



Employee Engagement & Satisfaction Survey **Report & Guide**

Rapport et guide sur le Sondage sur la satisfaction et l'engagement des employés

Le présent document contient la traduction française du sommaire.



2021

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Executive Summary

In 2004, jurisdictions from across Canada agreed to conduct a survey using a common set of nineteen questions to measure employee engagement and satisfaction.

Since 2006, the Employee Engagement and Satisfaction Survey (EESS) has provided the Government of the Northwest Territories (GNWT) with the opportunity to gain insight into the engagement of GNWT employees. Favourability scores are the percentage of respondents who agree or strongly agree with a statement.

The EESS is a tool that can inform conversations with management, employees and human resource specialists about the underlying issues and challenges that exist in the workplace. It is an opportunity to foster a more engaging and satisfying work environment for GNWT employees, recognizing that “having engaged employees who are involved in and committed to their work is critical to the success of the GNWT and the quality of programs and services delivered to citizens.”¹

This document provides an in-depth analysis of the 2021 EESS Government of the Northwest Territories (GNWT) results. It is designed to provide support with interpreting survey results and effectively using this information to improve employee engagement and satisfaction.

Our hope is that by following the steps outlined in this guide, you will be able to identify and address areas of concern, in turn creating more engaged and satisfied employees.

Sommaire

En 2004, des provinces et territoires canadiens ont convenu de réaliser un sondage composé d’une série de 19 questions pour mesurer l’engagement et la satisfaction des employés.

Depuis 2006, le Sondage sur la satisfaction et l’engagement des employés a permis au gouvernement des Territoires du Nord-Ouest (GTNO) de mieux comprendre le degré d’engagement de son personnel. Le taux d’approbation est le pourcentage de répondants qui sont « d’accord » ou « tout à fait d’accord » avec les énoncés.

Le SSEE est un outil qui permet d’établir un dialogue entre les membres de la direction, les employés et les spécialistes en ressources humaines sur les problèmes et défis sous-jacents présents en milieu de travail. Il permet également de mettre en place un milieu de travail plus attrayant et satisfaisant pour les employés du GTNO et de reconnaître « qu’avoir des employés motivés qui sont investis dans leur travail est essentiel à la réussite du GTNO et à la qualité des programmes et des services offerts aux citoyens »¹.

Le présent document fournit une analyse approfondie des résultats du SSEE de 2021 du gouvernement des Territoires du Nord-Ouest. Son objectif est d’aider à interpréter les résultats du sondage et d’utiliser les renseignements obtenus de façon efficace pour améliorer l’engagement et la satisfaction des employés.

Nous espérons qu’en suivant les étapes décrites dans ce guide, vous pourrez déterminer plus facilement les sujets de préoccupation et y remédier, ce qui contribuera à l’engagement et à la satisfaction des employés.

¹ Employee Engagement Interjurisdictional Team, “Collaboration in Action: Critical Insight on Employee Engagement,” Canadian Government Executive vol 17, no. 9 (November 2011).

¹ Équipe intergouvernementale pour l’engagement des employés, « Collaboration in Action: Critical Insight on Employee Engagement », Canadian Government Executive volume 17, no 9 (novembre 2011).

The GNWT Engagement Model

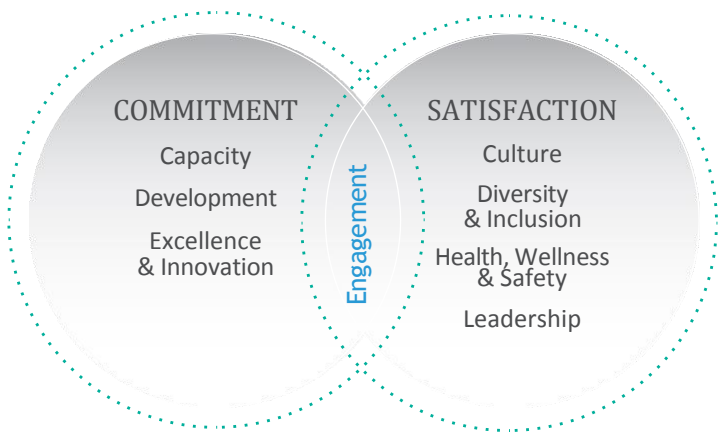
Employee engagement is about understanding what drives and motivates employees. Increased engagement means an employee is more satisfied and committed to their work, resulting in improved service delivery. It can also reduce turnover and motivate employees to develop and advance within the GNWT. This in turn can help positively impact corporate goals.

Employee Engagement can be seen in two spectrums:

- 1) An employee's **commitment** to their job and organization
- 2) An employee's **satisfaction** with their job and organization

The GNWT Employee Engagement Model identifies seven indices² (themes) related to employee commitment or employee satisfaction. The seven indices are drivers for the [Employee Engagement Index](#), which reflects the results of select statements within each of the seven theme-based indices.

The EESS consists of 45 questions that are designed to allow the GNWT to assess and measure employee engagement. The survey includes 11 Employee Engagement Index questions and an additional 34 questions that are grouped into the seven theme-based indices, as outlined below.



COMMITMENT	Capacity: Perception of the opportunities and resources available to effectively do work	SATISFACTION	Culture: Satisfaction with the GNWT work culture and environment
	Development: Perception that the GNWT is committed to career growth and development opportunities		Diversity & Inclusion: Satisfaction with the programs and services in place to promote a diverse and inclusive work environment
	Excellence & Innovation: Perception of the opportunities for excellence and innovation available at the GNWT		Health, Wellness & Safety: Satisfaction with the programs and services in place to promote employee health, wellness and safety
			Leadership: Satisfaction with the quality of GNWT leadership and supervision

² An index represents the average favourability score for all questions under each respective theme.

GNWT Survey Results³

The 2021 EESS results for most of the indices were relatively unchanged from the 2016 EESS scores. The three indices where favourability scores were higher than in the previous survey were Development (+0.9), Leadership (+1.1), and Diversity & Inclusion (+5.8).

The 2021 EESS results for the remaining four indices were lower than the results of the 2016 survey. Among these, the Capacity Index fell the most from the 2016 score (-2.9). The 2021 Health, Wellness & Safety Index favourability scores experienced the second largest regression from the 2016 results (-2.3). Despite these declines, both the Capacity Index and the Health, Safety and Wellness Index still received among the highest favourability scores of the seven indices.

In both 2016 and 2021, the EESS Development Index received the lowest index score by favourability, however the 2021 Development Index results also had had the highest percentage of neutral responses (23.7%) for any of the seven indices. The large percentage of neutral responses to the statements that make up the Development Index, along with its slight increase (+0.9) from 2016, suggest that the Development Index has great opportunity for improvement among GNWT employees.

Engagement			GNWT (2016)	+/- Change
	68.6%	17% 13%	69.2%	-0.6
	FAVOURABLE NEUTRAL UNFAVOURABLE			
COMMITMENT	CAPACITY			
	70.2%	13% 16.1%	73.1%	-2.9
	DEVELOPMENT			
	55.4%	23.7% 20.5%	54.5%	+0.9
SATISFACTION	EXCELLENCE & INNOVATION			
	65.8%	18.2% 15.3%	67.0%	-1.2
	CULTURE			
	68.1%	15.2% 15.9%	69.4%	-1.3
	DIVERSITY & INCLUSION			
	64.3%	19.8% 15.1%	58.5%	+5.8
	HEALTH, WELLNESS & SAFETY			
	70.4%	14.9% 13.9%	72.7%	-2.3
	LEADERSHIP			
	66.2%	15.4% 18.1%	65.1%	+1.1

³ Index & Statement breakdowns may not sum to 100 percent due to non-responses. To prevent data suppression where there are fewer than three respondents, categories are grouped together if possible.

The Organizational Change Index was removed from the 2021 EESS. The GNWT-wide response rate for the 2021 EESS was 48.0%, a drop of 10.4 points from 2016 (58.4%).

Employee Engagement (GNWT)

The Employee Engagement Index is used by the GNWT to measure the engagement of its employees. It refers to the average of employee favourability scores in response to eleven survey questions, five of which were newly added in 2021⁴. Drivers of employee engagement are a combination of **employee commitment** to their job and organization, and **employee satisfaction** with their job and organization.

	Employment Engagement			+/- GNWT (2016)	GNWT Range Lowest - Highest %
ENGAGEMENT	68.6%	17%	13%	-0.6 ⁵	55.3 - 81.8%
	<div> <div></div> FAVOURABLE <div></div> NEUTRAL <div></div> UNFAVOURABLE </div>				
I am inspired to give my very best.	68.1%	15.4%	15%	-3.8	58.0 - 100%
I am motivated by my department to help achieve its objectives.	61.6%	19.6%	17.1%	N/A	47.6 - 77.4%
I am proud to tell people I work for the GNWT.	64.6%	22.2%	11.7%	-6.3	50.7 - 80.0%
I am satisfied with my department.	65.7%	15.3%	17.7%	-0.3	47.8 - 80.0%
I am satisfied with my job.	72.5%	15.3%	10.9%	N/A	53.6 - 100%
I enjoy the type of work I do.	85.7%	8.6%	4.2%	N/A	78.3 - 100.0%
I feel energized by my work.	60.6%	18.7%	19.2%	N/A	51.3 - 100.0%
I would prefer to stay with the GNWT even if offered a similar job elsewhere.	57.4%	26.3%	14.9%	-2.3	42.0 - 73.3%
I would recommend the GNWT as a great place to work.	65.7%	20.3%	12.7%	-6.0	52.2 - 100%
Overall, I am satisfied in my work as a GNWT employee.	74.3%	13%	11.6%	-0.6	63.8 - 100.0%
The work I do gives me a sense of accomplishment	78.2%	11.8%	8.4%	N/A	53.6 - 100.0%

⁴ A total of ten new statements were added to the 2021 EESS to better align the GNWT survey with Engagement Surveys in other jurisdictions and produce a more comprehensive reflection of employee engagement.

⁵ The overall Employee Engagement Index favourability score calculation includes the favourability scores for the newly added statements. The favourable response to those statements offset declining favourability in other statements.

What Do The Results Tell Us?

The Employee Engagement Index score and the results of the six associated statements have all decreased from the 2016 results⁶.

Most notable results and trends include:

- Respondent favourability to the statement *“I am proud to tell people I work for the GNWT”* suffered the biggest decline in the Employee Engagement Index, falling from 70.9% in 2016 to 64.6% in the 2021 EESS, a loss of 6.3 percentage points.
- Favourability to the statement *“I would recommend the GNWT as a great place to work”* also declined significantly, with 71.7% of 2016 respondents responding favourably to 65.7% of respondents in 2021 (-6.0).
- The highest percentage of neutral responses was to the statement *“I would prefer to stay with the GNWT even if offered a similar job elsewhere”*, which received 26.3% neutral responses. This was the lowest scoring statement in the Employee Engagement Index at 57.4%, but the neutral response rate indicates that there is a high capacity for improvement in the future.
- The statements, *“the work I do gives me a sense of accomplishment”* (85.7% favourable) and *“I enjoy the type of work I do”* (78.2% favourable), both added in 2021, scored the highest in the Employee Engagement Index. Furthermore, the three statements *“I am satisfied with my job”*, *“Overall, I am satisfied in my work as a GNWT employee”*, and *“The work I do gives me a sense of accomplishment”* all scored over 72% favourability.

⁶ The 2021 EESS includes the favourability scores for the five newly added statements, but rate change data cannot be calculated for them.

Commitment

Commitment represents one half of the GNWT Employee Engagement Model and reflects the level of commitment employees have to the GNWT, their departments, and to their work. Employee commitment is comprised of three different indices, all of which act as drivers of Employee Engagement including:

- Capacity
- Development
- Excellence & Innovation

Capacity (GNWT)

The Capacity Index measures employee perception of the opportunities and resources available to effectively do work at the GNWT. The Capacity Index is comprised of the averaged employee favourability scores in response to six survey statements.

	Employee Capacity			+/- GNWT (2016)	GNWT Range Lowest - Highest %
CAPACITY	70.2%	13%	16.1%	-2.9	64.3 - 79.6%
	<div> <div></div> FAVOURABLE <div></div> NEUTRAL <div></div> UNFAVOURABLE </div>				
I am satisfied with my workload.	62.1%	13.9%	23.5%	+0.9	51.7 - 74.2%
I have access to clear processes in order to do my job effectively and efficiently.	56.5%	18.7%	24.1%	-3.2	43.5 - 75.0%
I have access to information and data that I need in order to do my job effectively and efficiently.	70.2%	14.2%	15%	-3.0	57.6 - 81.6%
I have support at work to provide a high level of service.	70.2%	12.8%	16.6%	-1.1	51.5 - 100.0%
My job is a good fit with my skills and interests.	86.9%	6.9%	5.9%	0.0	81.2 - 100.0%
My job makes good use of my personal strengths	75%	11.6%	11.6%	N/A	66.3 - 100.0%

What Do The Results Tell Us?

The GNWT Capacity Index score fell from 73.1% in 2016 to 70.2% in 2021 (-2.9), with half of the statements scoring below their 2016 scores. This was the highest regression of any index in the survey from its 2016 score. Despite the declines, the Capacity Index has the second highest favourability score among the eight indices for the 2021 EESS.

Most notable results and trends include:

- 56.5% of respondents agreed that they have access to clear processes in order to do their job effectively and efficiently, a 3.2-point drop from the previous survey score. This statement had the lowest favourability score, the highest unfavourability score, and suffered the largest drop in favourability among the statements in the Capacity Index.
- 70.2% of respondents agreed that they have access to information and data that they need in order to do their job effectively and efficiently, a 3.0-point drop from its 2016 score.
- Only 62.1% of GNWT respondents reported being satisfied with their workload, however there was a slight increase of 0.9 points from the 2016 survey. This statement also had the second largest (23.5%) number of respondents who disagreed with it.
- 86.9% of GNWT respondents were favourable to the statement, *“My job is a good fit with my skills and interests”*, the same favourable response rate as reported in 2016.
- 75.0% of respondents agreed their job makes a good use of their personal strengths.

Improving on Capacity Scores

Competency-based performance development tools and work-plans can be used to help encourage a more open dialogue between employees and supervisors on organizational expectations, learning targets, and future objectives, including current and future workload.

Potential avenues for improvement might include:

Leadership Development Program and Management Series Training

These programs provide managers and supervisors with skills they need to improve their ability to support and communicate with staff, leading to better workflow overall. The GNWT’s Employee and Family Assistance Program also offers management consultations that provide confidential and professional guidance helpful in managing sensitive workplace situations that can sometimes challenge managers and supervisors.

Examining Organizational Design & Workflow

Can identify new opportunities that help support the delivery of a high level of service and improved distribution of workload.

Mentorship & Inter-Departmental Opportunities

Departments can provide employees with new opportunities that are a better fit with their skills and interests, while also helping to alleviate heavy workloads by making use of transfer assignments and secondments, utilizing the Summer Student Employment Program, the Graduate Internship Program, job sharing between two employees, and by hiring casual employees.

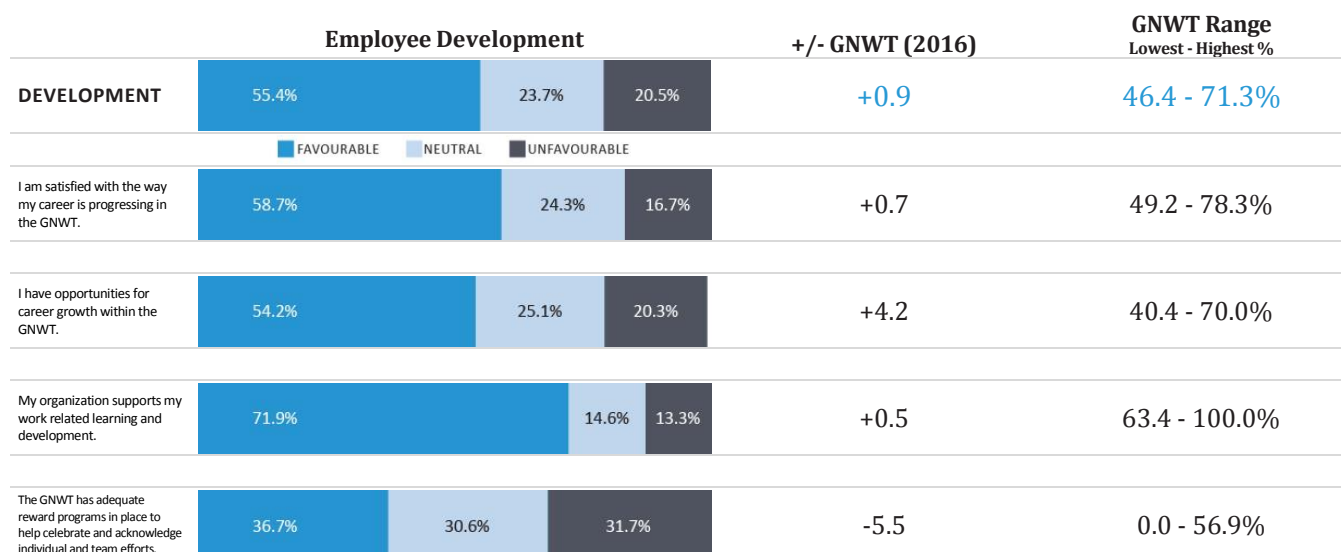
Building Confidence & Competencies

Targeted training opportunities, instituting of standard operating procedures, and implementing internal communications strategies can help to improve access to information and make processes clearer for employees.

The Employee’s Guide to Onboarding can be useful in helping to ensure new employees are given the tools and knowledge they need to be able to do their jobs more effectively and efficiently. For front-line services there may be outside opportunities to seek customer service training to support the delivery of a high level of service.

Development (GNWT)

Development, the second Commitment Index, measures employee perception of the GNWT's commitment to career growth and development opportunities for its employees.



What Do The Results Tell Us?

The 2021 GNWT Development Index score was 55.4%, compared to its 2016 score of 54.5% (+0.9). This Index also shows the largest amount of neutrality (23.7%) and unfavourability (20.5%) among respondents out of all the indices.

Most notable results and trends include:

- 54.2% of GNWT respondents agreed there were opportunities for career growth within the GNWT. This statement saw the largest increase (+4.2) within the Index when compared to its 2016 score of 50.0%
- 71.9% of respondents agreed that the GNWT is supportive of their work related learning and development. This statement scored highest within the Development Index and was also the top scoring statement in 2016.
- 36.7% of GNWT respondents agreed the GNWT has adequate reward programs in place to help celebrate and acknowledge individual and team efforts. It is important to note that of the 45 statements of the 2021 EESS, this was scored the lowest.

Improving on Development Scores

Competency-based performance development tools can be used to help identify and plot out learning targets and future objectives that may help in employee development and career growth.

Potential avenues for improvement might include:

Development Programs

Programs such as the Indigenous Aboriginal Management and Development Program, the Indigenous Aboriginal Career Gateway Program, the Leadership Development Program, and the Management Series can help provide employees with the tools and training they need to advance in their career.

On the Job Training

On the job learning and development opportunities can be gained through acting assignments, secondments, transfer assignments, mentorship opportunities, and targeted training opportunities, while limited competitions may be used to create opportunities for career progression and growth

Continuous Learning

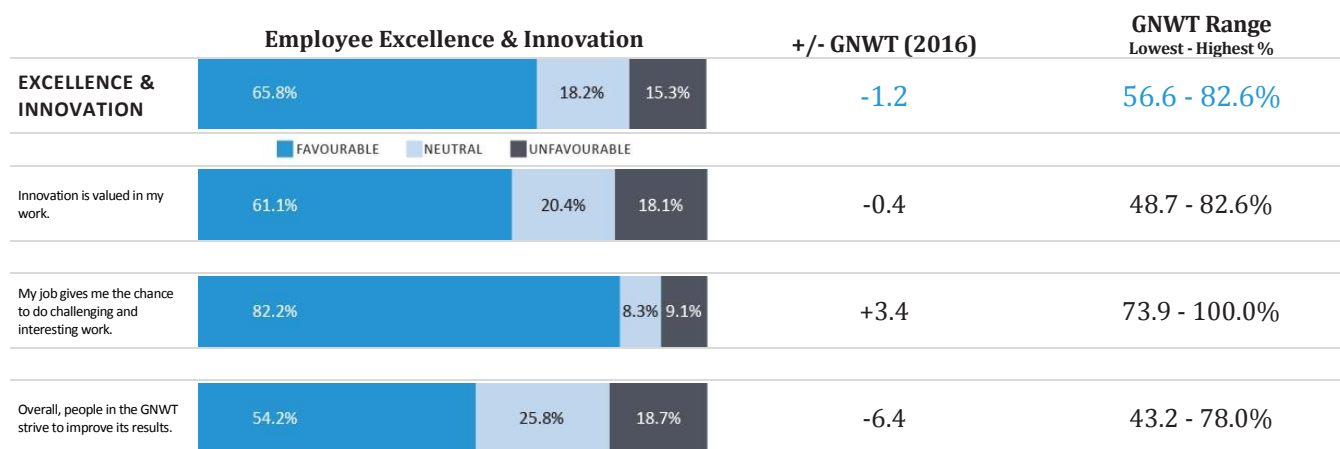
Departments can also support employee development opportunities through the GNWT Learning and Development calendar, education leave, and covering professional development and membership fees. Additionally, there are opportunities for career counseling through the Employee Family Assistance Program.

Recognition & Rewards

An internal communications strategy and BearNet communiques can be designed and used to help publicly recognize employees who have done outstanding work. Employees may be given pay-for-performance as a reward for work well done. Additionally, the development of departmental recognition programs and nominating employees/ teams for Premier's Awards and Long-Service Awards celebrations can help to recognize and celebrate individual and team efforts.

Excellence & Innovation (GNWT)

The third Commitment Index, Excellence & Innovation, measures employee perception with the opportunities for excellence and innovation in the work being done at the GNWT.



What Do The Results Tell Us?

The 2021 GNWT Excellent & Innovation Index score was 65.8%, dropping slightly (-1.2) from 2016. Two of the three statements within this Index decreased from their 2016 scores.

Most notable results and trends include:

- 82.2% of respondents agreed their job gives them the chance to do challenging and interesting work. Favourable responses to this statement increased 3.4 percentage points from the 2016 score.
- 61.1% of respondents agreed that innovation is valued in their work, a slight decrease (-0.4) from 2016.
- 54.2% of GNWT respondents agreed with the statement, “overall, people in the GNWT strive to improve its results” a decrease of 6.4 points from 2016. The decline in favourability to this statement was the highest regression of any statement in the survey.

Improving on Excellence & Innovation Scores

Competency-based performance development tools can be used to help employees feel challenged, to be innovative, and to be more future-results focused.

Potential avenues for improvement might include:

Mentorship & Inter-Departmental Opportunities

Innovation and excellence can be nurtured through mentorship opportunities, acting assignments, secondments, transfer assignments, and targeted training opportunities.

Public Recognition

Nominating employees/teams for Premier’s Awards and highlighting employee innovations through BearNet can help to celebrate and acknowledge innovation and excellence. Public recognition also increases awareness of the innovation that occurs at the GNWT and encourages other employees. The implementation of an internal communications strategy can help ensure that innovative ideas and best practices are not overlooked or siloed.

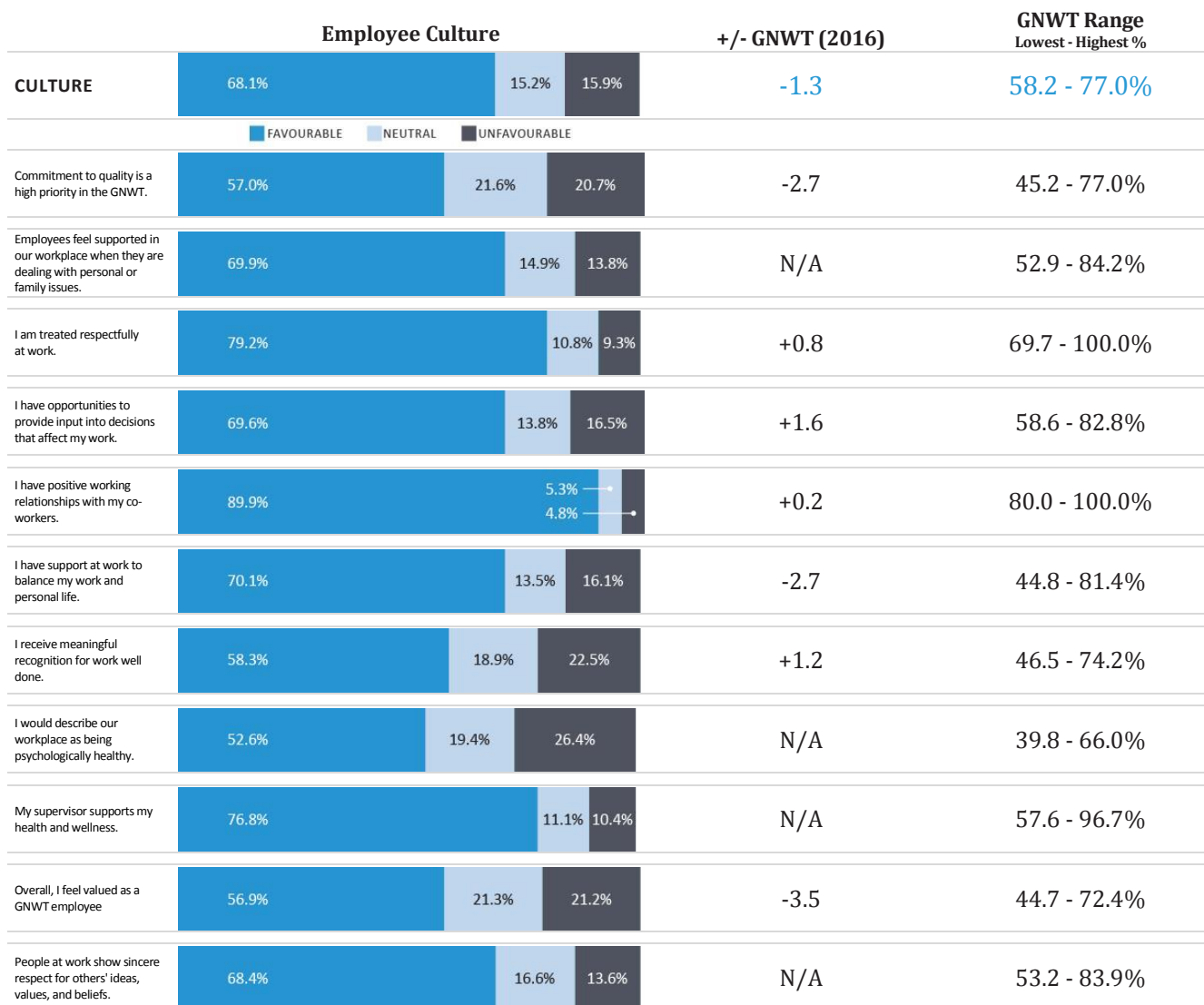
Satisfaction

Employee satisfaction represents the second half of the GNWT Employee Engagement Model. It focuses on employee satisfaction with the GNWT, their department, and their work. Employee satisfaction is comprised of four different indices, all of which act as drivers of Employee Engagement, including:

- Culture
- Diversity & Inclusion
- Health, Safety & Wellness
- Leadership

Culture (GNWT)

Culture, the first Satisfaction Index, measures employee satisfaction with the GNWT work culture and environment.



What Do The Results Tell Us?

The GNWT Culture Index favourability score decreased from 69.4% in 2016 to 68.1% in 2021, a decline of 1.3 points. Four of the new statements added to the 2021 EESS were included in this section. Of the seven statements included in the 2016 survey, four have increased and three have declined from their previous scores.

Most notable results and trends include:

- 89.9% of GNWT respondents agreed they have positive working relationships with their co-workers; this was the highest scored statement within this Index.
- 79.2% of respondents agreed they are treated respectfully at work. This saw a slight increase (+0.8) from the 2016 score of 78.4% and was the second highest statement score within the Index.
- The statement “I have opportunities to provide input into decisions that affect my work” had the largest increase within this Index (+1.6) when compared to its 2016 score.
- 56.9% of respondents agreed that they feel valued as a GNWT employee. This had the largest decrease (-3.5) within this Index in comparison to its 2016 score of 60.4%.
- 52.6% of GNWT respondents agreed they would describe their workplace as being psychologically healthy. As this is a new statement to the 2021 EESS, there are no means of comparison, however, it should be noted that this statement had the largest number of respondents who found it unfavourable (26.4%) within this Index and had the second largest amount of unfavourability among the 45 statements of the EESS.

Improving on Culture Scores

Competency-based performance development tools and/or work-plans can be used to help encourage a more open dialogue between employees and supervisors, including a shared dialogue around decisions impacting targets and objectives. An internal communications strategy can also help to support more open dialogue, shared decision making, and improved employee relations.

Potential avenues for improvement might include:

Communication Training and Skill Building

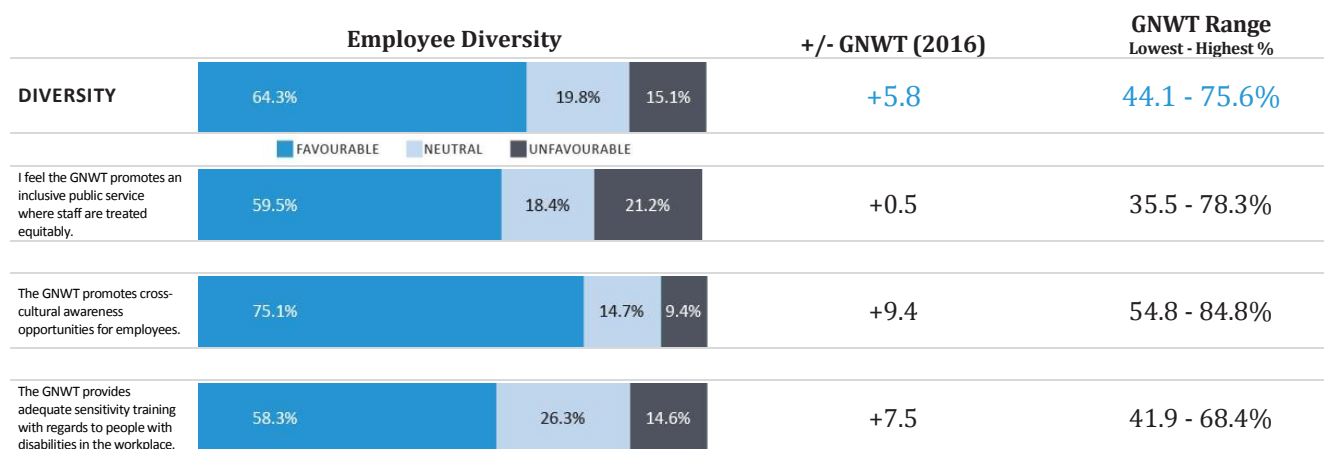
Improving on culture scores involves making employees feel that they are heard and appreciated. To meet this goal, the GNWT has developed and introduced several policies, programs, and services that are available to employees. Often, the biggest impact a manager or supervisor can make is by encouraging employees to access these GNWT offerings and ensuring that employees have time in their work schedules to fully participate in these programs.

Some of the many policies, programs and services that employees should be encouraged to make use of are:

- The GNWT Remote Work Policy, which allows employees to work remotely on a fulltime or hybrid schedule.
- The Harassment Free and Respectful Workplace Policy, and its accompanying Guide and training, which present an overview of workplace harassment, outlines options for dealing with workplace conflict, and provides options for resolution.
- The many programs available under the Employee and Family Assistance Program-Lifeworks, the GNWT’s confidential 24/7 Employee and Family Assistance program (EFAP). Lifeworks is an innovative wellbeing resource that employees can trust to provide confidential assistance in many work and life circumstances, such as expecting a baby, going through a divorce, or feeling overwhelmed at work.
- Employees should also be encouraged to enroll in programs provided by the GNWT such as Collaborative Communication, offered through the Employee and Family Assistance Program.

Diversity & Inclusion (GNWT)

Diversity and Inclusion, the second Satisfaction Index, measures employee satisfaction with the programs and services in place to promote a diverse and inclusive work environment.



What Do The Results Tell Us?

- Overall, the Diversity & Inclusion Index scored the highest by favourability for the 2021 EESS, with all three of the statements scores increasing from 2016.
- 75.1% of respondents were favourable to the statement “the GNWT promotes cross-cultural awareness opportunities for employees”, an increase of 9.4 percentage points from 2016.
- 58.3% of respondents agreed the GNWT provides adequate sensitivity training with regards to people with disabilities in the workplace. This also saw a large increase of 7.5 points from its 2016 score.
- 59.5% of GNWT respondents agreed they feel the GNWT promotes an inclusive public service where staff is treated equitably. This had a slight increase (+0.5) from the 2016 score. This statement also had the largest unfavourability score (21.2%) of the three statements within this Index.
- Overall, the Diversity & Inclusion Index experienced the largest improvement (+5.8) of all eight indices. This suggests that recent programs, courses, and initiatives in this area, such as the Indigenous Cultural Awareness and Sensitivity Training – Living Well Together, have had tangible impacts.

Improving on Diversity & Inclusion Scores

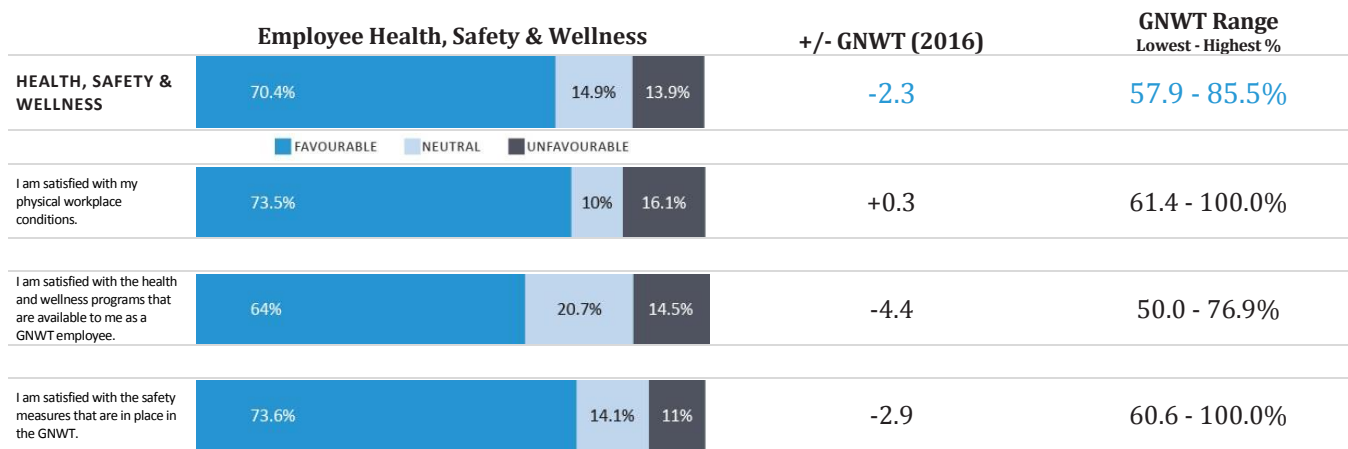
Potential avenues for improvement might include:

GNWT Training Programs

A variety of training opportunities exist for employees to help promote a diverse and inclusive public service, including the Indigenous Cultural Awareness and Sensitivity Training – Living Well Together, Disability Awareness Training, and Residential Schools Reconciliation Training. There is also training provided to managers and supervisors, including Harassment Free and Respectful Workplace Workshops and Duty to Accommodate Injury and Disability Training that are designed to ensure that managers properly apply GNWT policies and provide opportunities for their employees. Opportunities for secondments and transfer assignments are also available, which may provide employees with unique cross-cultural awareness opportunities.

Health, Safety & Wellness (GNWT)

Health, Safety and Wellness, the third Satisfaction Index, measures employee satisfaction with the programs and services offered by the GNWT to promote the health, safety, and wellness of employees.



What Do The Results Tell Us?

- 73.5% of GNWT respondents are satisfied with their physical workplace conditions, a 0.3-point increase from 2016 (73.2%).
- 64.0% of respondents are satisfied with the health and wellness programs that are available to them as a GNWT employee. This statement has the most neutral respondents (20.7%) within this Index and saw the largest decrease (-4.4) from 2016.
- 73.6% of GNWT respondents agreed they are satisfied with the safety measures that are in place in the GNWT, a decrease of 2.9 points from 2016.

Improving on Health, Safety & Wellness Scores

Several training courses related to safety in the workplace are available for managers and supervisors, including Duty to Accommodate Injury and Disability Training, Labour Relations Training, Harassment Free and Respectful Workplace Training, and Supervisor Safety Training (health and safety education also available for all employees). Departments have Occupational Health and Safety Programs, which include content on safety committees, ergonomics, and workplace inspections.

There are opportunities for counseling and work/life services, and wellness education seminars through the Employee and Family Assistance Program. Additionally, there are a variety of leave options (special, sick, annual, etc.) available to help support employee wellness.

Employees should be regularly encouraged to take advantage of the policies, programs, and services available to them, and departments should ensure that managers and supervisors are up to date in the specialized programming applicable to their leadership roles.

Leadership (GNWT)

Leadership is the fourth Satisfaction Index and measures employee satisfaction with the quality of GNWT leadership.

	Employee Leadership			+/- GNWT (2016)	+/- GNWT Overall	GNWT Range Lowest - Highest %
LEADERSHIP	66.2%	15.4%	18.1%	+1.1	0.0	56.4 - 81.3%
	<div> <div></div> FAVOURABLE <div></div> NEUTRAL <div></div> UNFAVOURABLE </div>					
Essential information flows effectively from senior leadership to staff.	49.4%	22.8%	27.7%	+0.9	0.0	35.2 - 73.0%
I am satisfied with the quality of supervision I receive.	72.4%	11.7%	15.4%	+0.4	0.0	65.2 - 85.5%
I have confidence in the senior leadership of my department.	56.3%	19.8%	23.6%	-2.1	0.0	39.8 - 75.0%
I know how my work contributes to the achievement of my department's goals.	86.7%	7.5%	5.6%	+5.2	0.0	76.7 - 100.0%

What Do The Results Tell Us?

The 2021 GNWT Leadership Index favourability score was 66.2%, an increase of 1.1 percentage points from the 2016 score. Three of the four statements within this Index scored increased favourability from 2016, with the statement “*I know how my work contributes to the achievement of my department's goals*” increasing most (+5.2).

Most notable results and trends include:

- 86.7% of GNWT respondents were favourable to the statement “*I know how my work contributes to the achievement of my department's goals*”, the highest scoring statement within this Index.
- 72.4% of respondents are satisfied with the quality of supervision they received, showing a slight increase (+0.4) from its 2016 score.
- 56.3% of GNWT respondents agreed they have confidence in the senior leadership of their department; this is the only statement within the Leadership Index to have decreased (-2.1) from the 2016 score.
- Under half (49.4%) of GNWT respondents agreed that essential information flows effectively from senior leadership to staff, the lowest score in the Index. Predictably, this statement had both the largest unfavourable response rate and the largest neutral response rate in the Leadership Index as well.

Improving on Leadership Scores

Competency-based performance development tools can be used to help encourage a more open dialogue between employees and supervisors related to improved communication, departmental objectives, and supervisory expectations. Programs such as the Indigenous Aboriginal Management and Development Program, the Leadership Development Program, the Management Series, and the Managers' Toolkit can help provide managers and supervisors with the additional tools they need to better support and communicate with their staff.

The implementation of an internal communications strategy can help ensure that essential information flows effectively, while increasing confidence in senior management. This can also bolster awareness around a department's HR plan, strategic plan, business plan, and the department's vision and mission statements.

GNWT Employee Morale

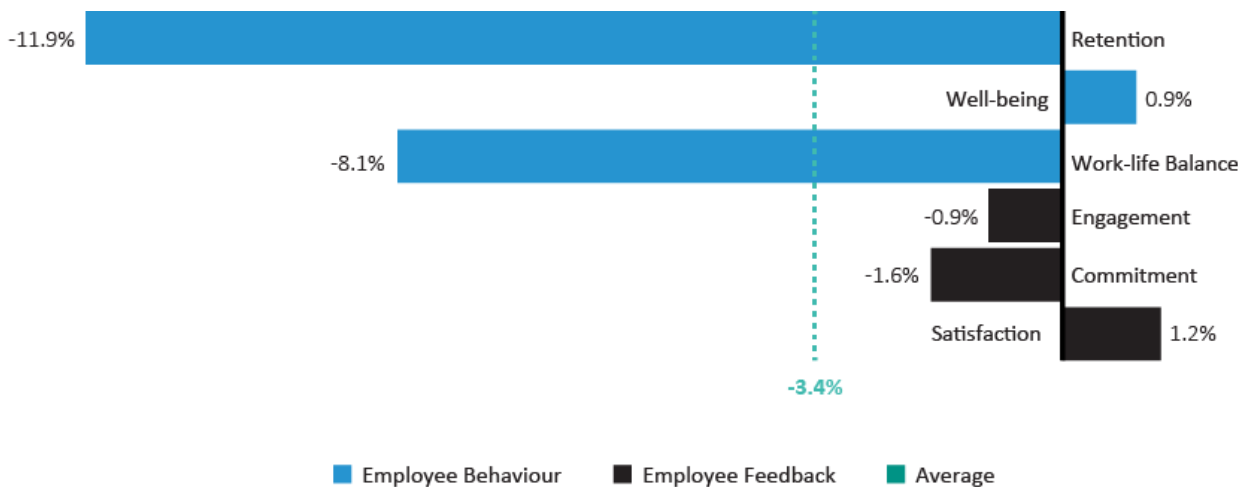
Employee morale can be defined as the attitude, satisfaction, and overall outlook of employees during their tenure with an organization. Due to the broad nature of morale, it is difficult to quantify using a single tool. To reach a holistic assessment of employee morale, we must consider employee behavior as well as employee feedback.

The components of employee behavior are based on the three-year averages of HR Metrics (excluding relief employees):

- Retention⁷
- Well-Being⁸
- Work-Life Balance⁹

The components of employee feedback are based on three major groups of the 2021 Employee Engagement & Satisfaction Survey:

- Engagement
- Commitment
- Satisfaction



Overall GNWT Morale Change¹⁰ **-3.4%**

It is expected that many of the changes seen in retention (turnover rate) and work-life balance, which measures the average vacation leave taken by employees, have been impacted by the COVID-19 pandemic and the safety restrictions put in place that limited travel to and from the NWT.

⁷ Retention reflects the GNWT turnover rate.

⁸ Well-Being reflects the average sick & special leave taken per employee. Employees on leave of absence, leave with pay or suspension omitted.

⁹ Work-Life Balance reflects the average vacation leave per employee.

¹⁰ Overall GNWT Morale Change is calculated by the difference in morale from 2016 to 2021 using components of employee behavior and feedback from the 2016 EESS.

Looking Ahead

The EESS is intended to provide the GNWT and its departments with feedback and metrics that will assist in targeting areas in need of improvement, as well as to demonstrate what is working well and where efforts are having the desired impacts. Departmental EESS data should help inform decision making and identify opportunities for improvement in support of a more engaged, committed, and satisfied public service.

Improving employee engagement in the GNWT requires leadership and a GNWT-wide commitment to success in the workplace. Departments and individuals at all levels of the public service should understand that commitment to developing the areas outlined in this report are critical to fostering healthy, satisfied and committed workplaces, and to increasing the GNWT's capacity to provide high-quality services to the people of the Northwest Territories.

