

5. Priority Action Areas

5.1 Leadership and Supervision

Leadership from the Department has remained the most important driver of overall satisfaction throughout the three surveys. While it remains a Priority Action Area, satisfaction with Leadership from the Department has increased over the course of the three surveys. The improvement was greatest from 1998 to 2000 (from 5.4 to 6.3) but it has also improved marginally from 2000, rising to 6.4. Further increases in employees' satisfaction with the Department remain constrained however by an inconsistency in the Department's stated direction and action and its ability to manage change. Employees' agreement with these two indicators was the lowest of all the items that made up the leadership as demonstrated by the Department. Just less than half of employees (49%) agreed that the Department was consistent in what it says and does.

Employees were asked to rate several levels of leadership. Specifically, they were asked to indicate their satisfaction with the leadership provided by the following:

- Their Immediate Supervisor
- Their Head of Mission (HOM), or Senior Management if at Headquarters
- The Chief Trade Commissioner
- The Department

Employee satisfaction with the leadership of the Chief Trade Commissioner remains high. Satisfaction with the leadership of the Department has increased, but satisfaction with the leadership provided by both Immediate Supervisor and HOM/Senior Management has decreased since the 2000 survey. It is important to note however that leadership provided by Immediate Supervisor (average satisfaction score of 6.9 out of 10) and HOM/Senior Management (6.8) still remain among those issues receiving the highest satisfaction scores. In addition, all leadership satisfaction scores, with the exception of Head of Mission (HOM) or Senior Management if at Headquarters, remain higher than in the 1998 benchmark survey – another positive indicator.

Although expressed satisfaction with the leadership of Immediate Supervisor has decreased by the greatest amount since 2000, it remains higher than employees' satisfaction with the leadership of the Department. Satisfaction with the leadership of the Department is the lowest of all leadership items, despite increasing with each survey.