



2012 GNWT Employee Engagement and Satisfaction Survey

SUMMARY REPORT

An overview of the 2012 Employee Engagement
and Satisfaction Survey Results



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Introduction

As a result of the 2012 Employee Engagement and Satisfaction Survey conducted in November 2012, a summary of the responses have been captured in the following summary report.

Supplement to this, detailed results of the GNWT Employee Engagement and Satisfaction Survey results is provided by the GNWT Stats Bureau.

The report is segmented into three main areas:

1. Employee Engagement Model
2. Overview of Results
3. Moving Forward

Why Engagement?

Increased employee engagement means that an employee is satisfied with their job which can lead to a happier work and home life balance. It can also result in a declined rate of staff that voluntarily leave their jobs. Additionally, employee engagement can create motivation and inspiration resulting in job promotion, other job interests and or transfer assignments within the GNWT.

Employee engagement is also about an organization understanding a good fit for the employee. What drives and motivates an employee? What skills and knowledge can the organization leverage to achieve government initiatives and what skills and knowledge does the employee require in their job to feel satisfied, motivated, involved in and enthusiastic about their work?

Employee Engagement can be seen in two spectrums: 1) an employee's commitment to a job and organization, i.e: an employee that is fully involved in and enthusiastic about their work, and 2) employee satisfaction, i.e. employee perceptions of their job and workplace.

GNWT Employee Engagement Model

The GNWT Employee Engagement Model consists of both employee **commitment** to the job and organization, along with the employee **satisfaction** with the workplace and job. The GNWT Employee Engagement Model identifies seven themes that influence employee engagement which is measured through an **Employee Engagement Index**.

GNWT Employee Engagement Model diagram:



The Employee Engagement and Satisfaction Survey allows for the GNWT to assess and measure GNWT employee engagement through a set of 31 questions. The Employee Engagement & Satisfaction Survey questions that fall outside of the six Employee engagement index questions are grouped by seven themes to provide agreement indexes for each theme.

The following themes are captured from the remaining 25 questions:

Leadership: employees' perceptions of the quality of leadership and supervision they receive

Development: employees' perceptions of their opportunities for career growth and development within the GNWT

Capacity: employees' perceptions that they are able to do their job

Culture: employees' perception of their work environment

Health, Wellness & Safety: employees' perception of the programs and measures in place to support and protect them in their work environment

Diversity & Inclusion: employees' perception that they feel valued and able to contribute to their workplace regardless of culture, race, sexual orientation and disability

Excellence & Innovation: employees' perception that their work environment and job strive for results

Overview of Results

Results of the 2012 Employee Engagement and Satisfaction Survey have identified areas of strength, opportunities for improvement and priority areas for improvement with each employee engagement and satisfaction question established from agreement scores. Grouping results into these categories provides an additional layer of insight into the data and provides a baseline to prioritize activities to improve engagement across the GNWT.

AGREEMENT SCORE

Agreement scores are based on the percentage of survey respondents who responded "Strongly Agree" or "Agree" to a statement

Of the 31 questions that were included in the survey, questions were segregated into the following three categories based on agreement scores:

1 -Priority Area for Improvement (Agreement score less than 60%)

2 -Area for Improvement (Agreement Score above or equal to 60%, less than 75%)

3 -Strengths (Agreement Score above or equal to 75%)

Employee Engagement Index

The Employee Engagement Index is an index used by the GNWT to measure the engagement of its employees and refers to the average of employee agreement scores in six of the 31 questions in the survey.

RESULTS

Six questions were asked around Engagement. They include:

1. I am satisfied with my department
2. Overall, I am satisfied in my work as a GNWT employee
3. I am proud to tell people I work for the GNWT
4. I would prefer to stay with the GNWT even if offered a similar job elsewhere
5. I am inspired to give my very best
6. I would recommend the GNWT as a great place to work

The overall Engagement Index is currently at 70.5%. In the table below, the agreement scores for all engagement questions increased from the 2011 survey; this is highlighted by the question “If employees would recommend the GNWT as a great place to work”, which had the largest increase. The GNWT’s nomination and award as one of Canada’s Top 100 employers may have played a significant part in the improvement of this question’s agreement score.

QUESTION	2011 GNWT Agreement Score	2012 GNWT Agreement Score	Change from 2011
I am satisfied with my department	66.8%	67.8%	1.0
Overall, I am satisfied in my work as a GNWT employee	75.0%	76.1%	1.1
I am proud to tell people I work for the GNWT	69.2%	72.2%	3.0
I would prefer to stay with the GNWT, even if offered a similar job elsewhere	58.6%	61.5%	2.9
I am inspired to give my very best	68.4%	69.6%	1.2
I would recommend GNWT as a great place to work	70.5%	75.6%	5.1
Engagement Index (average scores of last six questions):	68.5%	70.5%	2.4

Assessment by Themes

The Agreement index for each theme represents the average agreement score for all questions in the respective themes. The table below categorizes the themes by priority category based on their 2012 agreement scores indexes.

THEME	2012 Agreement Score Index	PRIORITY CATEGORY
Development	54.3%	1 –Priority Area for Improvement
Diversity & Inclusion	52.2%	
Health, Safety and Wellness	68.4%	2 –Area for Improvement
Culture	68.1%	
Excellence & Innovation	67.4%	
Leadership	66.1%	
Capacity	75.1%	3 -Strength

Development Theme

Questions in the survey help measure GNWT employees' perceptions of their opportunities for career growth and development within the GNWT. The development theme is one of the two themes categorized as a priority area for improvement even though it witnessed improved agreement scores in all areas in 2012. Specifically, there has been improvement regarding employees' perceptions of GNWT rewards programs.

RESULTS

Three questions were asked around Development; they include:

QUESTION	Priority Category	2012 Agreement Score	Change from 2011
The GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts	1 –Priority Area for Improvement	40.5%	4.1
I have opportunities for career growth within the GNWT	1 –Priority Area for Improvement	52.5%	2.1
My organization supports my work related learning and development	2 –Area for Improvement	69.8%	2.6
Development Theme Agreement Score Index (average of all scores)		54.3%	2.9

The GNWT has identified employee development to be a priority and continues to support the learning and development of employees through mechanisms such as the online training calendar, Leadership Development Program and Aboriginal Cultural Awareness Training in order to retain and develop a strong sustainable workforce.

DID YOU KNOW?

The Premier's Awards is an annual recognition of Excellence and Collaboration. In 2013, ninety seven employees were recognized for their outstanding contribution to the Territorial Public Service.

Diversity & Inclusion Theme

Questions in the survey help measure GNWT employees' perception that they feel valued and able to contribute to their workplace regardless of culture, race, sexual orientation or disability. The Diversity and Inclusion theme highlights one of the GNWT's corporate priorities and has seen the largest improvement in 2012 (7.3 percent). The Diversity & Inclusion theme continues to be a priority area of improvement but did see the most improvement around employees' perception that the GNWT provides adequate sensitivity training in 2012.

RESULTS

Three questions were asked around Diversity & Inclusion, they include:

QUESTION	Priority Category	2012 Agreement Score	Change from 2011
I feel the GNWT promotes an inclusive public service where staff are treated equitably	1 –Priority Area for Improvement	56.7%	7.5
The GNWT promotes cross-cultural awareness opportunities for employees	1 –Priority Area for Improvement	53.9%	3.7
The GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace	1 –Priority Area for Improvement	45.9%	10.7
Diversity & Inclusion Theme Agreement Score Index (average of all scores)		52.2%	7.3

The GNWT has seen significant improvement in the areas of diversity and inclusion over the last several years which can be attributed to the establishment of a Diversity Officer and Duty to Accommodate Officers in the Department of Human Resources, as well as two significant committees: Aboriginal Employees Advisory Committee (AEAC) and the GNWT Advisory Committee on Employability (GACE).

DID YOU KNOW?

Aboriginal Cultural and Awareness Training is available for all GNWT employees at www.hr.gov.nt.ca

Health, Wellness & Safety Theme

Questions in the survey help measure GNWT employees' perception of the programs and measures in place to support and protect them in their work environment. The Health, Safety & Wellness theme had improvement across all areas in 2012 and is close to improving its agreement score index into a category of strength. The additional Health, Safety and Wellness activities initiated in the past year proved significant as employees' satisfaction with available programs improved by 4.2% from 2011.

RESULTS

Three questions were asked around Health, Safety & Wellness, they include:

QUESTION	Priority Category	2012 Agreement Score	Change from 2011
I am satisfied with my physical workplace conditions	2 –Area for Improvement	72.1%	1.6
I am satisfied with the health and wellness programs that are available to me as a GNWT employee	2 –Area for Improvement	64.4%	4.2
I am satisfied with the safety measures that are in place in the GNWT	2 –Area for Improvement	68.7%	2.6
H,W & S Theme Agreement Score Index (average of all scores)		68.4%	2.8

The GNWT has displayed continuous improvement in the area of Health, Safety and Wellness over the past several years. A GNWT Health and Safety Policy has been created and approved and Occupational Health and Safety Committees have been established in most departments that creates an increased awareness on the importance of Health and Safety initiatives.

DID YOU KNOW?

The new GNWT Occupational Health and Safety Policy is available at www.hr.gov.nt.ca/workplace along with tools, tips and information.

Culture Theme

Questions in the survey help measure GNWT employees' perception of their work environment. The culture theme was highlighted by a wide range of agreement scores which included strengths and priority areas for improvement. Employees continued to agree that they have positive working relationships with their co-workers yet do not perceive they receive meaningful recognition for work well done. Large improvements were witnessed around employees' perception that the GNWT is committed to quality and that they are valued as an employee in 2012.

RESULTS

Six questions were asked around Culture, they include:

QUESTION	Priority Category	2012 Agreement Score	Change from 2011
I receive meaningful recognition for work well done	1 –Priority Area for Improvement	56.5%	0.1
I have support at work to balance my work and personal life	2 –Area for Improvement	71.4%	0.4
I have opportunities to provide input into decisions that affect my work	2 –Area for Improvement	68.8%	0.1
Overall, I feel valued as a GNWT employee	2 –Area for Improvement	61.8%	5.8
Commitment to quality is a high priority in the GNWT	2 –Area for Improvement	60.1%	6.9
I have positive working relationships with my co-workers	3 -Strength	89.8%	1.0
Culture Theme Agreement Score Index (average of all scores)		68.1%	2.4

The GNWT continues to support employees to foster and build a productive workplace. These efforts include leave entitlements for new parents, mandatory leave and winter bonus days, as well as new initiatives such as Reservist leave (leave without pay for service with the Reserves) which helps to increase the support and development of a work-life balance.

DID YOU KNOW?

Safe disclosure mechanisms (formerly known as whistleblower) are available to all unionized employees and are paving the way for safe disclosure legislation for all employees.

Excellence & Innovation Theme

Questions in the survey help measure GNWT employees' perception that their work environment strives for improvement and results. The Excellence & Innovation theme scored relatively well amongst the other themes yet had the least amount of improvement since 2011. Specifically, one area of concern is the decrease in agreement scores around employees' perception that innovation is valued in their work.

RESULTS

Three questions were asked around Excellence and Innovation, they include:

QUESTION	Priority Category	2012 Agreement Score	Change from 2011
Overall, people in the GNWT strive to improve its results	1 –Priority Area for Improvement	58.8%	2.0
Innovation is valued in my work	2 –Area for Improvement	62.6%	-1.7
My job gives me the chance to do challenging and interesting work	3 -Strength	80.9%	0.5
E & I Theme Agreement Score Index (average of all scores)		67.4%	0.3

The GNWT recognizes that employees are one of the primary sources of information and innovation. The development of existing staff through measures such as the online managers' toolkit, Leadership Development program, and competency development will ensure that the programs and services provided remain at an effective level and stay current.

DID YOU KNOW?

The Leadership Development Program is being revised to better reflect the training needs of GNWT Managers; a new Manager series is being developed to provide specific GNWT content. Watch for these new programs in 2014!

The online GNWT Training Calendar shows training opportunities available to all GNWT employees.

Leadership Theme

Questions in the survey help measure GNWT employees' perceptions of the quality of leadership and supervision they receive. The leadership theme witnessed the least amount of change since the 2011 survey results (0.8). An area of caution is the perception that information does not flow effectively from senior leadership as this question had a lower agreement score compared to 2011 and continues to be categorized as a priority area for improvement.

RESULTS

Four questions were asked around Leadership, they include:

QUESTION	Priority Category	2012 Agreement Score	Change from 2011
Essential information flows effectively from senior leadership to staff	1 –Priority Area for Improvement	48.4%	-0.5
I have confidence in the senior leadership of my department	2 –Area for Improvement	61.0%	1.5
I am satisfied with the quality of supervision I receive	2 –Area for Improvement	72.1%	1.9
I know how my work contributes to the achievement of my department's goals	3 -Strength	80.7%	0.3
Leadership Theme Agreement Score Index (average of all scores)		65.6%	0.8

The GNWT recognizes the requirement for strong capable leadership. Recruitment, retention and development are key components to ensuring the leadership capacity within the GNWT remains at a high level. With a potential for higher than average turnover at the Senior Management level over the next several years, knowledge transfer, communication and learning and development will all be important components to ensure strong leadership on an ongoing basis.

The Department of Human Resources is in the process of developing important components such as the Workforce Planning Strategy that will impact this area.

DID YOU KNOW?

Competency Based Performance Management for Senior Managers was implemented in 2013-2014 and will be implemented for all employees in 2014-2015.

Capacity Theme

Questions in the survey help measure GNWT employees' perceptions that they are able to do their job. The capacity theme continues to be a strength for the GNWT with an agreement score index of over 75%. Although minimal, the GNWT continued to improve across all questions related to capacity in 2012 with the most improvement in employees' perception that they have support to provide a high level of service.

RESULTS

Three questions were asked around Capacity, they include:

QUESTION	Priority Category	2012 Agreement Score	Change from 2011
I am satisfied with my workload	2 –Area for Improvement	63.5%	0.2
I have support at work to provide a high level of service	2 –Area for Improvement	73.3%	2.0
My job is a good fit with my skills and interests	3 -Strength	88.4%	0.8
Capacity Theme Agreement Score Index (average of all scores)		75.1%	1.0

The GNWT has many avenues for employees to broaden their opportunities across the organization that help ensure employees are working in jobs that are consistent with their knowledge and experience; such as, transfer assignments, secondments, and education leave.

With impending organization change such as the Devolution of lands and resources to the GNWT from the federal government, the GNWT has established areas such as the DHR Devolution team to help support the change and ensure a high level of service.

DID YOU KNOW?

You can sign up at www.gnwtjobs.ca and be alerted when GNWT jobs you are interested in become available.

Change from 2011 to 2012 Survey Results

Of the 31 questions that were included in the survey the following questions had significant change in their agreement score (positive change). Significant change is equal to or greater than 5%.

The following table highlights the 2012 survey results and the change in agreement score from 2011 survey results. These results show that a positive difference was made over the last year in these areas.

QUESTION	2012 Agreement Score	Change from 2011
The GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace	45.9%	10.7
I feel the GNWT promotes an inclusive public service where staff are treated equitably	56.7%	7.5
Commitment to quality is a high priority in the GNWT	60.1%	6.9
Overall, I feel valued as a GNWT employee	61.8%	5.8
I would recommend the GNWT as a great place to work	75.6%	5.1

Similarly, most GNWT agreement scores improved between 2011 and 2012. Of the 31 questions in 2012, 29 had improved agreement scores. The only two questions which had decreased agreement scores included:

QUESTION	2012 Agreement Score	Change from 2011
Essential information flows effectively from senior leadership to staff	48.4%	-0.5
Innovation is valued in my work	62.6%	-1.7

Moving Forward

We are pleased to note positive increases in response to all but two of the survey questions, but we are not prepared to rest on our laurels. The Government of the Northwest Territories is continuing to seek ways to ensure staff are engaged, motivated and able to continue to deliver high quality programs and services to the people of the Northwest Territories. Areas of concern flagged by staff in the surveys will be reviewed so that options and strategies can be identified to address them within the framework provided by 20/20, the Public Service Strategic Plan; our goal is continuous improvement, both at the corporate level and within departments and agencies.

The Department of Human Resources will continue to provide strategic advice to departments, boards and agencies on specific actions and strategies that respond to their respective priorities. Together with departments and agencies, the Department of Human Resources will continue to support both corporate, GNWT-wide initiatives, such as training and development, as well as department/agency approaches to addressing areas of concern through the use of tools, best practices and unique strategies.

Many thanks to the staff who took the time to complete the survey and share their thoughts, opinions and experiences with us. Your anonymous responses are directly influencing the directions we take to ensure the GNWT is a great place to work, with meaningful work and a vibrant organizational culture.

APPENDIX A

Summary of the agreement scores for the 2012 Employee Engagement & Satisfaction survey

QUESTION	2012 Agreement Score	Priority Category
I have positive working relationships with my co-workers	89.80%	3 -Strength
My job is a good fit with my skills and interests	88.40%	
My job gives me the chance to do challenging and interesting work	80.90%	
I know how my work contributes to the achievement of my department's goals	80.70%	
Overall, I am satisfied in my work as a GNWT employee	76.10%	
I would recommend the GNWT as a great place to work	75.60%	
I have support at work to provide a high level of service	73.30%	2. Area for Improvement
I am proud to tell people I work for the GNWT	72.20%	
I am satisfied with my physical workplace conditions	72.10%	
I am satisfied with the quality of supervision I receive	72.10%	
I have support at work to balance my work and personal life	71.40%	
My organization supports my work related learning and development	69.80%	
I am inspired to give my very best	69.60%	
I have opportunities to provide input into decisions that affect my work	68.80%	
I am satisfied with the safety measures that are in place in the GNWT	68.70%	
I am satisfied with my department	67.80%	
I am satisfied with the health and wellness programs that are available to me as a GNWT employee	64.40%	
I am satisfied with my workload	63.50%	
Innovation is valued in my work	62.60%	
Overall, I feel valued as a GNWT employee	61.80%	
I would prefer to stay with the GNWT even if offered a similar job elsewhere	61.50%	
I have confidence in the senior leadership of my department	61.00%	
Commitment to quality is a high priority in the GNWT	60.10%	
Overall, people in the GNWT strive to improve its results	58.80%	3 –Priority Area for Improvement
I feel the GNWT promotes an inclusive public service where staff are treated equitably	56.70%	
I receive meaningful recognition for work well done	56.50%	
The GNWT promotes cross-cultural awareness opportunities for employees	53.90%	
I have opportunities for career growth within the GNWT	52.50%	
Essential information flows effectively from senior leadership to staff	48.40%	
The GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace	45.90%	
The GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts	40.50%	

APPENDIX B

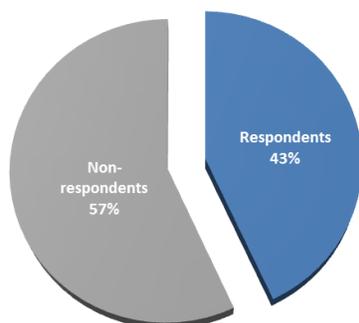
Background

Since 2006, there has been an inter-jurisdictional effort among Federal, Provincial and Territorial governments to measure employee satisfaction and engagement in a comparable manner. All participating governments administer a survey with common content and the results are reported through the Employee Engagement Inter-jurisdictional Team (EEIT).

The fifth and most recent Employee Engagement Survey was conducted in November 2012 by the Government of the Northwest Territories (GNWT). The questions for the Employee Satisfaction and Engagement Survey have generally remained the same since 2010; however, in 2011 the survey was expanded to include additional questions to report on specific action items contained in the NWT Public Service Strategic Plan, *20/20: A Brilliant North* and will now be included annually.

Respondents

Information in this report is provided by GNWT employees who responded to the survey by either hard copy or electronically.



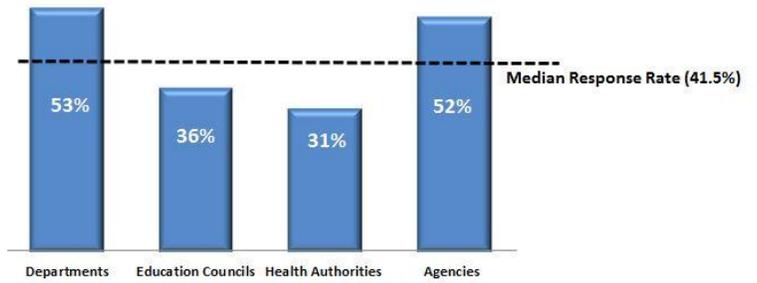
GNWT positions that do not follow the same organizational structure as the GNWT, have different human resource practices or employees that were on extended leave are excluded from the survey frame. As a result, judges, doctors, interpreters, casual employees and Members of the Legislative Assembly were not asked to complete the survey.

Overall, the 2012 Employee Engagement and Satisfaction survey included over 1,800 employee responses representing a response rate of 43%. The data in this report only reflects the answers of the respondents.

Additionally, the response rates fluctuated between the type of GNWT business unit as Departments and Agencies had higher response rates than Education Councils and Health and Social Services Authorities.

Similarly, Department's and Agencies' response rate was higher than the overall median response rate (41.5%) for all GWNT business units.

The DHR recognizes the need to increase the response rates of all Departments, Education Councils, Health and Social Services Authorities and Agencies for all upcoming survey deliveries. Movement of the survey from a historical delivery in February to November may have impacted the response rate for the most recent survey.





Department of Human Resources
Government of the Northwest Territories
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