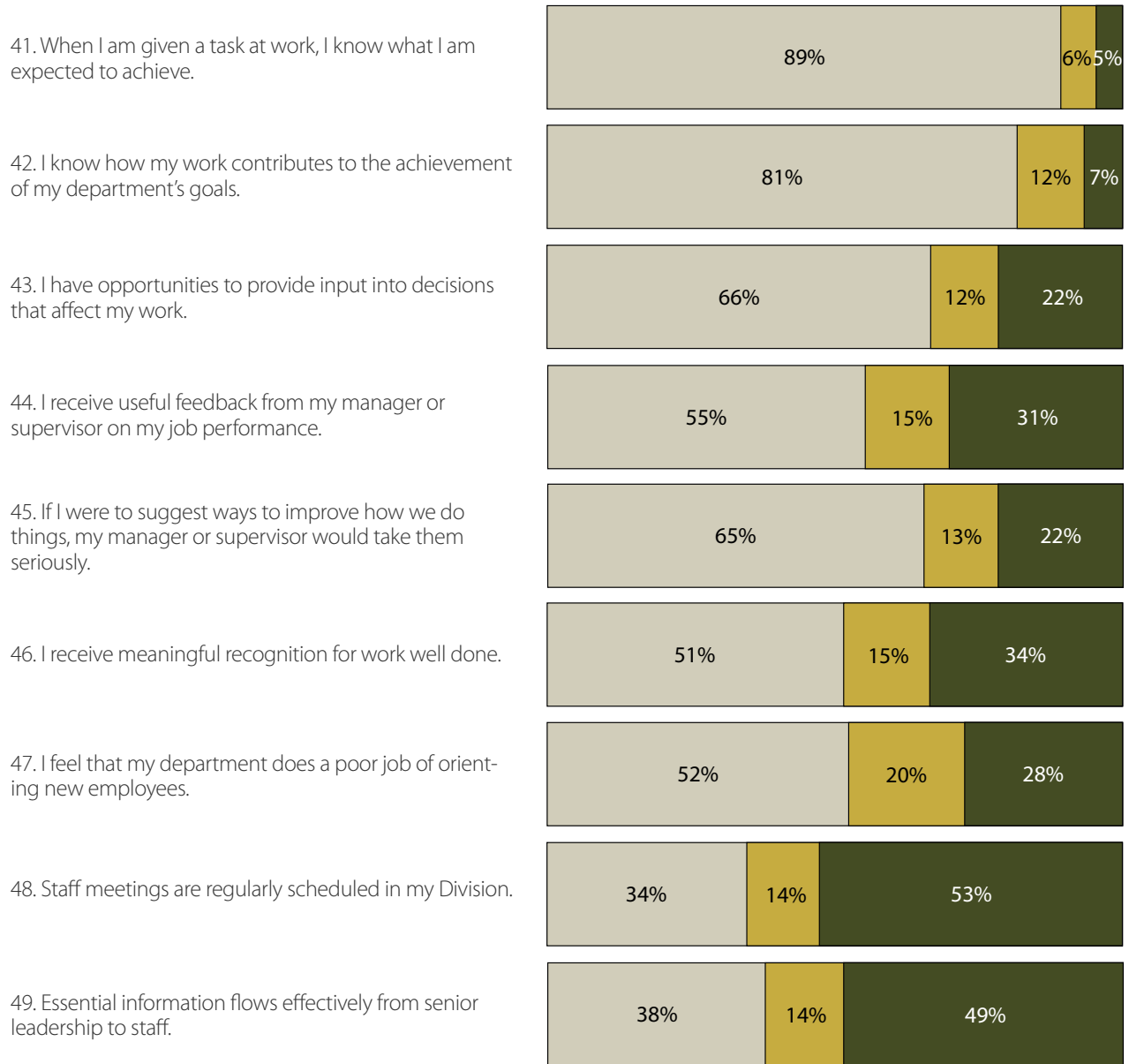


40. I have opportunities for career growth within the Government of Newfoundland and Labrador.



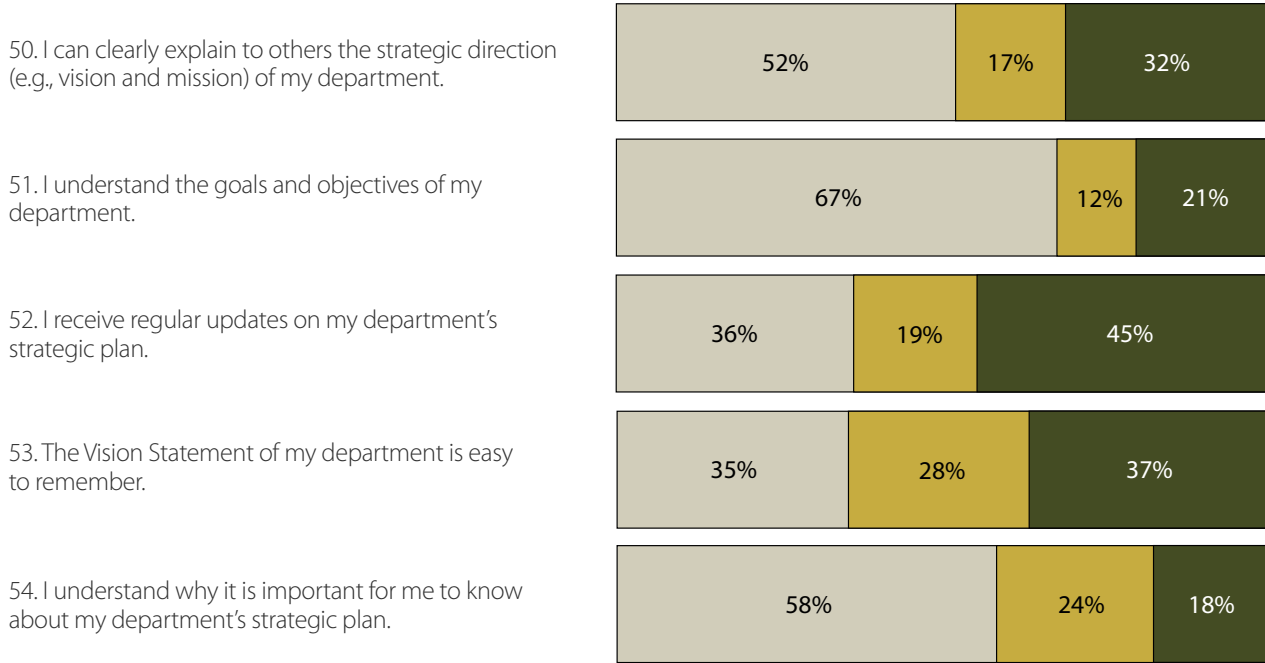
SECTION F - COMMUNICATION PRACTICES

AGREE
 NEUTRAL
 DISAGREE



SECTION G - DEPARTMENTAL VISION AND GOALS

AGREE NEUTRAL DISAGREE



next steps

The purpose of the WES is to support workforce planning by identifying primary drivers of job satisfaction and employee engagement, and how such factors might relate to each other. In order to achieve these objectives, further research is necessary. As a result, the PSS and NLSA are planning to administer the next Work Environment Survey in 2009.

Prior to the next survey, the PSS will accomplish the following:

- ▶ Conduct advanced analysis of the survey data.
- ▶ Update and refine the WES questionnaire.
- ▶ Provide support to departments as they move forward with their workforce plans and other human resource initiatives.

A longer-term goal of the PSS is to help departments understand employee engagement as a way to improve organizational performance. This requires departments and central agencies to identify how to advance the workplace so that it can meet both employee and organizational needs. Employees are also encouraged to discuss relevant human resource issues with their supervisor/manager and identify ways to improve the workplace.