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GOVERNMENT OF NUNAVUT

2017 EMPLOYEE ENGAGEMENT SURVEY REPORT

On May 3, 2017 the Department of Finance launched the Government of Nunavut's 2017 Employee Engagement Survey. This was only the second time that the Government of Nunavut (GN) had undertaken a government-wide survey of its employees. The first time was in 2006 when it rolled out the Government of Nunavut Employee Survey (GNES). Although some of the questions between the two surveys were similar, most were not. Where possible, comparisons between the results of the two surveys will be made.

There were **4,815** invitations to participate in the 2017 Employee Engagement Survey sent out by e-mail. Employees in the public service from mainline departments and all public bodies were included. All invitees were given the option of completing the survey online or by filling out a paper copy and submitting it by mail or email. Despite some internet bandwidth issues, very few respondents (1.4%) chose to complete a paper copy.

Employees were also given the option of completing the survey in Inuktitut, English, French or Inuinnaqtun. Over 98% chose to complete it in English.

A. Structure of the Survey

We asked indeterminate, term and casual employees with at least six months of continuous service with the GN (our target group) to rate 55 statements (the general statements) on how they felt about and in their workplace. Twenty-one (21) of these were benchmark statements common to federal, provincial and territorial government (FPT) public service Engagement Surveys across Canada.

There was also a separate management section for employees who were in management or supervisory positions with one or more people reporting to them. These employees were asked to complete an additional 15 statements specific to their management experience. This section was analyzed separately from the general part of the survey.

At the end of the survey, employees were given an opportunity to provide comments on questions asked in the survey, their workplace or any other issue they felt relevant. We received well over 700 comments. Some were short; others were more in-depth. There were both positive and negative comments, and there were numerous that provided very thoughtful suggestions on how to improve the workplace. All were appreciated.

B. Scoring the Survey

An Engagement Score (E-Score) is a measure, on a scale of 0 to 100, of the degree of agreement employees have to a statement or group of statements in the survey. Since all statements were framed from a positive perspective, it is reasonable to conclude that the higher the E-Score the greater the degree of satisfaction in the workplace.

For 51 of the 55 general statements, participants were asked to rate their degree of agreement with each statement on a scale from Strongly Agree to Don't Know. To calculate the E-Score, responses to the statements were each given a value from 0 to 100. If a respondent did not provide a rating for a statement, it was not considered as a valid response so there was no value assigned. See Table 1 below for the rating scale, the values assigned and the groupings for agreement factors.

Table 1: Values and Agreement Factors Assigned to Engagement Survey Responses

Response	Value	Agree Factor
Strongly Agree	100	Agree
Agree	75	
Neither Agree Nor Disagree	50	Neutral
Disagree	25	Disagree/ Don't Know
Strongly Disagree	0	
Don't Know	0	

The remaining four (4) statements were rated on a different scale, Too Much, About Right, Too Little, Don't Know. Because the rating scale was different than that of the scale for the other 51 general statements, these four statements were analyzed separately and are not considered in the calculation of the E-Score.

To arrive at an E-Score for each statement, the values of the responses were totalled. That total was then divided by the number of respondents who provided a valid response to the statement. The higher the E-Score, the greater the agreement with the statement.

The 51 statements used to arrive at the E-Score were also categorized under six broad themes: Active Engagement, Job Satisfaction, Culture and Inclusiveness, Training and Development, Communication and Transparency, and Leadership and Management. An E-Score was also calculated for each category using the E-Scores for the individual statements within the group. A list of the statements, sorted by theme and the E-Scores can be found in Appendix "A". It also contains the percentage of respondents that answered each statement, using the Agree Factor groupings of Agree, Neutral or Disagree/Don't Know.

E-Scores were calculated from the responses from the 51 general statements first for each statement, then for each theme and then for an overall E-Score for the GN.

C. Characteristics of Survey Participants

There was a total of **1,692** respondents from our target group, giving a participation rate of **35%**. (The participate rate for the 2006 GNES was 47.1%.) An additional **83** people (**2%**) who were not part of our main target group completed the survey. Responses for the two groups were analyzed separately. Although E-Scores of the two groups are similar (see Chart 1 on page 15) this report focuses on the results of the target group.

Our respondents are a clear representation of the public service in the GN. Sixty-three percent (**63%**) of all respondents were female. Forty-eight percent (**48%**) identified as Nunavut Inuit. See Table 2 below. This is very similar to the GN public service, where the Inuit Employment rate is 50% and the gender distribution is 65%-35% female-male¹.

Table 2: Status and Gender of Employee Engagement Survey Respondents

	Female (%)	Male (%)	Status (%)
Nunavut Inuit	36	12	48
Non-Nunavut Inuit	27	24	52
Gender	63	37	

Source: 2017 Employee Engagement Survey, Government of Nunavut

There was a good response from all regions, and one that is a reasonable reflection of the distribution of GN employees across Nunavut. See Table 3 below.

Table 3: Regional Comparison, Survey Responses to GN Employment

	HQ/Iqaluit (%)	Qikiqtaaluk (%)	Kivalliq (%)	Kitikmeot (%)
Engagement Survey Responses	34	27	25	13
GN Employment Distribution²	38	22	25	14

Source: 2017 Employee Engagement Survey, Government of Nunavut and Public Service Annual Report 2016-2017

¹ Public Service Annual Report 2016-2017 https://www.gov.nu.ca/sites/default/files/psar_2016-17_eng_for_print_0.pdf

² Public Service Annual Report 2016-2017 https://www.gov.nu.ca/sites/default/files/psar_2016-17_eng_for_print_0.pdf

Charts 2, 3 and 4 provide information on the years of service, age of participants and number of participants by department. They can be found in pages 16, 17 and 18, respectively.

D. Interpreting the E-Scores

To interpret the E-Scores, we are using the scoring system used by the Governments of British Columbia and the Yukon³. Under this system an E-Score of less than 55 means that there are challenges in the workplace that need to be understood and addressed to move forward. An E-Score between 55 and 64 indicates that there is room for improvement and the focus should be on making progress in those areas. If an E-Score is between 65 and 74, the GN needs to leverage its strengths by sharing best practices and building on them. With E-Scores from 75 – 84 we can celebrate our successes and 85 or higher we model our achievements.

Table 4: E-Score Interpretation
54 or lower – Address your challenges
55 to 64 – Focus on improvements
65 to 74 – Leverage your strengths
75 to 84 – Celebrate your successes
85 or higher – Model your achievements

E. Results – General Section

Results from the survey will be used to inform strategies that will ensure the workplace has a respectful, healthy and positive environment. They will also be the benchmarks from which our progress will be measured through future engagement surveys.

Once an E-Score was determined for the GN, further analysis was carried out. The following variables were used: gender, department, age, years of service, employment type (casual, term, indeterminate), employee group (NEU, NTA, Excluded, Senior Manager), region and Nunavut Inuit status. At a 95% confidence interval, there were no statistically significant differences in employees’ responses when analyzed by gender, department, age or years of service. However, the responses were statistically significantly different for Nunavut Inuit status, employment type, employee group and region. This means that a female employee was just as likely to respond to a statement the same way as was a male employee. However, responses from an employee who was a member of the NTA were less likely to be the same as an employee who belonged to the Senior Manager group.

Analysis of the 51 Questions

The overall E-Score for the Government of Nunavut is **61**. As a government, we have areas where our employees feel there are challenges that need to be addressed or where we need to make improvements. There are also areas where we can build on our current strengths to

³ BC Public Service Work Environment Survey 2013 and Government of Yukon 2016 Employee Engagement Survey Results

foster a more positive and productive workplace. Table 5 sets out the E-Scores for each of the six themes and for the GN.

Table 5: E-Scores by Theme

Theme	E-Score
Active Engagement	70
Job Satisfaction	66
Culture and Inclusiveness	60
Training and Development	60
Communication and Transparency	52
Leadership and Management	61
GN Employee Engagement	61

Source: 2017 Employee Engagement Survey, Government of Nunavut

GN employees are actively engaged in their jobs. Their commitment is high (E-Score is **85**), they are inspired to give their best (**72**) and they are satisfied with their work (**72**). Employees believe they have good working relationships with their co-workers (**79**), that their position matched their skill sets (**78**) and that they were treated respectfully at work (**70**). However, they do not always feel valued (**59**) for the work they are doing. Only **54%** agreed they were provided with meaningful recognition for work well done.

The area of Communication and Transparency was identified as where the GN faces the most challenges with employee perceptions. Employees know how their work contributes to the goals of their department (**76**) and have opportunities to influence decisions that affect their work (**67**) but many did not agree the hiring processes are fair (**49**), effective (**43**) or done without favouritism (**42**). Employees gave low marks for good communication (**44**) and transparency (**45**). Only the statements on hiring practices received lower E-Scores. It is clear that the GN needs to delve further into employee perceptions around hiring, communication and transparency. This should be a priority.

It is interesting to note that although the vast majority of people (**82%**) felt they were in the right job for their skills, interests and abilities, only **25%** agreed that the GN hires the right people for the right job. The survey does not tell us why there is such a difference, but we can suggest a couple of some possible causes:

- people may not acknowledge they are in the wrong position for their skill set;
- people may remember the “bad hires” more than they do the good ones and therefore unconsciously weight the bad ones more heavily in their responses; or
- a combination of both of the above.

Culture and Inclusiveness, Training and Development, and Leadership and Management all had similar E-Scores (**60**, **60** and **61**, respectively). Most employees believed they understand Inuit Societal Values (ISV) well enough to properly apply them in the workplace (**74**) and that those values are respected in the workplace (**64**). They were not convinced that senior management is guided by them (**47**).

There was agreement that departments supported employee training and development (**70**) but disagreement that the courses being offered through the GN Training Calendar were what employees needed (**48**). Slightly over half of the respondents agreed there was an effective performance plan in place to guide their professional development.

Three-quarters of the employees reported having a good working relationship with their supervisor. Most felt supported to achieve a work/life balance (**68**) but were less sure about being supported to manage work-related stress (**58**).

Although they have confidence in their immediate supervisor (**67**), it is less so with the senior management (**59**). Further, there is a perception that performance (**53**) and discipline (**50**) are not well managed in the workplace.

Analysis of the Remaining 4 Questions in the General Section

Employees were asked how they felt about their pay and workload during the previous 12 months. Well over two-third of the respondents were happy with their pay. A few thought they were paid too much for the work they did and just over a quarter thought they were paid too little. With respect to workload, **58%** felt that their workload was fine. Some, but not many, felt they were under-used and over a third thought their workload was too heavy. See Table 6 below.

Table 6: Employee Perceptions of Pay and Workload

Quantity over past 12 months	Pay	Workload
Too Much	2%	36%
About Right	69%	58%
Too Little	26%	3%
Don't Know	4%	3%

Source: 2017 Employee Engagement Survey, Government of Nunavut

The question on workload is one of the few that were very similar to the question on workload asked in the 2006 survey. In that survey **41%** of employees felt that they were “overloaded”, that their workload was too much, **52%** said their workload fit their work schedule and **6%** said they did not have enough to do⁴. There has been some improvement over the past decade but there is clearly room for more.

⁴ 2006 Nunavut Government Employee Survey, p.36

Employees were also asked if they were going to leave their current position within the next two years, what would be the main reason for leaving. Forty-two percent (**42%**) said they were not considering leaving their position, while **13%** said it would be to stay within the government but go to another department. Eleven percent (**11%**) said it would be to retire. Another **11%** said it would be to take a job outside of Nunavut. Sixteen percent (**16%**) said they would leave for other reasons, such as to further their education, seek a permanent position, due to stress and/or conflict in the workplace, lack of housing, career advancement, or a contract ending.

Employees were asked if they felt their work had suffered because of one or more factors outside their control such as changing priorities, unreasonable deadlines, or staff turnover. Almost a quarter of the people who responded to the statement (**23%**) indicated that it was not applicable to their workplace. Their work had not suffered because of external pressures. However, the majority indicated that it had suffered due to one or more uncontrollable factor. See Table 7.

Table 7: Employee Perceptions of Factors Affecting Quality of Work

Uncontrollable Factor	Times Cited
Constantly changing priorities	14%
Lack of stability in the department	14%
Too many approval stages	10%
Unreasonable deadlines	7%
Fewer resources to do the same or more work	16%
High staff turnover	17%
Overly complicated or unnecessary procedures/processes	14%
Other	8%

Source: 2017 GN Employee Engagement Survey

Under the “Other” category, there were numerous factors cited as affecting quality of work. These could be categorized into several broad areas: management issues, lack of training, workload (both too much and too little), poor communication, and staffing and HR issues (such as staff shortages, performance management, favouritism, inconsistent practices).

Nunavut Inuit Status

When the data was analyzed by Nunavut Inuit Status, the results were very interesting. In all categories, those who identified as non-Inuit (which, for analysis purposes, included those who did not know their status), were not as positive about their work environment. The overall E-Score for Non-Inuit was **58** whereas that of Inuit was **65**. Inuit reported being more actively engaged in their jobs, they had higher job satisfaction, were more positive about training and development and happier with the leadership and management of the GN. See Table 8.

Table 8: Engagement Theme E-Scores by Nunavut Inuit Status

Engagement Theme	Inuit	Non-Inuit*	GN
Active Engagement	73	67	70
Job Satisfaction	69	64	66
Culture and Inclusiveness	63	57	60
Training and Development	64	56	60
Communication and Transparency	57	48	52
Leadership and Management	66	56	61
Overall Engagement Score	65	58	61
Distribution of participants	48%	52%	

*includes those who did not know their status

Source: 2017 GN Employee Engagement Survey

Only **45%** of non-Inuit felt valued as GN employees, **64%** were inspired to give their best and **53%** would recommend the GN as a great place to work. This is in contrast to Inuit, where **62%** felt valued, **84%** were inspired to give their very best and **72%** would recommend the GN. There were also major differences in perceptions of communication and transparency. Only **17%** of non-Inuit felt the GN was able to find the right people for the job whereas **34%** of Inuit did. Both are troublingly low, but the difference is striking. So is the **15** point spread in E-Scores and the **20%** difference in “agreed” rates for views on both flow of information (**33%** non-Inuit, **53%** Inuit) and good communication (**21%** v. **41%**, respectively). There are also significant differences in the perceptions of how performance and discipline are managed in their departments. Only **1/3** of non-Inuit agreed that these issues are well managed whereas **59%** of Inuit thought performance was well managed and **52%** thought discipline was. It is clear there are areas where some effort is needed to address the differences, real or perceived.

Over the 51 statements analyzed, there were only six where the Inuit E-Score was below that of Non-Inuit. Most of these were within one or two points of each other. Of these six, the statement with the most variance between E-Scores was on commitment to the job. The Inuit E-Score was **83**. Non-Inuit scored **88**, a spread of 5 points. In very sharp contrast, 40 of the 45 statements with Inuit E-Scores above those of the non-Inuit had a greater than 5 point spread and 22 of those had a difference of 10 or more. The greatest difference was with respect to the statement on performance management. There was a 16 point difference between the two E-Scores. It was not that Inuit employees thought that performance was being really well managed in their department. With an E-Score of **61** they clearly thought there was room for improvement. On the other hand, Non-Inuit, with an E-Score of **45**, believe improvement is very necessary.

For all Inuit/Non-Inuit E-Scores by question and theme please see Appendix “B” and for a comparison by Agree Factor, see Appendix “C”.

Region

If you live in the Kitikmeot and work for the GN, chances are you are more engaged, happier in your job and feel your workplace is a more culturally sensitive, inclusive environment than those working in any of the other regions. The other three regions are fairly consistent in their perspectives on their workplace relationships, opportunities and the working environment, although job satisfaction in Iqaluit was on par with the Kitikmeot. See Table 9.

Table 9: Engagement Theme E-Scores by Region

Engagement Theme	Regional E-Scores				GN
	Headquarters	Qikiqtaaluk	Kivalliq	Kitikmeot	
Active Engagement	69	68	70	75	70
Job Satisfaction	68	65	65	68	66
Culture and Inclusiveness	60	60	59	65	60
Training and Development	60	59	60	63	60
Communication and Transparency	51	52	51	57	52
Leadership and Management	62	60	59	63	61
Overall Engagement	61	61	60	65	61
Distribution of Participants	34%	27%	25%	13%	

Source: 2017 GN Employee Engagement Survey

Employment Type

Employment type refers to whether an employee is in an indeterminate, term, casual or other type of position.

Employees in term positions were the least engaged (**58**) overall, although their Active Engagement score (**69**) was similar to that of casual and indeterminate employees. The GN did not rate well with this group in the communication and transparency category (**48**).

Casual employees indicated they were more engaged than either indeterminate or term employees. They scored higher in all engagement categories, most notably in their perceptions of Job Satisfaction (**70** vs. **66** and **64**) and Leadership and Management (**64** vs. **61** and **56**). See Table 10 for a breakdown of all the E-Scores by Employment Type and Engagement Theme.

The responses in the “Other” employment type column are from those who identified their employment type as “other”. This group included those who identified as “at pleasure” employees or who did not specify any other type of employment contract. It is a small group, making up only 2% of the total respondents. Their responses are quite different from the other three categories. They have the highest total engagement score (**67**), were the most actively engaged (**77**) and satisfied with their jobs (**72**) and scored Leadership and Management the highest of the groups (**68**).

The survey neither asks nor answers why certain people with different types of employment are more or less engaged than other types. It does suggest that further study into that question may provide valuable information for future human resource policy and planning.

Table 10: Engagement Theme E-Scores by Employment Type

Engagement Theme	EMPLOYMENT TYPE				GN
	Casual	Indeterminate	Term	Other*	
Active Engagement	71	69	69	77	70
Job Satisfaction	70	66	64	72	66
Culture and Inclusiveness	62	60	57	67	60
Training and Development	61	60	59	65	60
Communication and Transparency	54	52	48	57	52
Leadership and Management	64	61	56	68	61
Total Engagement	64	61	58	67	61
Distribution of Participants	12%	78%	8%	2%	

Source: 2017 GN Employee Engagement Survey

*includes those whose appointments are at pleasure or did not identify the type of employment

Employee Group

Employee Group references the employment group to which a position is designated and thus, to which group the employee filling that position belongs. The groups are Nunavut Employees Union (NEU), Nunavut Teachers' Association (NTA), Excluded (EXC) and Senior Manager and Deputy Minister (SRM).

Of all the groups, SRM had the highest total engagement score (**67**) while members of the NTA had the lowest (**57**). SRM also had the highest job satisfaction rating (**71**), were the most actively engaged in their jobs (**75**) and had the highest E-Score with respect to the leadership and management category (**68**). NTA members were the least positive about the leadership and management (**53**). Respondents identifying as EXC, NEU or NTA identified Communication and Transparency as much more of an issue than did SRMs (**52, 52, 47 v. 58**, respectively). There could be a number of reasons for this. Managers may not be doing as good a job at communicating with staff as they think they are. Staff may have unreasonable expectations as to what they "need to know". This is an area where further assessment needs to be done to determine the underlying issues, develop a plan to address them and then implement it.

It would appear that whether you are an excluded employee or a member of the NEU, you have similar experiences in, or perceptions of, the workplace. The E-Scores for both groups were very similar across all themes. There was no more than a two-point difference between the NEU and EXC E-Scores.

Table 11 shows the E-Scores by engagement theme for each employee group and for the GN as a whole. Statement and engagement theme E-Scores for each Employee Group are found in Appendix “D”.

Table 11: Engagement Theme E-Scores by Employee Group

Engagement Theme	EMPLOYEE GROUP					GN
	EXC	NEU	NTA	SRM	Other*	
Active Engagement	68	70	68	75	73	70
Job Satisfaction	68	66	61	71	69	66
Culture and Inclusiveness	61	60	57	66	63	60
Training and Development	59	60	60	63	64	60
Communication and Transparency	52	52	47	58	57	52
Leadership and Management	63	61	53	68	64	61
Total Engagement	62	61	57	67	65	61
Distribution of Participants	17%	58%	14%	6%	6%	

Source: 2017 GN Employee Engagement Survey

*includes those who did not identify a group or whose group could not be determined by their response

F. Results - Management Section

A total of **556** employees completed the management section of the survey. This section was calculated and scored the same as the 51 statements in the General Section. The Management E-Score is **66**. Appendix “E” contains the E-Scores for each management statement, plus the overall E-Score.

Although there are no directly comparable statements in the general section to the management statements, there are some that are similar and/or related. A comparison between these can provide some insight. For instance, managers clearly said they valued the opinions of their employees (**83**), yet in the general section employees were not feeling valued to the same extent (**59**). Overall managers were somewhat less inclined to believe their employees were satisfied in their jobs (**65**) than the employees had indicated (**72**).

Another gap appears to be with respect to professional development. A large majority of managers indicated they regularly met with their employees to discuss professional development plans (**72**). Whereas employee scores were significantly lower (**57**) when asked whether they felt they had an effective performance plan in place to meet their professional development needs.

Managers and employees appear to be more in tune with respect to learning opportunities. Managers said they supported employee learning opportunities (**71**) and employees agreed they were supported (**70**). Most managers also felt their employees were committed to doing quality work (**72**), and employees were inspired to do their best (**72**).

There was some disagreement on employee skills and abilities in the workplace. Whereas two-thirds of the managers felt their employees’ skill sets suited their jobs (E-Score of **65**), over four-fifths of the employees thought they had the right skills, abilities and interests for their jobs (E-Score of **78**).

Employees overwhelmingly agreed they were highly committed to their jobs. The E-Score of **85** for that statement was the highest E-Score in the survey. Managers were much less certain about that commitment – they were not exceedingly confident that their employees weren’t planning to leave their positions (**56**). They were more positive that their employees felt a sense of accomplishment in their jobs (**65**) and were satisfied (**65**). Although employees claimed to be highly committed to their jobs, with an E-Score of **64** on preference to stay with the GN even if offered a similar job outside the government, perhaps they aren’t quite as committed as they indicated.

For a comparison of the Management Section E-Scores to those of reasonably comparable statements from the general section, see Appendix “F”.

G. Personal Engagement Scores

An E-Score was calculated for each survey that had responses for all 51 statements used to arrive at the E-Score. The same methodology was used to arrive at the score: assigning a value to the response to each statement, then finding an overall average by totaling the response scores and dividing by the number of questions answered. The E-Scores ranged from a high of **100** to a low of **2.5**. Almost three-quarters (**74%**) of the respondents were moderately or highly engaged. Less than **5%** were highly disengaged. Table 12 shows the percentage of respondents falling within a range of E-Scores. Of the **22%** that were moderately disengaged, **12%** of those have personal E-Scores of between 40 and 49. There should be a targeted effort to move this group’s degree of disengagement to the plus side through focusing on positive changes in the areas where they are most disengaged.

Table 12: Personal E-Score Range and Degree of Engagement

E-Score Range	Frequency (%) of Respondents in Range	Degree of Engagement
75+	25%	Highly Engaged
50 - 74	49%	Moderately Engaged
25 - 49	22%	Moderately Disengaged
<25	4%	Highly Disengaged

Source: 2017 GN Employee Engagement Survey

H. Comparisons with 2006 GNES

As noted earlier, there were a limited number of questions asked in the 2006 GNES that could be compared to the statements in this survey. Only five from 2006 were similar enough to be considered comparable. For three of those the rating scale was a little different, based on an Excellent, Good, Fair, Poor scale. For those questions, we made the assumption that Excellent and Good are equal to “Agree” and “Fair and Poor” to “Disagree”, with no comparable rating on the scale for “Neutral”. The 2006 survey also included the “no answers” in the percentages, whereas the 2017 survey did not. With the exception of the 2006 question on workload, which is discussed earlier (see page 6), Table 13 shows the comparison between the between the statements/questions and the answers of the two surveys.

There was a decline in the percentage of employees who agreed with the statement/question between the two years. The decreases were not large, ranging between **-3%** and **-6%**. Nevertheless the GN needs to take note that there has been slippage, investigate further into why and then decide what it should do going forward to turn the negatives into positives.

Table 13: Results from Comparable Questions between 2006 and 2017 Surveys

Year of Survey	Statement/Question	Agree (%)	Neutral (%)	Disagree (%)
2006	I have a good understanding of how my job contributes towards the goals and objectives of [my department] (Strongly agree, Agree somewhat, Disagree somewhat, Strongly disagree)	91		8
2017	I know how my work contributes to the goals of my department	85	10	6
2006	Overall, how would you describe your working relationship with your co-workers? (Excellent, Good, Fair, Poor)	88		11
2017	I have positive working relationships with my co-workers	86	9	5
2006	Overall, how would you describe your working relationship with your supervisor(s)? (Excellent, Good, Fair, Poor)	79		19
2017	My supervisor/manager and I have a good working relationship based on respect and communication.	75	12	13
2006	How would you describe your overall experience working for the Government of Nunavut? (Excellent, Good, Fair, Poor)	78		20
2017	Overall, I am satisfied in my work as a GN employee	75	13	12

Sources: 2017 GN Employee Engagement Survey and 2006 Government of Nunavut Employee Survey

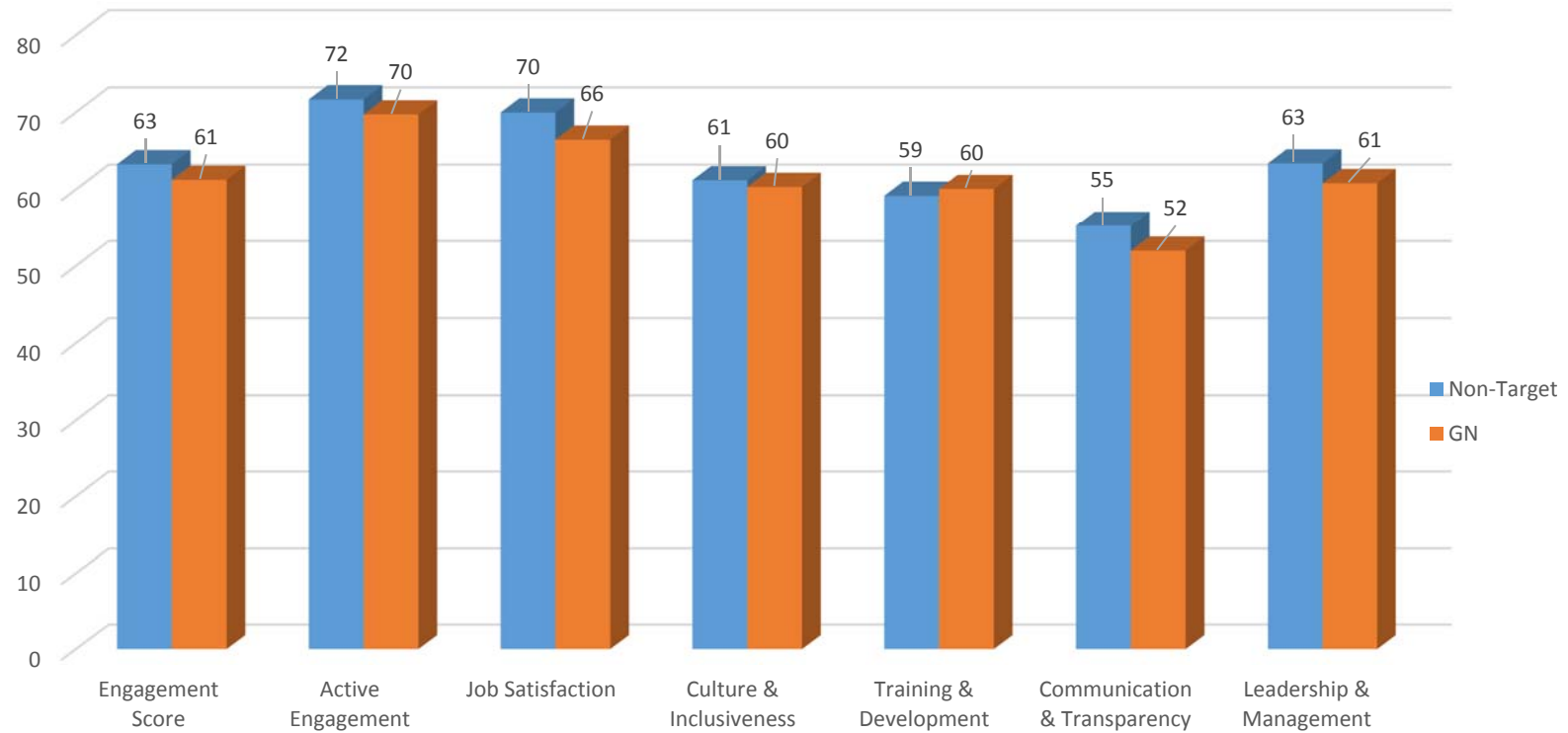
I. Next Steps

This survey provides an excellent baseline from which to measure the GN's progress towards an inclusive, healthy, respectful workplace. Employees have identified several areas where improvements could be made to enhance the quality of the workplace environment. The first area that needs to be addressed is in communication and transparency. Employees are telling the GN that there is much to be done to strengthen this area. It is important to address this before the next engagement survey. To do this, the GN needs to undertake the following steps:

- Identify specific issues around communication and transparency
- Develop an action plan to address those communication and transparency issues. The plan must include specific actions, set benchmarks, clearly identify deliverables and timelines.
- Implement the action plan.
- Measure the outcomes

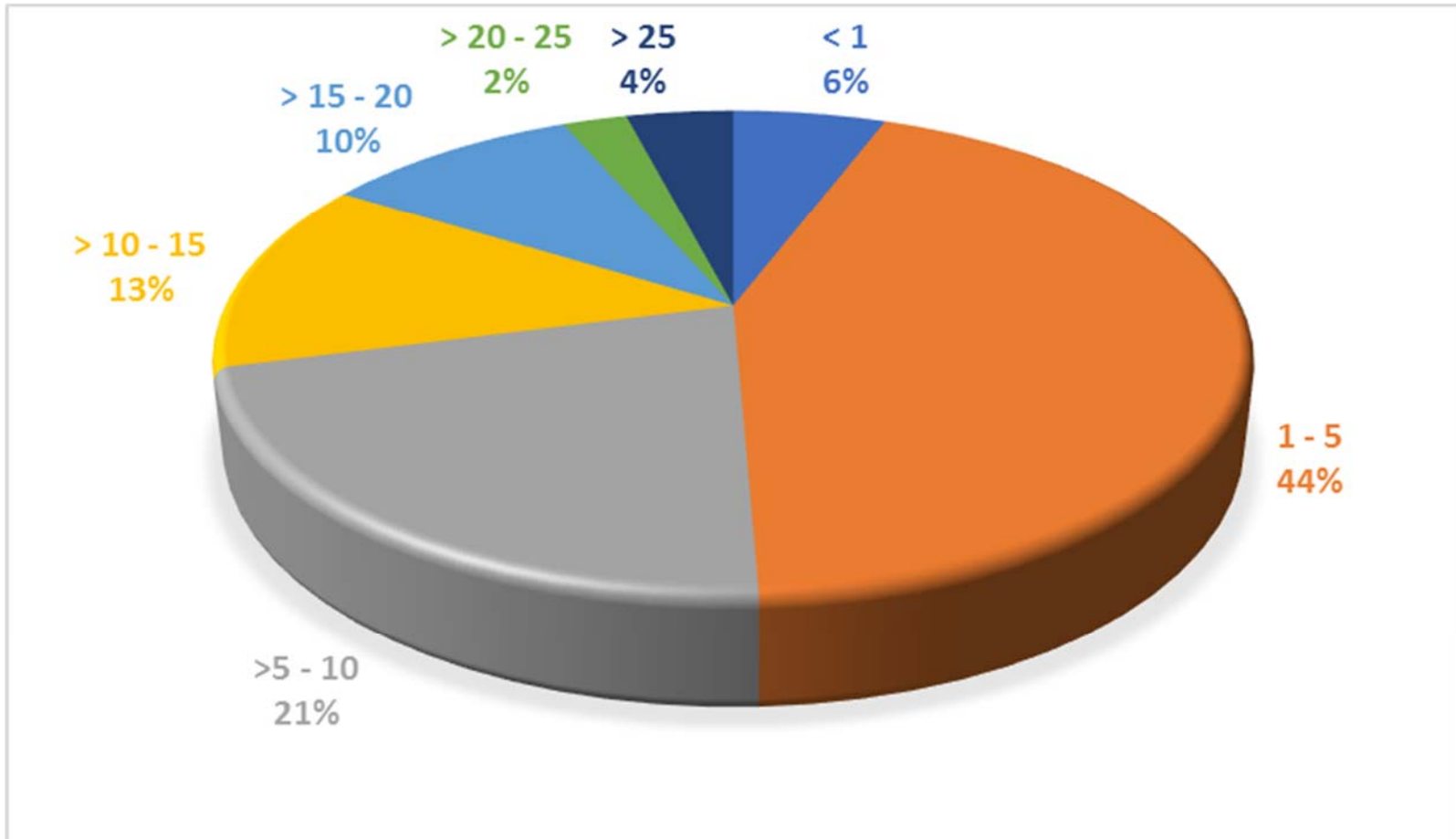
Now that baselines have been established, as have employee expectations, an Engagement Survey should be undertaken every two to three years. Let's not wait another decade before asking our employees for their views and input! Going forward the task of carrying out the survey should be less onerous as the questions and methodology have been set. It is important to keep the momentum going.

Chart 1: Comparison of Engagement Theme E-Scores between Target (GN) Group and Non-Target Group of Employees



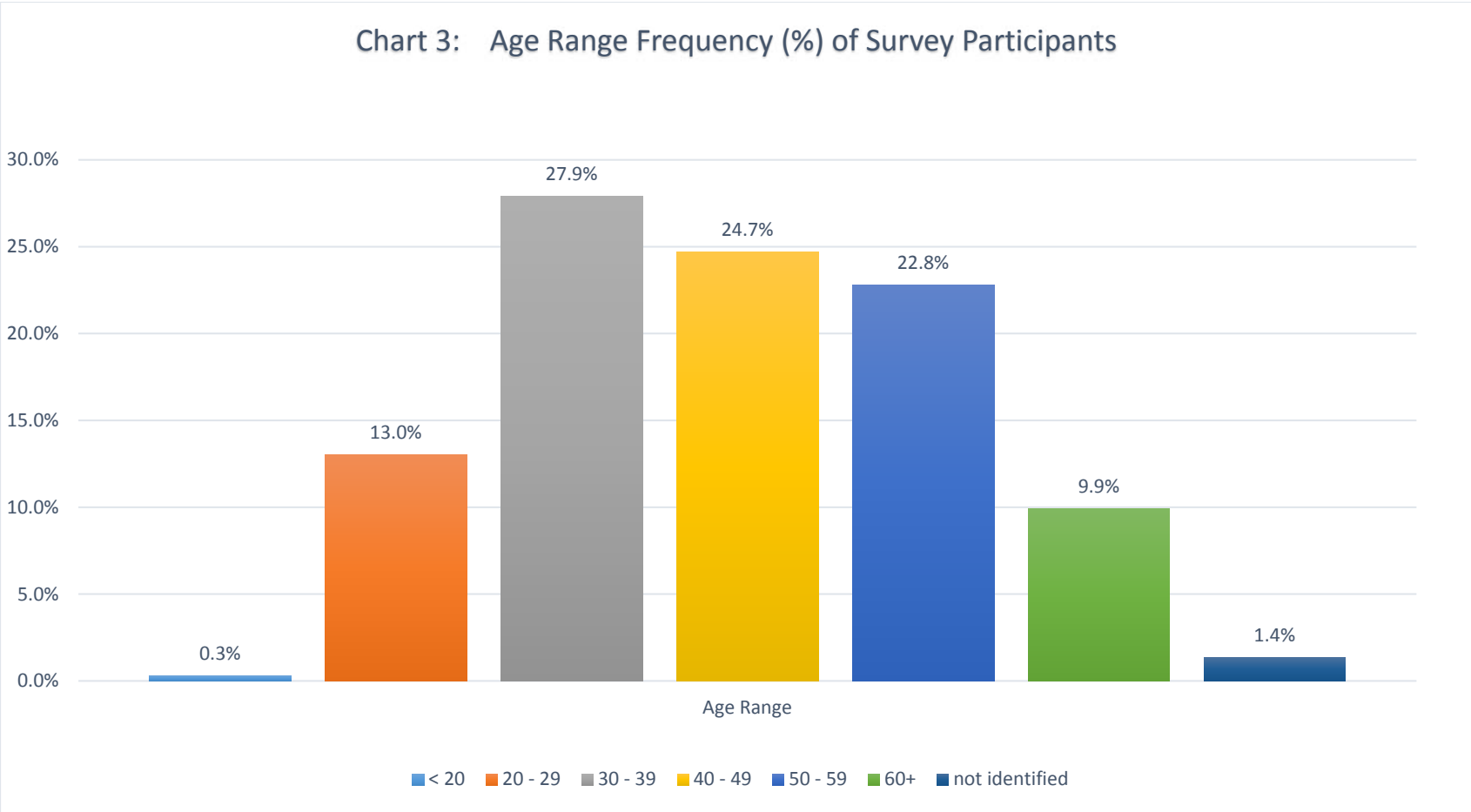
Source: 2017 GN Employee Engagement Survey

Chart 2: Frequency (%) of Years of Service of Survey Participants



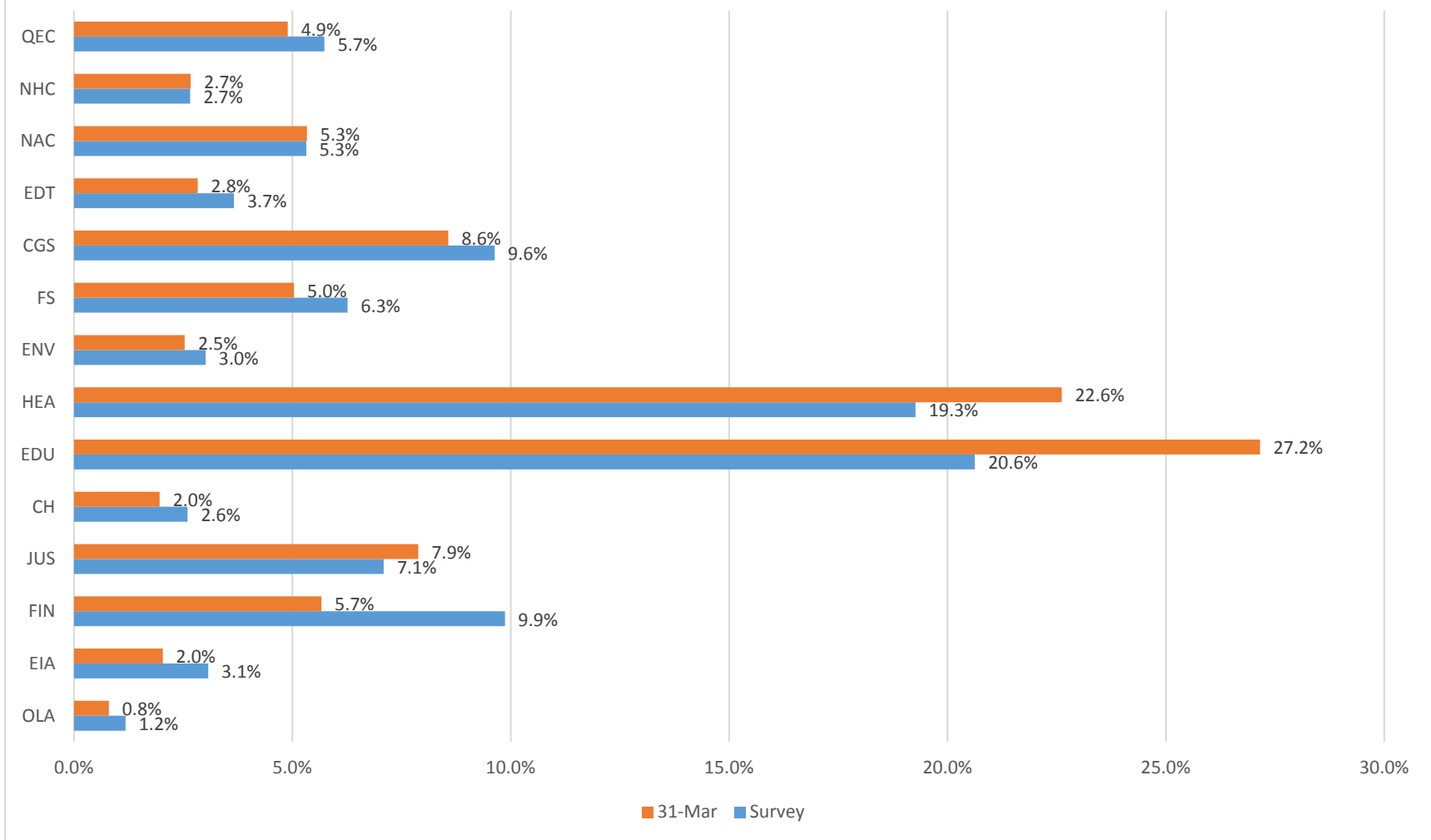
Source: 2017 Government of Nunavut Employee Engagement Survey

Chart 3: Age Range Frequency (%) of Survey Participants



Source: 2017 Government of Nunavut Employee Engagement Survey

Chart 4: Share of Survey Participants v. Share of Workforce as of March 31, 2017, By Department/Public Body (%)



Source: 2017 Government of Nunavut Employee Engagement Survey and Towards a Representative Public Service, March 31, 2017

APPENDIX “A”

Government of Nunavut 2017 Employee Engagement Survey E-Scores by Theme

STATEMENT	Agree	Neutral	Disagree*	E-Score
Active Engagement				
I would prefer to stay with the GN even if offered a similar job outside of the government. ♦	59%	24%	17%	64
Overall, I am satisfied in my work as a GN employee. ♦	75%	13%	12%	72
I am proud to tell people I work for the GN. ♦	67%	25%	8%	70
My commitment to my job is high.	93%	5%	2%	85
I am inspired to give my very best. ♦	74%	14%	12%	72
I feel valued as a GN employee. ♦	53%	25%	22%	59
I would recommend the GN as a great place to work. ♦	62%	26%	12%	66
Active Engagement E-Score				70
Culture and Inclusiveness				
Orientation of employees to Inuit culture is a priority for my department.	50%	25%	25%	59
I understand Inuit Societal Values well enough to properly apply them in the workplace.	80%	13%	7%	74
Orientation of employees to the workplace is a priority for my department.	51%	22%	28%	56
Cultural sensitivity is the norm in my workplace.	60%	25%	16%	63
The GN is highly committed to an inclusive public service.	46%	30%	24%	55
My work place is a safe place to voice concerns about what is happening. I would be heard and respected.	57%	20%	24%	59
I would feel comfortable going to my supervisor with mental health and well-being concerns.	64%	15%	22%	63
I believe Inuit Societal Values guide senior management decisions in the GN.	35%	31%	35%	47
The mental health and well-being of all employees are taken seriously by my supervisor.	62%	17%	22%	62
Inuit Societal Values are respected in my workplace.	63%	21%	16%	64
Culture and Inclusiveness E-Score				60

* Includes “Don’t Know”

♦ Denotes Canadian Public Service (FPT) Benchmark Statement

STATEMENT	Agree	Neutral	Disagree *	E-Score
Communication and Transparency				
I have opportunities to provide input into decisions that affect my work. I can help influence what I can do in my job. ◆	69%	15%	16%	67
I feel that everyone is treated equally in my workplace.	45%	18%	38%	51
The hiring practices are fair within the GN.	38%	26%	36%	49
There is good communication within the GN.	31%	28%	42%	44
I believe there is transparency within the GN.	32%	31%	37%	45
Essential information flows effectively from senior leaders to staff. ◆	43%	22%	35%	50
I believe there is no favouritism when hiring for positions in the GN.	30%	24%	45%	42
The GN hires the right people for the right job.	25%	34%	41%	43
I know how my work contributes to the goals of my department. ◆	85%	10%	6%	76
Communication and Transparency E-Score				52
Job Satisfaction				
I have positive working relationships with my co-workers. ◆	86%	9%	5%	79
I am in the right job, one that fits my skills, abilities and interests in the workplace. ◆	82%	11%	7%	78
I am supported at work to provide the highest level of service. ◆	66%	17%	17%	66
Innovation is valued at my workplace. ◆	56%	25%	19%	61
I receive meaningful recognition for work done well. ◆	54%	23%	23%	59
I am satisfied with the quality of supervision I receive. ◆	62%	19%	19%	64
I am satisfied with my department and how it functions. ◆	50%	23%	27%	56
I am treated respectfully at work. ◆	74%	13%	12%	70
Job Satisfaction E-Score				66
Training and Development				
My department supports my work related learning and development. ◆	72%	15%	13%	70
I have opportunities for career growth and advancement within my department. ◆	55%	22%	23%	60
I feel I have an effective performance plan in place to help guide my professional development.	51%	25%	24%	57

* Includes "Don't Know"

◆ Denotes Canadian Public Service (FPT) Benchmark Statement

STATEMENT	Agree	Neutral	Disagree*	E-Score
Training and Development (continued)				
Training is a priority in my department.	54%	24%	22%	60
Training courses offered through the Training Calendar are the types of courses I need to do my job.	35%	29%	35%	48
I have access to the resources and tools required to perform my job.	66%	17%	17%	65
Training and Development E-Score				60
Leadership and Management				
I have support in my department to balance my work and my personal life. ♦	69%	17%	15%	68
I have support at work to manage any work related stress.	54%	21%	25%	58
I would feel comfortable reporting harassment if it was happening to me or someone else.	71%	10%	19%	68
My supervisor/manager and I have a good working relationship based on respect and communication.	75%	12%	13%	72
Acting assignments are fairly assigned in my department.	54%	23%	24%	57
I have confidence in the senior leadership of my department. ♦	54%	21%	25%	59
People are treated fairly when it comes to assigning and providing training.	54%	22%	24%	57
Performance is well managed within my department.	46%	24%	30%	53
I have confidence in my immediate supervisor/manager.	68%	14%	18%	67
There is no favouritism when work is assigned within my division.	54%	20%	25%	58
Discipline is well managed within my department.	43%	23%	35%	50
Leadership and Management E-Score				61
Overall Engagement Score				61

* Includes "Don't Know"

♦ Denotes Canadian Public Service (FPT) Benchmark Statement

APPENDIX “B”
GOVERNMENT OF NUNAVUT
2017 EMPLOYEE ENGAGEMENT SURVEY
COMPARISON of INUIT/NON-INUIT*/GN E-SCORES

Statement	E- Score		
	Inuit	Non-Inuit ¹	GN
Active Engagement			
I would prefer to stay with the GN even if offered a similar job outside of the government. ♦	66	62	64
Overall, I am satisfied in my work as a GN employee. ♦	75	69	72
I am proud to tell people I work for the GN. ♦	72	68	70
My commitment to my job is high.	83	88	85
I am inspired to give my very best. ♦	79	66	72
I feel valued as a GN employee. ♦	65	54	59
I would recommend the GN as a great place to work. ♦	72	61	66
Active Engagement E-Score	73	67	70
Culture and Inclusiveness			
Orientation of employees to Inuit culture is a priority for my department.	63	55	59
I understand Inuit Societal Values well enough to properly apply them in the workplace.	78	69	74
Orientation of employees to the workplace is a priority for my department.	63	50	56
Cultural sensitivity is the norm in my workplace.	62	64	63
The GN is highly committed to an inclusive public service.	59	52	55
My work place is a safe place to voice concerns about what is happening. I would be heard and respected.	64	55	59
I would feel comfortable going to my supervisor with mental health and well-being concerns.	68	58	63
I believe Inuit Societal Values guide senior management decisions in the GN.	50	44	47
The mental health and well-being of all employees are taken seriously by my supervisor.	64	60	62
Inuit Societal Values are respected in my workplace.	63	65	64
Culture and Inclusiveness E-Score	63	57	60

¹includes those who answered “Don’t Know” to Nunavut Inuit status

♦ Denotes Canadian Public Service (FPT) Benchmark Statement

Statement	E- Score		
	Inuit	Non-Inuit ¹	GN
Communication and Transparency			
I have opportunities to provide input into decisions that affect my work. I can help influence what I can do in my job. ♦	69	64	67
I feel that everyone is treated equally in my workplace.	57	47	51
The hiring practices are fair within the GN.	52	45	49
There is good communication within the GN.	52	37	44
I believe there is transparency within the GN.	50	41	45
Essential information flows effectively from senior leaders to staff. ♦	58	43	50
I believe there is no favouritism when hiring for positions in the GN.	47	37	42
The GN hires the right people for the right job.	49	37	43
I know how my work contributes to the goals of my department. ♦	75	77	76
Communication and Transparency E-Score	57	48	52
Job Satisfaction			
I have positive working relationships with my co-workers. ♦	78	79	79
I am in the right job, one that fits my skills, abilities and interests in the workplace. ♦	77	78	78
I am supported at work to provide the highest level of service. ♦	71	60	66
Innovation is valued at my workplace. ♦	64	58	61
I receive meaningful recognition for work done well. ♦	62	56	59
I am satisfied with the quality of supervision I receive. ♦	68	60	64
I am satisfied with my department and how it functions. ♦	63	50	56
I am treated respectfully at work. ♦	72	68	70
Job Satisfaction E-Score	69	64	66
Training and Development			
My department supports my work related learning and development. ♦	72	68	70
I have opportunities for career growth and advancement within my department. ♦	63	57	60

¹includes those who answered "Don't Know" to Nunavut Inuit status

♦ Denotes Canadian Public Service (FPT) Benchmark Statement

Statement	E- Score		
	Inuit	Non-Inuit ¹	GN
Training and Development (continued)			
I feel I have an effective performance plan in place to help guide my professional development.	61	53	57
Training is a priority in my department.	66	55	60
Training courses offered through the Training Calendar are the types of courses I need to do my job.	54	42	48
I have access to the resources and tools required to perform my job.	69	60	65
Training and Development E-Score	64	56	60
Leadership and Management			
I have support in my department to balance my work and my personal life. ♦	73	63	68
I have support at work to manage any work related stress.	65	51	58
I would feel comfortable reporting harassment if it was happening to me or someone else.	75	62	68
My supervisor/manager and I have a good working relationship based on respect and communication.	75	70	72
Acting assignments are fairly assigned in my department.	61	54	57
I have confidence in the senior leadership of my department. ♦	63	55	59
People are treated fairly when it comes to assigning and providing training.	61	53	57
Performance is well managed within my department.	61	45	53
I have confidence in my immediate supervisor/manager.	70	65	67
There is no favouritism when work is assigned within my division.	61	56	58
Discipline is well managed within my department.	57	44	50
Leadership and Management E-Score	66	56	61
Total E-Score	65	58	61
Distribution of Participants by Status	48%	52%	

¹includes those who answered "Don't Know" to Nunavut Inuit status

♦ Denotes Canadian Public Service (FPT) Benchmark Statement

APPENDIX “C”

GOVERNMENT OF NUNAVUT
2017 EMPLOYEE ENGAGEMENT SURVEY
COMPARISON of INUIT/NON-INUIT* AGREE FACTORS

Statement	Agree (%)		Neutral (%)		Disagree (%)	
	Inuit	Non-Inuit ¹	Inuit	Non-Inuit ¹	Inuit	Non-Inuit ¹
Active Engagement						
I would prefer to stay with the GN even if offered a similar job outside of the government. ♦	63	55	20	27	17	17
Overall, I am satisfied in my work as a GN employee. ♦	78	73	14	13	9	14
I am proud to tell people I work for the GN. ♦	72	63	21	29	7	8
My commitment to my job is high.	91	95	6	4	3	2
I am inspired to give my very best. ♦	84	64	10	18	6	18
I feel valued as a GN employee. ♦	62	45	22	28	16	27
I would recommend the GN as a great place to work. ♦	72	53	22	31	7	16
Culture and Inclusiveness						
Orientation of employees to Inuit culture is a priority for my department.	58	43	21	28	21	29
I understand Inuit Societal Values well enough to properly apply them in the workplace.	86	74	10	16	4	10
Orientation of employees to the workplace is a priority for my department.	61	41	20	24	20	35
Cultural sensitivity is the norm in my workplace.	58	61	25	25	17	14
The GN is highly committed to an inclusive public service.	54	39	26	34	21	27
My work place is a safe place to voice concerns about what is happening. I would be heard and respected.	63	51	20	20	18	29
I would feel comfortable going to my supervisor with mental health and well-being concerns.	72	56	12	17	16	27
I believe Inuit Societal Values guide senior management decisions in the GN.	41	29	27	34	32	37
The mental health and well-being of all employees are taken seriously by my supervisor.	64	60	16	18	20	23
Inuit Societal Values are respected in my workplace.	61	65	21	22	19	13

Statement	Agree (%)		Neutral (%)		Disagree (%)	
	Inuit	Non-Inuit ¹	Inuit	Non-Inuit ¹	Inuit	Non-Inuit ¹
Communication and Transparency						
I have opportunities to provide input into decisions that affect my work. I can help influence what I can do in my job. ♦	73	66	15	14	11	20
I feel that everyone is treated equally in my workplace.	51	38	17	18	31	44
The hiring practices are fair within the GN.	44	33	25	27	31	40
There is good communication within the GN.	41	21	30	25	28	54
I believe there is transparency within the GN.	39	25	33	30	28	45
Essential information flows effectively from senior leaders to staff. ♦	53	33	21	22	26	45
I believe there is no favouritism when hiring for positions in the GN.	39	23	21	27	40	50
The GN hires the right people for the right job.	34	17	37	32	29	52
I know how my work contributes to the goals of my department. ♦	84	85	10	10	6	5
Job Satisfaction						
I have positive working relationships with my co-workers. ♦	84	88	11	7	6	5
I am in the right job, one that fits my skills, abilities and interests in the workplace. ♦	82	82	11	11	7	7
I am supported at work to provide the highest level of service. ♦	75	57	14	19	11	24
Innovation is valued at my workplace. ♦	62	52	23	26	15	23
I receive meaningful recognition for work done well. ♦	57	51	26	21	17	27
I am satisfied with the quality of supervision I receive. ♦	69	56	16	21	15	22
I am satisfied with my department and how it functions. ♦	61	39	20	26	18	35
I am treated respectfully at work. ♦	76	72	13	14	11	14
Training and Development						
My department supports my work related learning and development. ♦	76	68	14	17	10	15
I have opportunities for career growth and advancement within my department. ♦	60	50	21	23	18	27
I feel I have an effective performance plan in place to help guide my professional development.	58	46	25	24	18	30

Statement	Agree (%)		Neutral (%)		Disagree (%)	
	Inuit	Non-Inuit ¹	Inuit	Non-Inuit ¹	Inuit	Non-Inuit ¹
Training and Development (continued)						
Training is a priority in my department.	62	48	22	25	17	27
Training courses offered through the Training Calendar are the types of courses I need to do my job.	45	27	29	29	26	44
I have access to the resources and tools required to perform my job.	73	61	16	17	11	22
Leadership and Management						
I have support in my department to balance my work and my personal life. ♦	76	62	15	18	9	20
I have support at work to manage any work related stress.	65	44	19	23	16	33
I would feel comfortable reporting harassment if it was happening to me or someone else.	79	63	8	12	13	25
My supervisor/manager and I have a good working relationship based on respect and communication.	78	71	10	13	11	15
Acting assignments are fairly assigned in my department.	60	48	21	24	19	28
I have confidence in the senior leadership of my department. ♦	60	48	20	23	19	30
People are treated fairly when it comes to assigning and providing training.	62	46	17	27	22	27
Performance is well managed within my department.	59	33	21	27	20	40
I have confidence in my immediate supervisor/manager.	72	64	13	15	15	21
There is no favouritism when work is assigned within my division.	59	50	18	22	23	28
Discipline is well managed within my department.	52	34	21	25	27	42

¹Includes those who answered "Don't Know" to Nunavut Inuit status

♦ Denotes Canadian Public Service (FPT) Benchmark Question

APPENDIX “D”

GOVERNMENT OF NUNAVUT
2017 EMPLOYEE ENGAGEMENT SURVEY
E-SCORES BY EMPLOYEE GROUP AND ENGAGEMENT THEME

Statement	EMPLOYEE GROUP					GN
	EXC	NEU	NTA	SRM	OTHER*	
Active Engagement						
I would prefer to stay with the GN even if offered a similar job outside of the government. ♦	62	64	64	68	69	64
Overall, I am satisfied in my work as a GN employee. ♦	71	71	70	76	77	72
I am proud to tell people I work for the GN. ♦	68	70	69	77	72	70
My commitment to my job is high.	85	85	88	92	81	85
I am inspired to give my very best. ♦	70	72	68	76	81	72
I feel valued as a GN employee. ♦	59	59	53	66	64	59
I would recommend the GN as a great place to work. ♦	63	67	64	70	67	66
Active Engagement E-Score	68	70	68	75	73	70
Culture and Inclusiveness						
Orientation of employees to Inuit culture is a priority for my department.	57	59	55	68	67	59
I understand Inuit Societal Values well enough to properly apply them in the workplace.	72	75	74	76	71	74
Orientation of employees to the workplace is a priority for my department.	59	56	48	64	65	56
Cultural sensitivity is the norm in my workplace.	64	63	61	69	59	63
The GN is highly committed to an inclusive public service.	56	55	51	62	57	55
My work place is a safe place to voice concerns about what is happening. I would be heard and respected.	61	59	53	67	63	59

*includes those who answered “Don’t Know”

♦ Denotes Canadian Public Service (FPT) Benchmark Question

Statement	EMPLOYEE GROUP					GN
	EXC	NEU	NTA	SRM	OTHER*	
I would feel comfortable going to my supervisor with mental health and wellbeing concerns.	66	63	57	65	66	63
I believe Inuit Societal Values guide senior management decisions in the GN.	44	48	46	54	48	47
The mental health and well-being of all employees are taken seriously by my supervisor.	66	61	57	70	64	62
Inuit Societal Values are respected in my workplace.	62	64	64	69	67	64
Culture and Inclusiveness E-Score	61	60	57	66	63	60
Communication and Transparency						
I have opportunities to provide input into decisions that affect my work. I can help influence what I can do in my job. ♦	70	65	59	80	72	67
I feel that everyone is treated equally in my workplace.	54	52	40	61	58	51
The hiring practices are fair within the GN.	47	48	48	56	53	49
There is good communication within the GN.	41	45	40	45	53	44
I believe there is transparency within the GN.	46	46	41	50	46	45
Essential information flows effectively from senior leaders to staff. ♦	53	50	44	54	58	50
I believe there is no favouritism when hiring for positions in the GN.	41	41	40	52	49	42
The GN hires the right people for the right job.	38	45	38	43	49	43
I know how my work contributes to the goals of my department. ♦	79	75	71	84	73	76
Communication and Transparency E-Score	52	52	47	58	57	52
Job Satisfaction						
I have positive working relationships with my co-workers. ♦	80	79	75	81	78	79
I am in the right job, one that fits my skills, abilities and interests in the workplace. ♦	76	77	80	81	80	78

*includes those who answered "Don't Know"

♦ Denotes Canadian Public Service (FPT) Benchmark Question

Statement	EMPLOYEE GROUP					GN
	EXC	NEU	NTA	SRM	OTHER*	
I am satisfied with the quality of supervision I receive. ♦	67	63	56	72	68	64
I am supported at work to provide the highest level of service. ♦	68	66	57	72	70	66
Innovation is valued at my workplace. ♦	61	61	59	67	60	61
I receive meaningful recognition for work done well. ♦	63	59	50	65	63	59
I am satisfied with my department and how it functions. ♦	59	56	47	61	65	56
I am treated respectfully at work. ♦	71	70	66	73	70	70
Job Satisfaction E-Score	68	66	61	71	69	66
Training and Development						
My department supports my work related learning and development. ♦	73	68	71	77	73	70
I have opportunities for career growth and advancement within my department. ♦	59	58	63	65	63	60
I feel I have an effective performance plan in place to help guide my professional development.	52	57	61	60	60	57
Training is a priority in my department.	62	59	58	66	67	60
Training courses offered through the Training Calendar are the types of courses I need to do my job.	41	51	47	41	54	48
I have access to the resources and tools required to perform my job.	68	65	57	67	64	65
Training and Development E-Score	63	61	53	68	64	60
Leadership and Management						
I have support in my department to balance my work and my personal life. ♦	73	69	58	68	69	68
I have support at work to manage any work related stress.	60	58	49	64	65	58

*includes those who answered "Don't Know"

♦ Denotes Canadian Public Service (FPT) Benchmark Question

Statement	EMPLOYEE GROUP					GN
	EXC	NEU	NTA	SRM	OTHER*	
I would feel comfortable reporting harassment if it was happening to me or someone else.	68	69	61	78	70	68
Acting assignments are fairly assigned in my department.	60	57	53	67	56	57
I have confidence in the senior leadership of my department. ♦	64	58	50	70	63	59
My supervisor/manager and I have a good working relationship based on respect and communication.	75	72	66	78	76	72
Performance is well managed within my department.	50	54	47	56	59	53
People are treated fairly when it comes to assigning and providing training.	59	57	51	66	60	57
I have confidence in my immediate supervisor/manager.	71	67	58	75	70	67
There is no favouritism when work is assigned within my division.	60	58	46	71	65	58
Discipline is well managed within my department.	51	51	43	58	53	50
Leadership and Management E-Score	59	60	60	63	64	61
Total E-Score	62	61	58	67	65	61
Distribution of Participants by Group	17%	58%	14%	6%	6%	

*includes those who answered "Don't Know"

♦ Denotes Canadian Public Service (FPT) Benchmark Question

APPENDIX "E"
GOVERNMENT OF NUNAVUT
2017 EMPLOYEE ENGAGEMENT SURVEY
MANAGEMENT SECTION E-SCORES

Management Statements	Agree	Neutral	Disagree*	E- Score
The employees that I manage are proud to work for the GN.	58	28	14	62
The employees that I manage enjoy working for me.	76	16	8	69
The employees that I manage have the materials and equipment they need to do their job to the best of their ability.	70	14	15	66
I value the opinion of the employees that I manage.	93	4	3	83
I regularly speak with the employees that I manage and discuss their plans for professional development.	75	19	6	72
The employees that I manage know where they stand with me at all times - they know exactly where I feel their strengths and weaknesses lie.	75	18	7	70
The employees that I manage are committed to doing quality work.	75	17	8	72
The employees that I manage are not planning to leave my division or the department.	51	26	23	56
I provide the employees that I manage with the opportunities they need to learn and grow.	75	18	7	71
The employees that I manage feel a sense of accomplishment in their jobs.	68	20	12	65
I am able to retain the employees that I need.	62	21	17	63
The employees that I manage have the skills and knowledge to meet the current requirements of their job.	67	19	14	65
Investment in learning and development opportunities has helped to improve employee performance.	64	25	11	65
When filling positions, I am able to attract the employees that I need.	41	31	27	52
Overall the employees that I manage are satisfied with their jobs.	70	19	10	65
Management E-Score				66

*Includes "Don't Know" responses

APPENDIX “F”
GOVERNMENT OF NUNAVUT
2017 EMPLOYEE ENGAGEMENT SURVEY
COMPARISON OF MANAGEMENT / EMPLOYEE E-SCORES

Statements	Mgmt E- Score	Employee E- Score
M: The employees that I manage are proud to work for the GN.	62	
E: I am proud to tell people I work for the GN.		70
M: The employees that I manage enjoy working for me.	69	
E: I have confidence in my immediate supervisor/manager.		67
E: I am satisfied with the quality of supervision I receive.		64
M: The employees that I manage have the materials and equipment they need to do their job to the best of their ability.	66	
E: I have access to the resources and tools required to perform my job.		65
M: I value the opinion of the employees that I manage.	83	
E: I feel valued as a GN employee.		59
M: I regularly speak with the employees that I manage and discuss their plans for professional development.	72	
E: I feel I have an effective performance plan in place to help guide my professional development.		57
M: The employees that I manage know where they stand with me at all times - they know exactly where I feel their strengths and weaknesses lie.	70	
E: My supervisor/manager and I have a good working relationship based on respect and communication.		72
M: The employees that I manage are committed to doing quality work.	72	
E: I am inspired to give my very best.		72
M: The employees that I manage are not planning to leave my division or the department.	56	
E: I would prefer to stay with the GN even if offered a similar job outside of the government.		64
M: I provide the employees that I manage with the opportunities they need to learn and grow.	71	
E: My department supports my work related learning and development.		70

Statements	Mgmt E- Score	Employee E- Score
M: The employees that I manage feel a sense of accomplishment in their jobs.	65	
E: My commitment to my job is high		85
M: I am able to retain the employees that I need.	63	
E: I would prefer to stay with the GN even if offered a similar job outside of the government		64
M: The employees that I manage have the skills and knowledge to meet the current requirements of their job.	65	
E: I am in the right job, one that fits my skills abilities and interests in the workplace.		78
M: Investment in learning and development opportunities has helped to improve employee performance.	65	
E: No comparable		n/a
M: When filling positions, I am able to attract the employees that I need.	52	
E: The GN hires the right people for the right job.		43
M: Overall the employees that I manage are satisfied with their jobs.	65	
E: Overall, I am satisfied in my work as a GN employee.		72

M = management

E = employee