SPRING 2021 EMPLOYEE PERSPECTIVES SURVEY MANITOBA GOVERNMENT REPORT ON OVERALL RESULTS

BACKGROUND

The Spring 2021 Employee Perspectives Survey was devoted to 21 employee engagement questions in order to fulfill Manitoba's obligation as a member of the Interjurisdictional Employee Analytics Team (IEAT). The IEAT is comprised of Canadian provinces, territories and the federal government to inform Public Service Commissioners across the country on employee engagement and other employee metrics. The IEAT reviews, develops and agrees on the core employee engagement questions asked at least every two years in every jurisdiction. The last time that the Manitoba government asked these questions was through the 2018 Employee Engagement survey.

Why Employee Engagement Matters

Employees are critical to the success of our organization, helping us deliver on Manitoba government's priorities and improving outcomes for Manitobans. Fulfilling our commitments and achieving our objectives as a government requires tapping into the skills, knowledge, creativity and energy of our employees. Valuable feedback from employees helps shape our culture and inform changes that will ensure we continue to be an engaging, supportive and innovative workplace that provides employees with the tools necessary to maximize their potential.

SURVEY METHODOLOGY

Survey Distribution and Participation

The Spring 2021 survey was launched through CONNECT on March 18, 2021 with a closing date of April 08, 2021. The survey was conducted through EngageMB, which will continue to host all Employee Perspectives Surveys. The survey was open to all active employees including regular, term, technical, departmental, contract, casual employees and students.

Employees were required to register with EngageMB using their work email address or with a personal email address for employees without a @leg.gov.mb.ca or @gov.mb.ca address. Employees with a personal email address registered in SAP also received an email notifying them of the survey and registration process. Once registered employees can view survey results and have access to future internal engagements through EngageMB.

In response to what we heard in the Winter 2020 Employee Perspectives Survey, alternate survey formats were introduced in the spring survey to provide more access, which included a print version, and telephone assisted survey option.

For the Spring 2021 survey, a number of communication methods were used to build awareness of the survey including:

- Messages in Manitoba's Public Service CONNECT weekly e-bulletin
- Messages from executive and senior leaders to departmental employees, supported by department engagement leads
- Information on the Employee Self Service site where employees update their personal information and access leave balances, paystubs and T4s
- A virtual webinar was held about the Spring 2021 survey, in collaboration with the New Professionals Network, an employee network
- Supporting tools such as posters and social media posts were also developed and distributed to departments to communicate the survey.

2,307 employees from 17 departments participated in the survey. This represents 17.1% of all active government employees. Compared with the Winter 2020 survey, there was an increase of 3.5% in participation. However, participation rate was 32.9% lower than the participation rate of the 2018 Employee Engagement survey.

The table below shows the participation by department ranked in descending order. Some participation rates and results at the department and divisional level cannot be compared with the 2018 survey due to organizational changes.

Department	Employee Count *	Participation Count	Participation Rate %
INDIGENOUS AND NORTHERN RELATIONS	74	39	52.7
ADVANCED EDUCATION, SKILLS AND IMMIGRATION	134	67	50.0
CIVIL SERVICE COMMISSION	299	140	46.8
MUNICIPAL RELATIONS	373	144	38.6
ECONOMIC DEVELOPMENT AND TRAINING	360	132	36.7
CONSERVATION AND CLIMATE	477	165	34.6
SPORT, CULTURE AND HERITAGE	107	35	32.7
FINANCE	861	257	29.8
CENTRAL SERVICES	945	261	27.6
AGRICULTURE AND RESOURCE DEVELOPMENT	733	185	25.2
FAMILIES	1,954	294	15.0
INFRASTRUCTURE	1,260	166	13.2
HEALTH AND SENIOR CARE	1,328	134	10.1
EDUCATION	830	82	9.9
CROWN SERVICES	11	1	9.1
JUSTICE	3,682	192	5.2
EXECUTIVE COUNCIL	38	1	2.6
CHOOSE NOT TO ANSWER		12	
Government Wide	13,466	2,307	17.1

Confidentiality

A small team of authorized project administrators trained in engagement principles from the Civil Service Commission and Communication Services Manitoba who support EngageMB have access to the survey results. Before EngageMB survey data is analyzed, all personal information including email addresses and screen names are removed. To further ensure confidentiality of survey results, responses of a particular group (department, division or specific demographic group) with fewer than 10 responses are not shared, but are added to the broader group.

Survey Challenges and Limitations

The registration process for EngageMB remains a challenge with the Spring 2021 Employee Perspectives Survey, with some finding the process inconvenient (i.e. needing to create an account on EngageMB). Some found the survey to be inaccessible due to lack of internet connection although they have a work email address. Some were concerned about the privacy and confidentiality of survey results due to the requirement to log in using a work or personal email address.

The survey results are based on the perspectives of those employees who completed the survey and may not be representative of all Manitoba government employees.

Data Analysis and Reporting

Reports of survey results are generated at the corporate, departmental or business area, and divisional level. Corporate results are compared with the 2018 Employee Engagement survey results. Areas with fewer than 10 respondents are not reported to ensure confidentiality of survey results. As a result, two business areas and 47 divisions will not receive a report.

Reports include results of the agreement scores for the 21 statements. Agreement scores are based on responses that fall within the five defined levels of agreement (strongly agree, agree, neutral, disagree and strongly disagree). Strongly agree and agree responses are combined while strongly disagree and disagree responses are combined. Detailed analysis of the agreement scores by demographic profile is also included.

Survey Questions/Statements

Employees were asked to rate their agreement on 21 statements related to employee engagement. The statements are grouped into five themes: Workplace Culture, Building Capacity, Talent, Leadership, and Employee Engagement. Culture, Capacity and Leadership statements are considered as drivers of employee engagement.

EMPLOYEE PERSPECTIVES SURVEY STATEMENTS

Culture statements:

I have positive working relationships with my co-workers.

Innovation is valued in my work.

I have opportunities to provide input into decisions that affect my work.

I receive meaningful recognition for work well done.

I have support at work to balance my work and personal life.

I am treated respectfully at work

Capacity statements:

My job is a good fit with my skills and interests.

I have support at work to provide a high level of service.

Talent statements:

My organization supports my work related learning and development.

I have opportunities for career growth within the Manitoba government.

Leadership statements:

I have confidence in the senior leadership of my department.

I know how my work contributes to the achievement of department's goals.

Essential information flows effectively from senior leadership to staff.

I am satisfied with the quality of supervision I receive.

Employee Engagement statements:

I am satisfied with my department.

Overall, I am satisfied with my work as a Manitoba government employee.

I am proud to tell people I work for the Manitoba government.

I am inspired to give my very best.

I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.

I would recommend the Manitoba government as a great place to work.

Overall, I feel valued as a Manitoba government employee.

KEY OBSERVATIONS

The observations stated are descriptive highlights and comparisons.

1) All 21 statements received higher agreement scores compared to the 2018 Employee Engagement survey results, with an average increase of 12 points.

The table below shows the comparison of scores by themes:

THEMES	% A	% Point			
I HEIVIES	2021	2018	Increase		
Employee Engagement	60	48	12		
Culture	69	56	13		
Capacity	74	61	13		
Talent	58	41	17		
Leadership	60	52	9		
Average of 21 Statements	64	51	12		
Agree - includes Strongly Agree and Agree responses					

- 2) The following statements received the highest scores overall:
 - a) I have positive working relationships with my co-workers 91%
 - b) My job is a good fit with my skills and interests 83%
 - c) I am treated respectfully at work 82%

The table lists the 21 statements and their scores by Agree, Neutral and Disagree responses:

THEME	OTATEMENT		%			
INCIVIE	STATEMENT	Agree	Neutral	Disagree		
Culture	I have positive working relationships with my co-workers. *	91	7	3		
Capacity	My job is a good fit with my skills and interests. *	83	10	7		
Culture	I am treated respectfully at work. *	82	10	8		
Employee Engagement	Overall, I am satisfied with my work as a Manitoba government employee. *	74	13	13		
Leadership	I am satisfied with the quality of supervision I receive. *	72	15	13		
Leadership	I know how my work contributes to the achievement of my department's goals. *	72	18	10		
Engagement	I am inspired to give my very best. *	71	17	12		
Talent	My organization supports my work related learning and development. *	66	20	14		
Culture	I have support at work to balance my work and personal life. *	65	18	17		
Culture	I have opportunities to provide input into decisions that affect my work. *	64	17	19		
Capacity	I have support at work to provide a high level of service. *	64	18	19		
Employee Engagement	I am proud to tell people I work for the Manitoba government.	62	24	14		
Employee Engagement	I am satisfied with my department.	59	19	21		
Employee Engagement	I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.	57	27	17		
Culture	Innovation is valued in my work.	57	24	19		
Employee Engagement	I would recommend the Manitoba government as a great place to work.	55	26	19		
Culture	I receive meaningful recognition for work well done.	54	22	25		
Leadership	I have confidence in the senior leadership of my department.	51	24	25		
Talent	I have opportunities for career growth within the Manitoba government.	50	26	24		
Leadership	Essential information flows effectively from senior leadership to staff.	45	20	35		
Employee Engagement	Overall, I feel valued as Manitoba government employee.	44	21	35		

^{*} Statement with agreement score equal or higher than the corporate average Agree - includes Strongly Agree and Agree responses Disagree - includes Strongly Disagree and Disagree responses

- 3) The following statements received the highest increase in agreement scores compared to the 2018 survey results:
 - I am satisfied with my department 59% vs 38%
 - Overall, I am satisfied with my work as a Manitoba government employee
 74% vs 55%
 - I have support at work to provide a high level of service 64% vs 46%
 - My organization supports my work related learning and development 66% vs 48%

The table below compares the agreement scores for each of the 21 statements in 2021 and 2018 surveys:

	Statements		% Agree		
THEMES			Spring 2021	2018	% Point Increase
	1.	I have positive working relationships with my co-workers.	91	83	8
	2.	Innovation is valued in my work.	57	42	15
CULTURE	3.	I have opportunities to provide input into decisions that affect my work.	64	48	16
	4.	I receive meaningful recognition for work well done.	54	42	12
	5.	I have support at work to balance my work and personal life.	65	52	13
	6.	I am treated respectfully at work	82	66	16
CAPACITY	7.	My job is a good fit with my skills and interests.	83	75	8
CAPACITY	8.	I have support at work to provide a high level of service.	64	46	18
	9.	My organization supports my work related learning and development.	66	48	18
TALENT	10.	I have opportunities for career growth within the Manitoba government.	50	34	16
	11.	I know how my work contributes to the achievement of my department's goals.	72	67	5
LEADERSHIP	12.	Essential information flows effectively from senior leadership to staff.	45	35	10
	13.	I have confidence in the senior leadership of my department.	51	45	6
	14.	I am satisfied with the quality of supervision I receive.	72	59	13
	15.	I am satisfied with my department.	59	38	21
	16.	Overall, I am satisfied with my work as a Manitoba government employee.	74	55	19
	17.	I am proud to tell people I work for the Manitoba government.	62	53	9
EMPLOYEE ENGAGEMENT	18.	I am inspired to give my very best.	71	59	12
	19.	I would recommend the Manitoba government as a great place to work.	55	43	12
	20.	I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.	57	50	7
	21.	Overall, I feel valued as Manitoba government employee.	44	38	6

Agree - includes Strongly Agree and Agree responses

4) There are statements that consistently scored very high agreement scores in both 2021 and 2018 surveys. Even though significant gains were made since 2018, some statements remained in the lower range in terms of agreement scores. This would suggest that the confidence and concerns of employees are generally similar since 2018.

Statements which consistenly scored highly in agreement scores in 2021 and 2018

I have positive working relationships with my co-workers.

My job is a good fit with my skills and interests.

I am treated respectfully at work

I know how my work contributes to the achievement of my department's goals.

I am satisfied with the quality of supervision I receive.

Statements which consistenly have low agreement scores in 2021 and 2018

I receive meaningful recognition for work well done.

Overall, I feel valued as Manitoba government employee.

Essential information flows effectively from senior leadership to staff.

I have opportunities for career growth within the Manitoba government.

- 5) Regarding the demographics of employees that completed the Spring 2021 survey, a large portion of the responses were received from regular employees (72%), full-time employees (75%) and female employees (38.1%). Of responses received, 60% reside in Winnipeg.
- 6) Noticeably lower agreement scores were received from seasonal employees on a number of the statements including: overall feeling valued and satisfied with their department, feeling proud to tell people they work for the Manitoba government, having opportunities for career growth within the Manitoba government, and having confidence in the senior leadership of their department.
- 7) For most statements, higher agreement scores were received from respondents who identified as visible minorities and women, compared to other equity groups such as employees who identified as Indigenous and persons with disabilities.

- 8) For most statements, lower agreements scores were received from respondents in The Pas and Thompson compared to other work locations. Employees from The Pas agreed 100% that they have positive working relationships with their co-workers.
- 9) The following employees from selected demographic groups generally scored higher in agreement across statements:
 - employees working with the Manitoba government for two years or less
 - employees under 30 years of age
 - part-time employees
 - employees who identified as a visible minority
- 10) Most of the statements asked in the Spring survey are not directly comparable with the statements asked in the Winter survey, as the statements were not identical. The way participants responded may have differed due to their interpretation of the statements. The only statement asked that is directly comparable is the statement "I am treated respectfully at work", in which the agreement score was unchanged, with 82% of respondents agreeing with this statement in both the Winter and Spring survey.
- 11) Of the statements asked in the Spring survey, eight were similar in area of focus to those asked in the Winter survey. Of these areas of focus, six received lower agreement scores compared to the winter results.
 - Under the subject of innovation, significantly more respondents of the winter survey agreed that they have applied innovation in their work with 79% agreeing versus 57% of respondents of the spring survey who agreed innovation is valued in their work.
 - With respect to employee recognition, significantly more respondents agreed in the winter survey that they receive recognition for work well done from their supervisor versus those agreeing that they felt they receive meaningful recognition for work well done.
 - In relation to employee's to capacity to deliver and training, agreement scores received in the spring survey were slightly lower and significantly lower in the area of leadership. In particular, with respect to communication by leadership, only 45% of respondents of the spring survey agreed that senior leadership in their department clearly communicates general government direction and its impact versus 55% of respondents of the winter survey agreeing that essential information flows effectively from senior leadership to staff.
- 12) For statements related to pride in public service, slightly more respondents of the Spring survey agreed to the statement "I am proud to tell people I work for the Manitoba government" versus respondents of the Winter survey agreeing to the statement "I feel inspired by, proud of, and attached to Manitoba's Public Service".

The table below illustrates the agreement scores for statements under similar themes.

	Spring Statements			% Agree		
THEMES			Winter Statements	Winter 2020	Spring 2021	% Point Difference
CULTURE	1.	Innovation is valued in my work.	I have applied innovation in how I approach my work. (Core)	79	57	-22
	2.	I receive meaningful recognition for work well done.	I receive recognition for work well done from my supervisor. (Core)	71	54	-17
	3.	I am treated respectfully at work	I am treated respectfully at work. (Core/BSC)	82	82	0
CAPACITY	4.	I have support at work to provide a high level of service.	I have support at work to perform my job duties to the best of my ability. (BSC)	66	64	-2
TALENT	5.	My organization supports my work related learning and development.	My department supports my work related learning and development. (BSC)	67	66	-1
LEADERSHIP	6.	I know how my work contributes to the achievement of my department's goals.	I find my work meaningful and energizing (Core)	77	72	-5
	7.	Essential information flows effectively from senior leadership to staff.	In my department, senior leadership clearly communicates general government direction and its impact. (Core)	55	45	-10
EMPLOYEE ENGAGEMENT	8.	I am proud to tell people I work for the Manitoba government.	I feel inspired by, proud of, and attached to Manitoba's Public Service (Core)	61	62	1

Agree - includes Strongly Agree and Agree responses

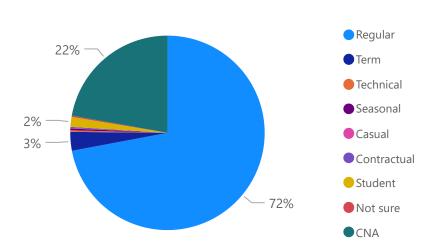
SPRING 2021 EMPLOYEE PERSPECTIVES SURVEY RESULTS FOR MANITOBA'S PUBLIC SERVICE

See next page.

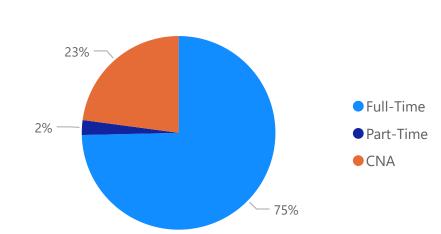
Manitoba

DEMOGRAPHIC PROFILE

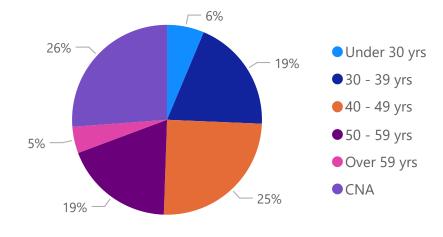




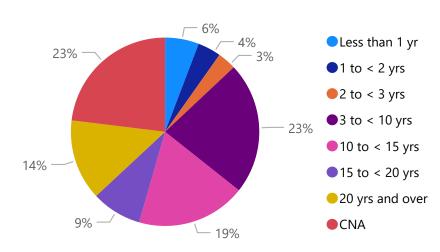
Work Schedule



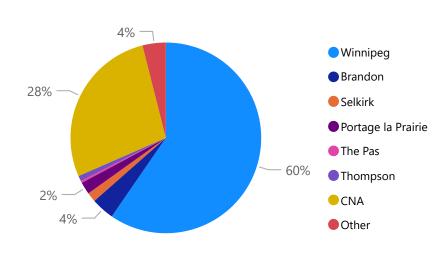
Age of Responents



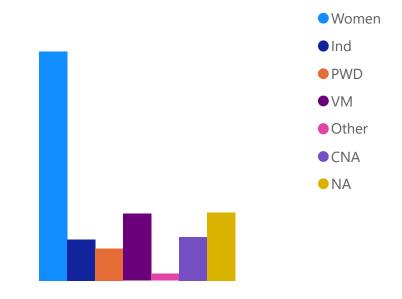
Years worked in the government



Work Location



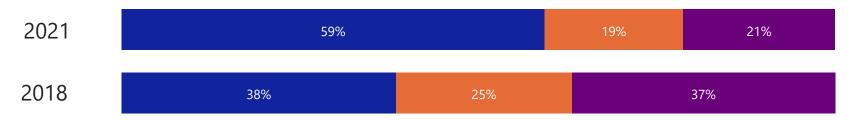
Equity groups



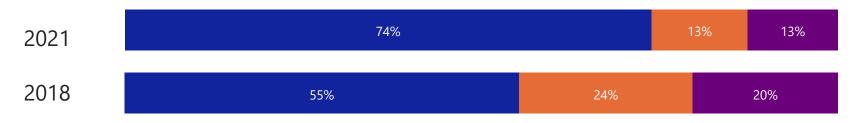
Survey Responses



1. I am satisfied with my department.



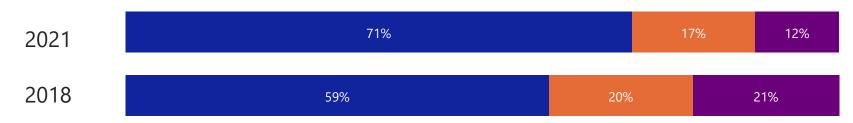
2. Overall, I am satisfied with my work as a Manitoba government employee.



3. I am proud to tell people I work for the Manitoba government.



4. I am inspired to give my very best.



Manitoba

Survey Responses



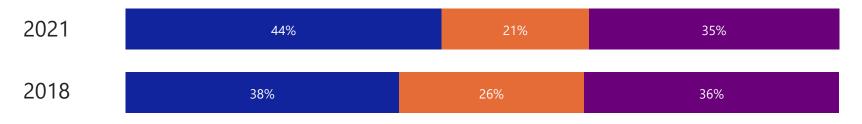
5. I would recommend the Manitoba government as a great place to work.



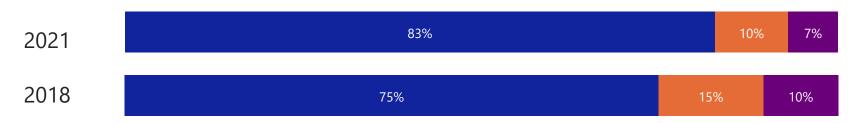
6. I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.



7. Overall, I feel valued as Manitoba government employee.



8. My job is a good fit with my skills and interests.



Manitoba

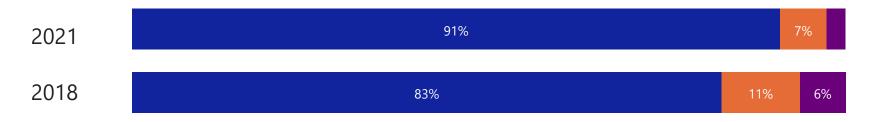
Survey Responses



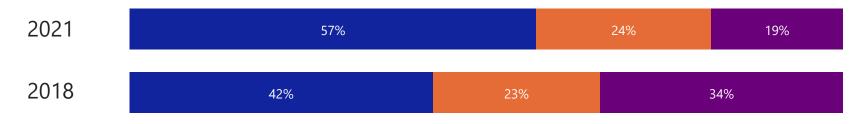
9. I have support at work to provide a high level of service.



10. I have positive working relationships with my co-workers.



11. Innovation is valued in my work.



12. I have opportunities to provide input into decisions that affect my work.



Manitoba

Survey Responses



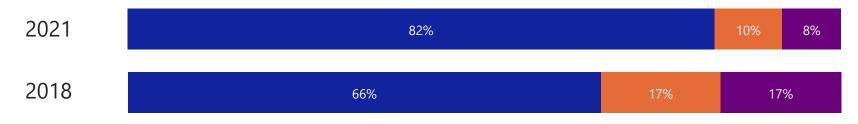
13. I receive meaningful recognition for work well done.



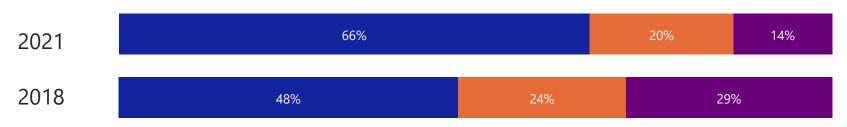
14. I have support at work to balance my work and personal life.



15. I am treated respectfully at work



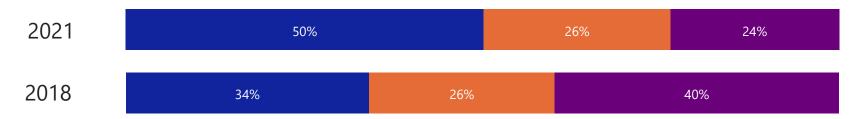
16. My organization supports my work related learning and development.



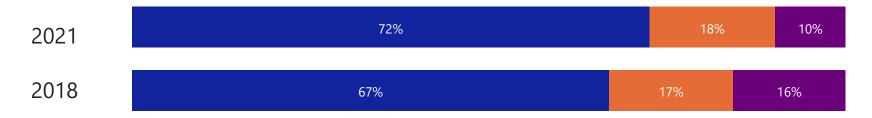
Survey Responses



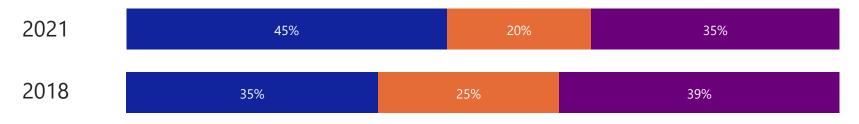
17. I have opportunities for career growth within the Manitoba government.



18. I know how my work contributes to the achievement of my department's goals.



19. Essential information flows effectively from senior leadership to staff.



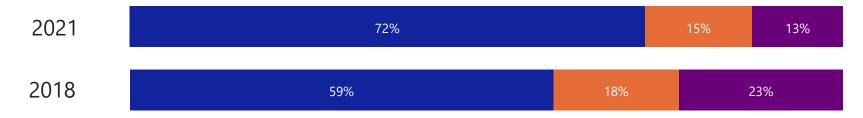
20. I have confidence in the senior leadership of my department.



Survey Responses



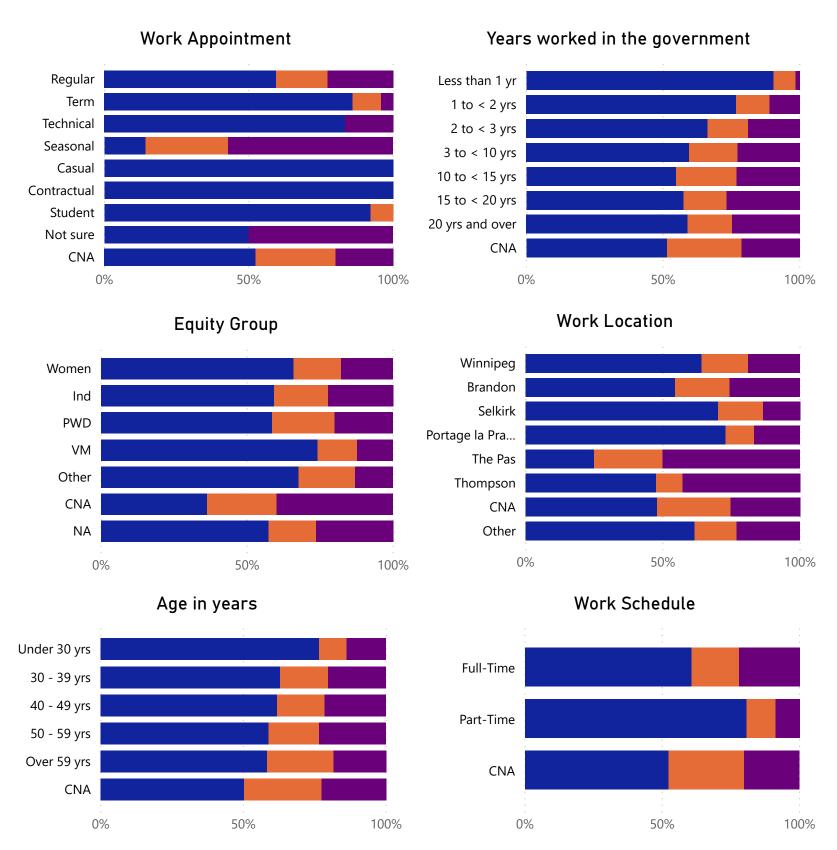
21. I am satisfied with the quality of supervision I receive.



Responses by Demographics



1. I am satisfied with my department.



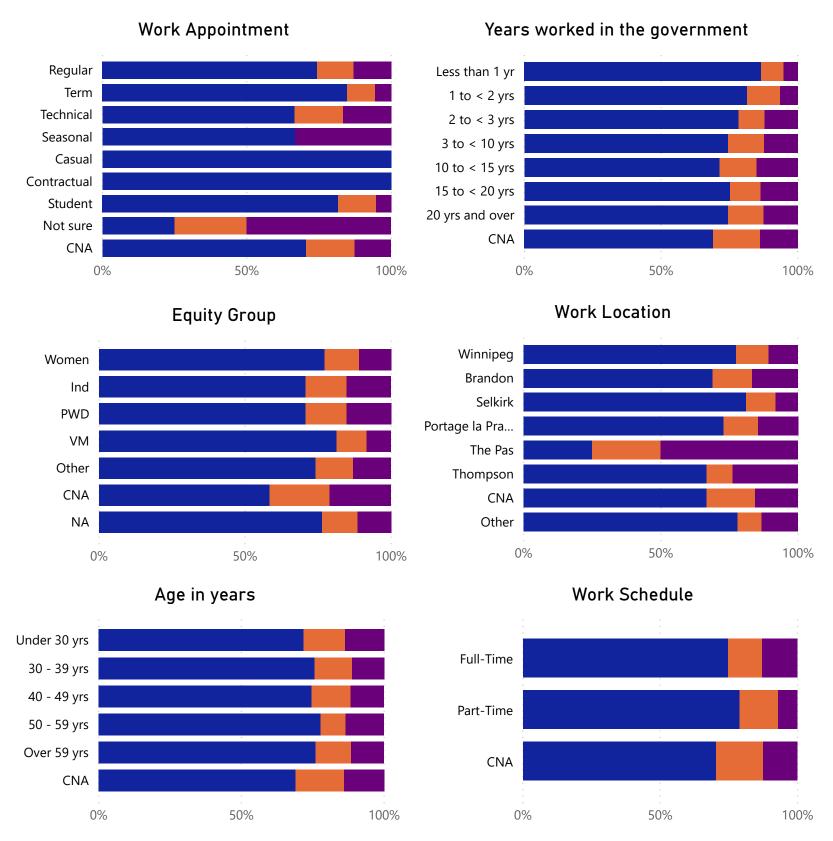
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



2. Overall, I am satisfied with my work as a Manitoba government employee.



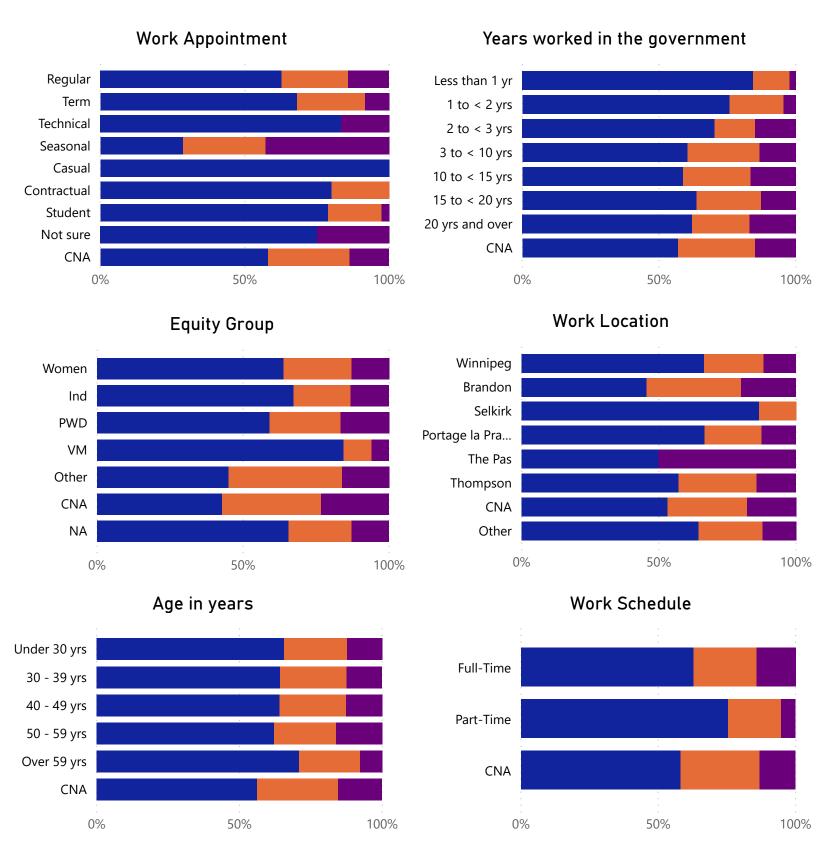
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



3. I am proud to tell people I work for the Manitoba government.



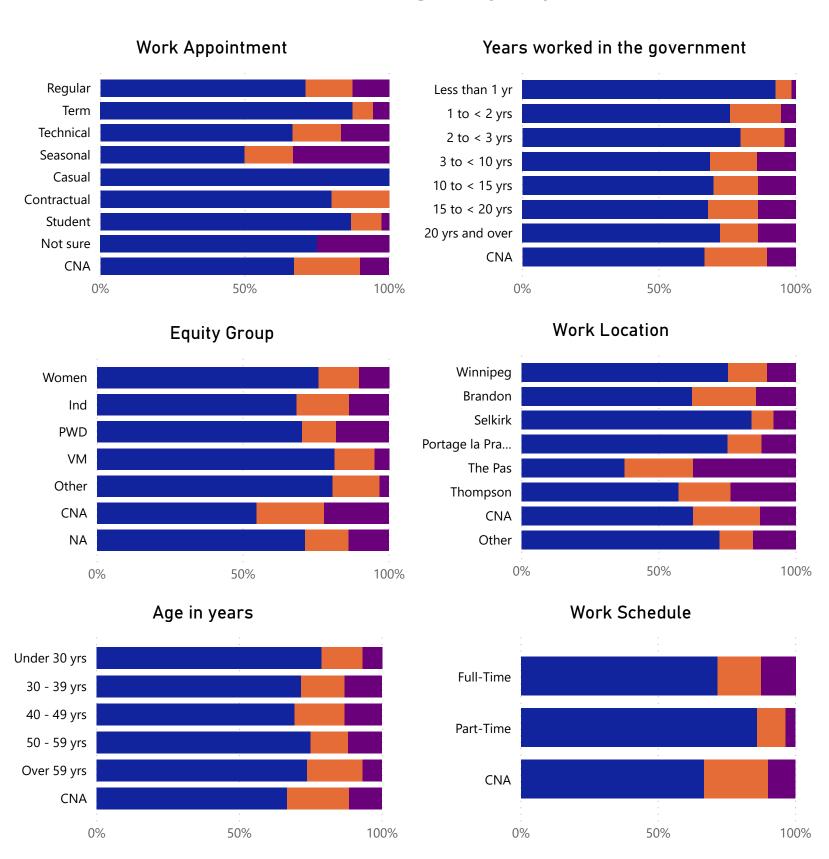
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



4. I am inspired to give my very best.



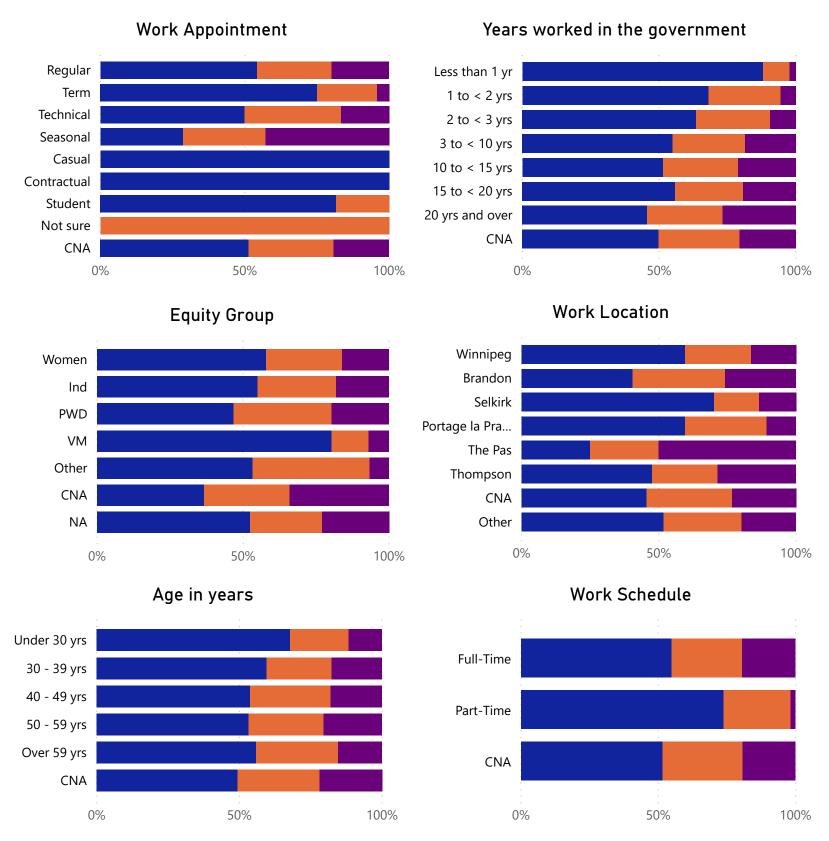
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



5. I would recommend the Manitoba government as a great place to work.



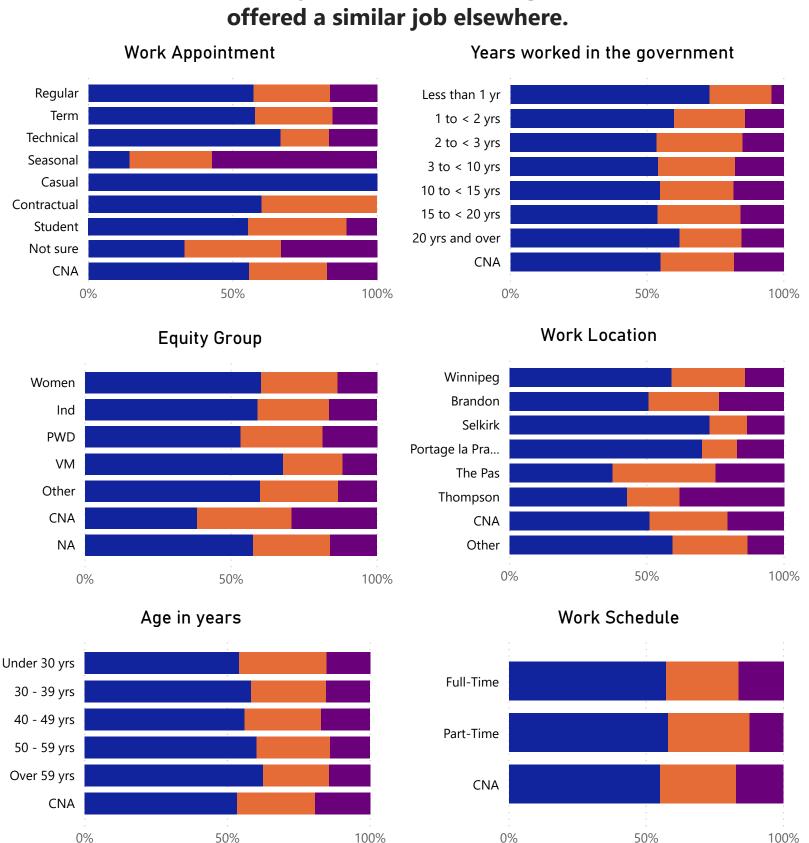
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



6. I would prefer to stay with the Manitoba government, even if



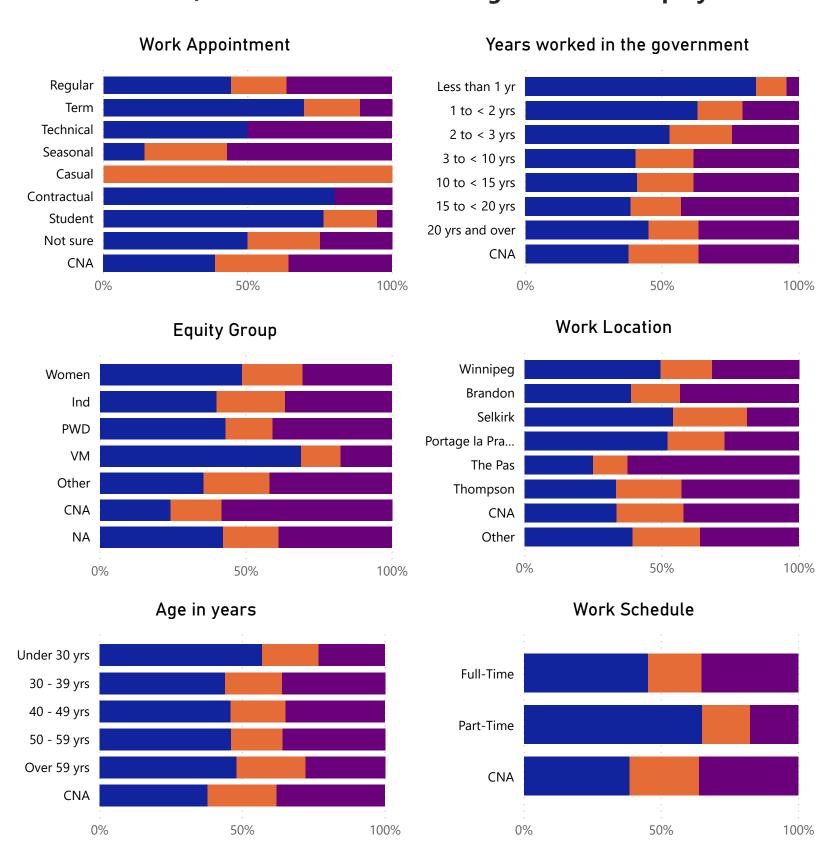
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



7. Overall, I feel valued as Manitoba government employee.



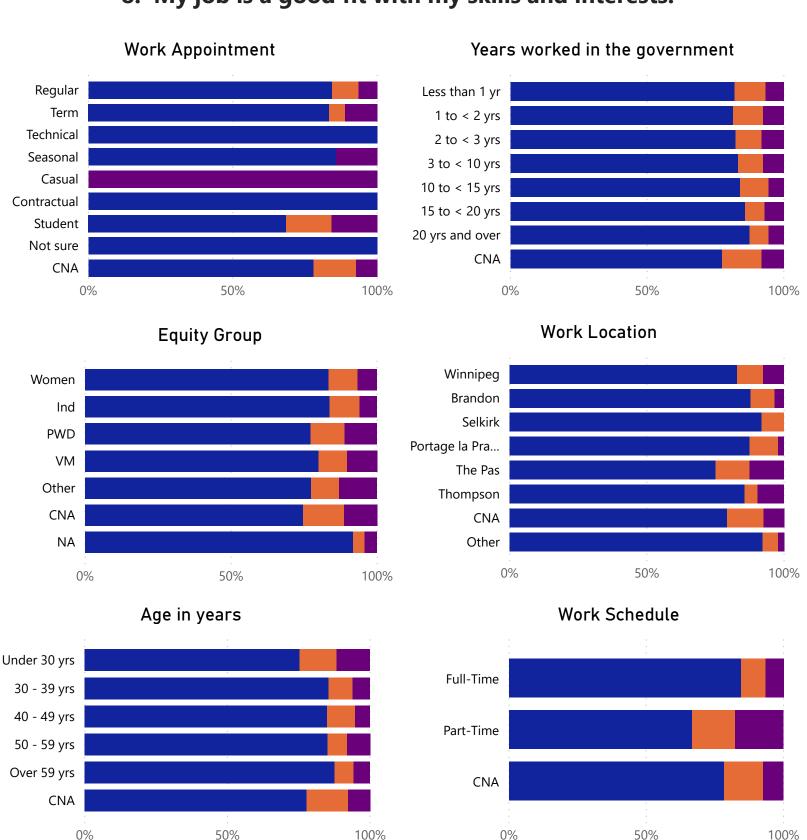
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



8. My job is a good fit with my skills and interests.



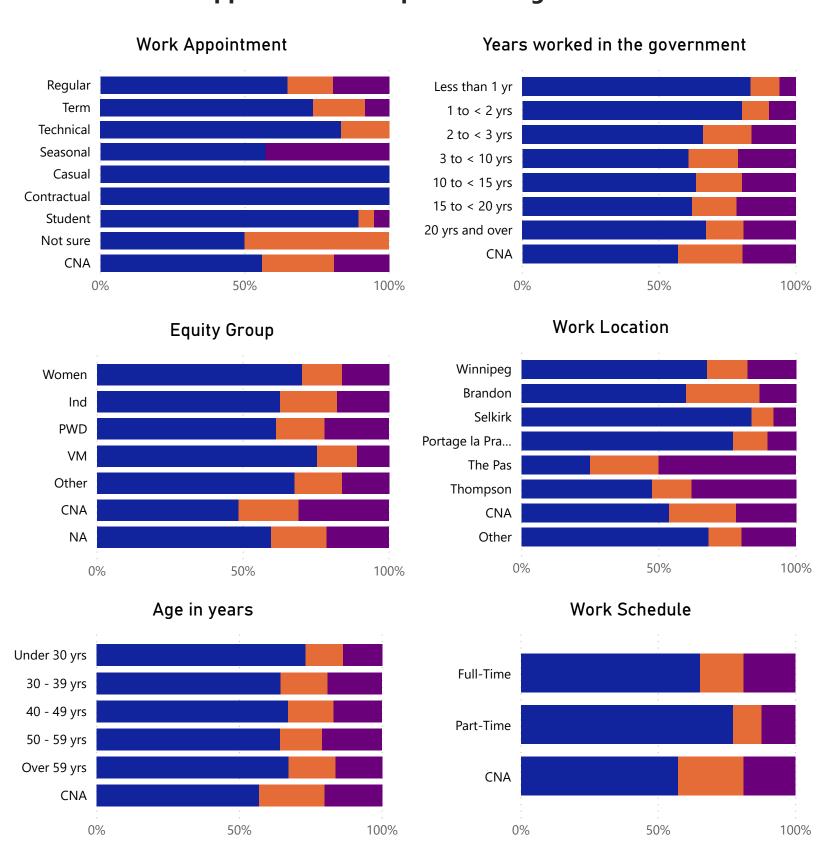
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



9. I have support at work to provide a high level of service.



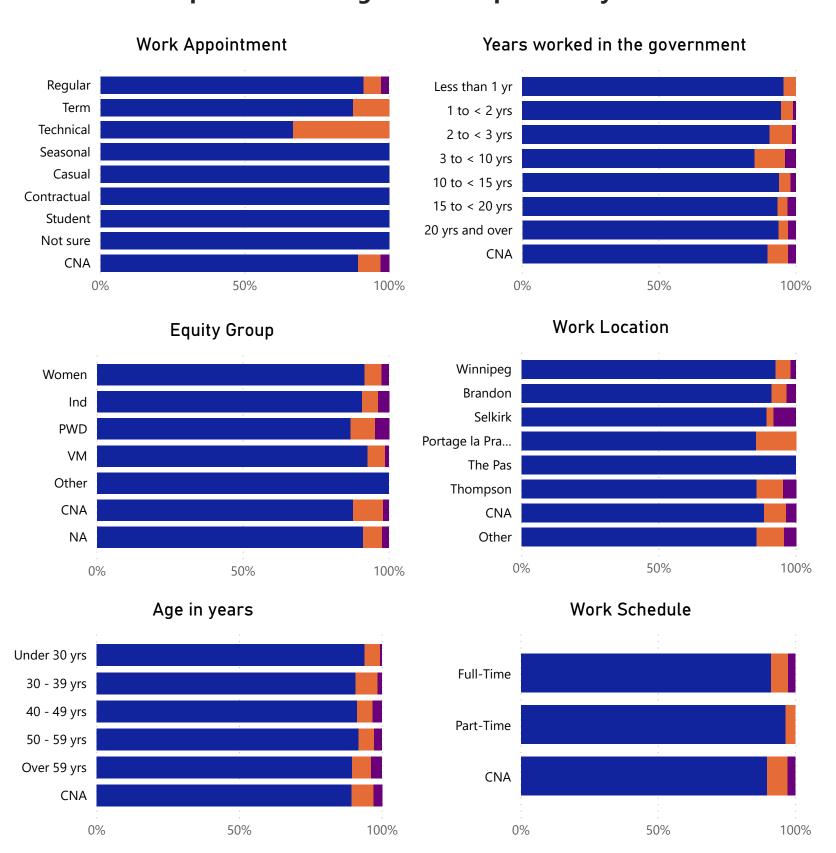
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



10. I have positive working relationships with my co-workers.



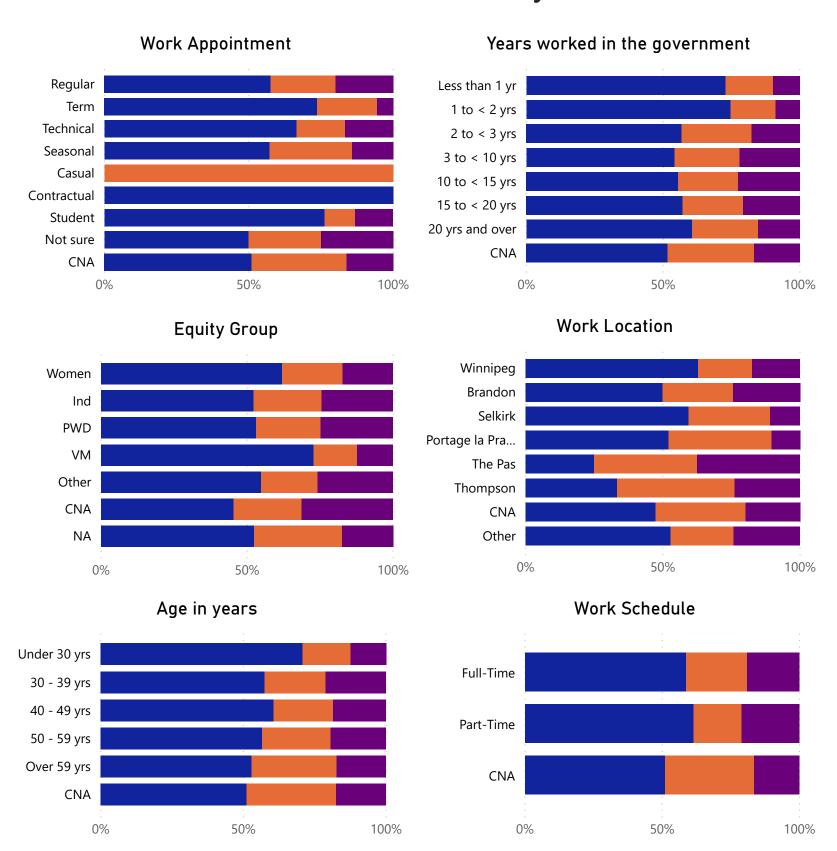
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



11. Innovation is valued in my work.



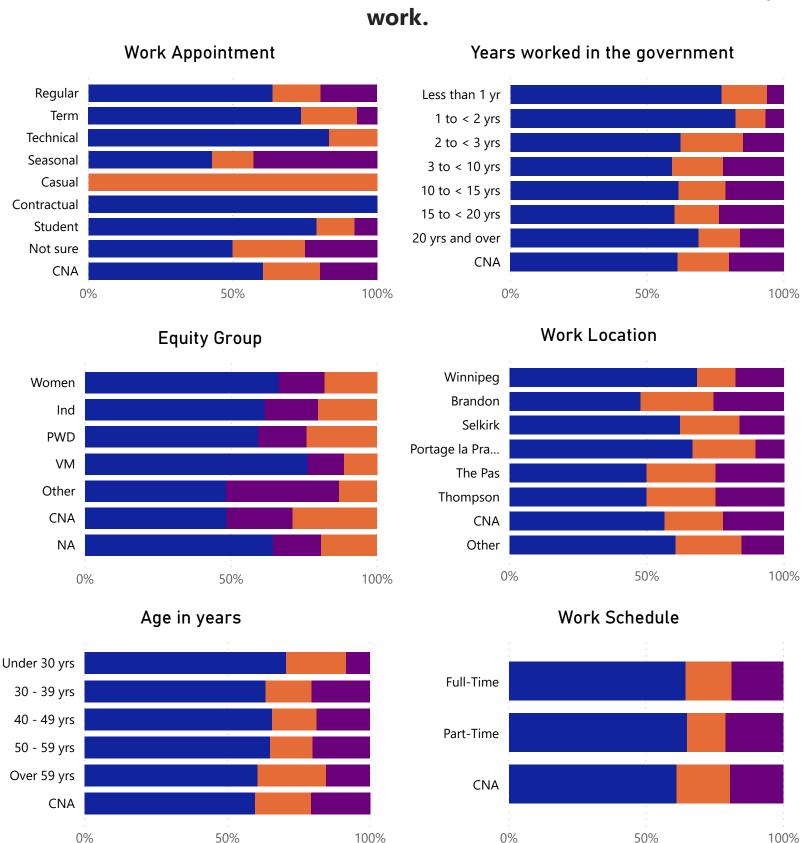
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



12. I have opportunities to provide input into decisions that affect my



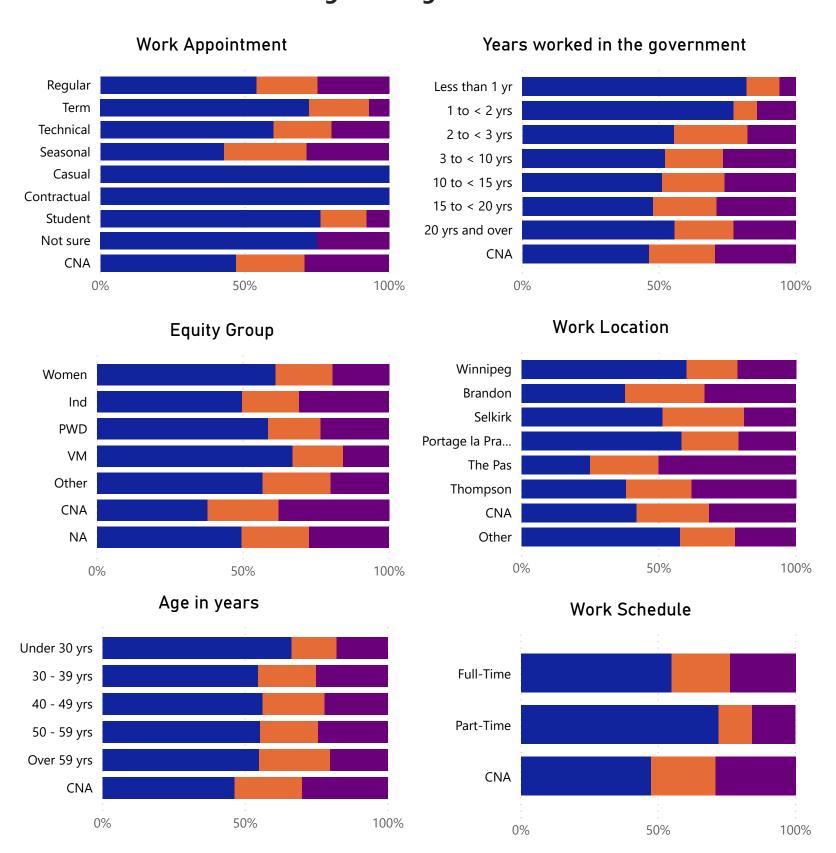
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



13. I receive meaningful recognition for work well done.



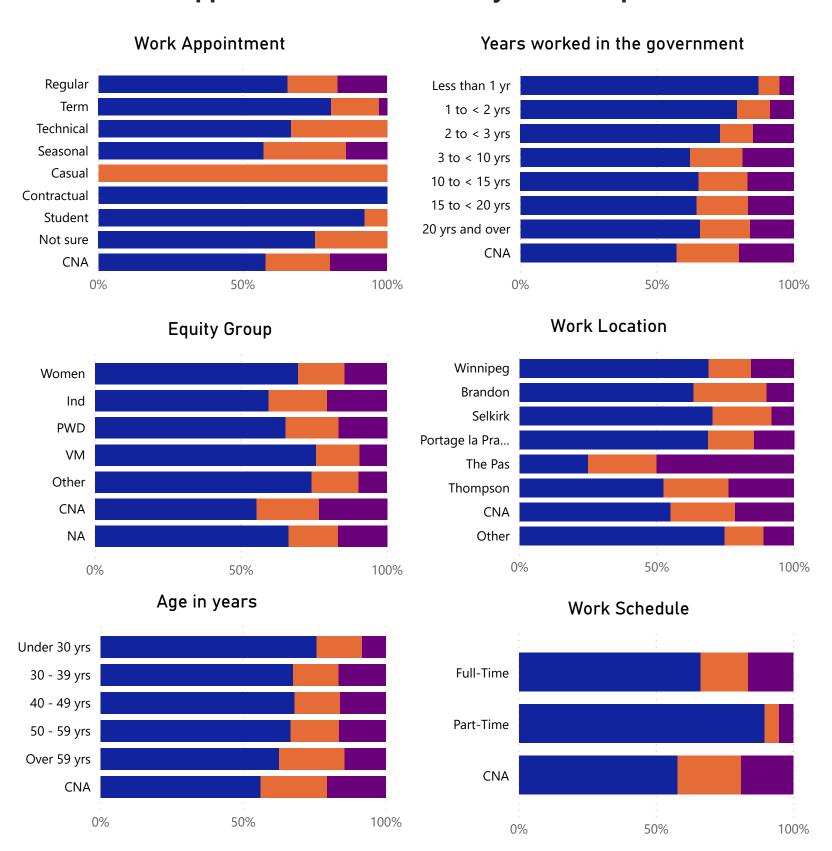
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



14. I have support at work to balance my work and personal life.



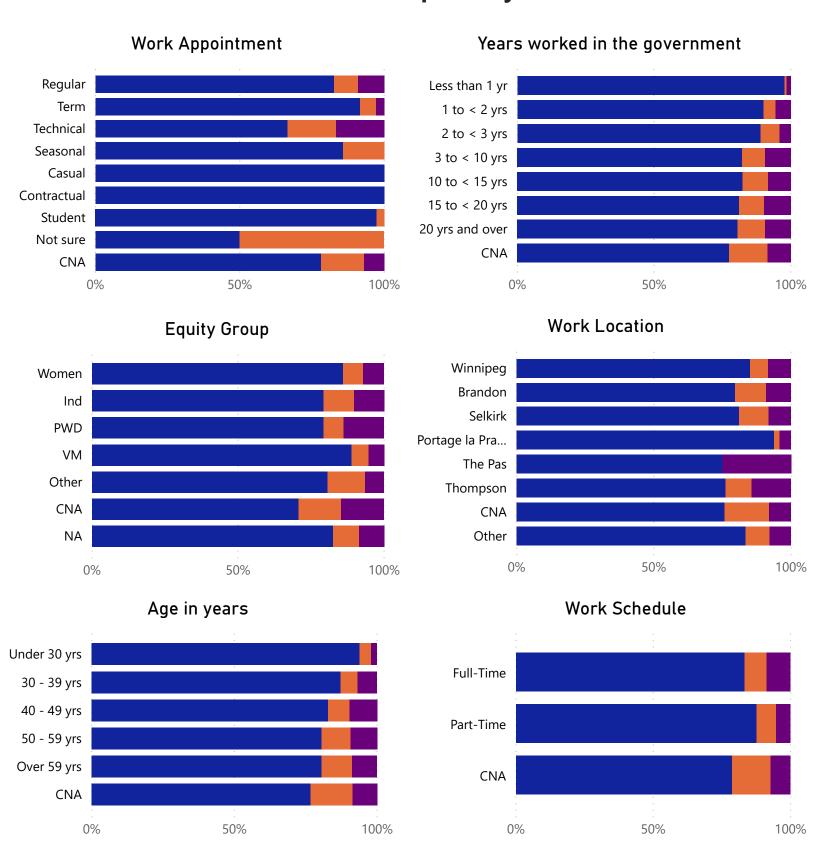
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



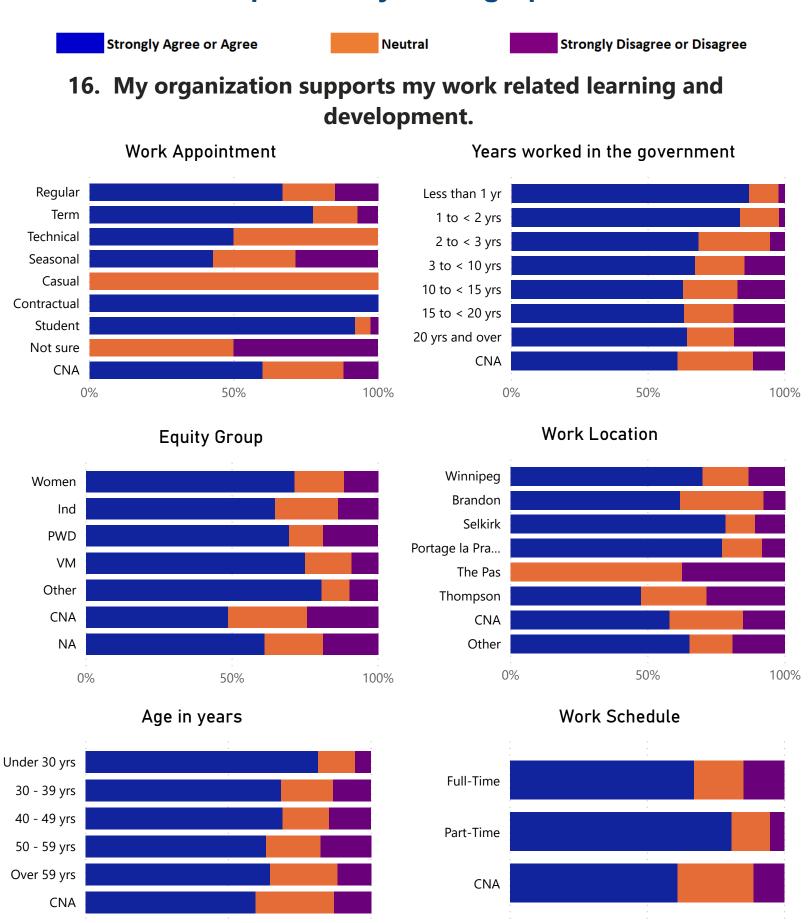
15. I am treated respectfully at work



CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



100%

0%

CNA - Choose not to answer the demographic question

50%

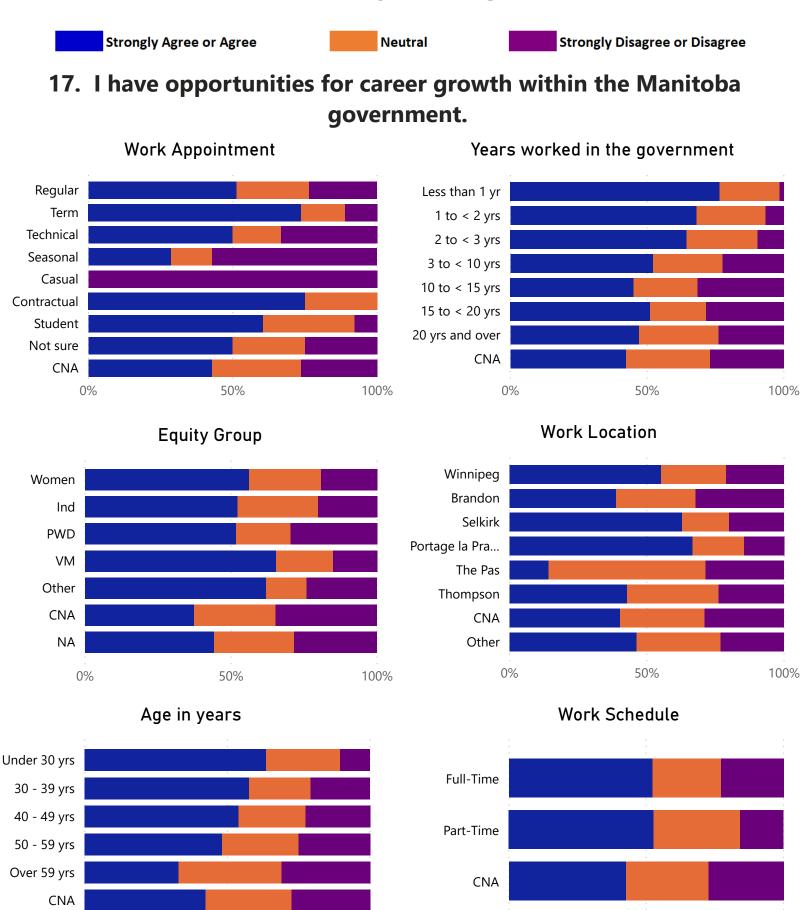
0%

NA - Demographic question is not applicable

50%

100%

Responses by Demographics



100%

0%

CNA - Choose not to answer the demographic question

50%

0%

NA - Demographic question is not applicable

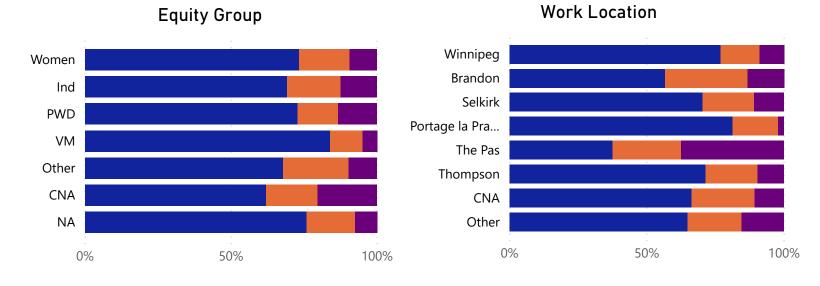
50%

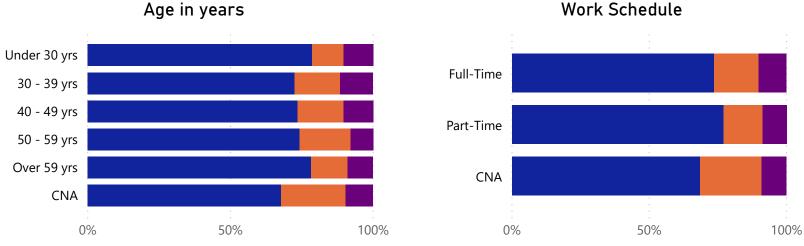
100%

Responses by Demographics



Years worked in the government Work Appointment Regular Less than 1 yr Term 1 to < 2 yrs Technical 2 to < 3 yrs Seasonal 3 to < 10 yrsCasual 10 to < 15 yrs Contractual 15 to < 20 yrs Student 20 yrs and over Not sure **CNA CNA** 0% 50% 100% 0% 50% 100%





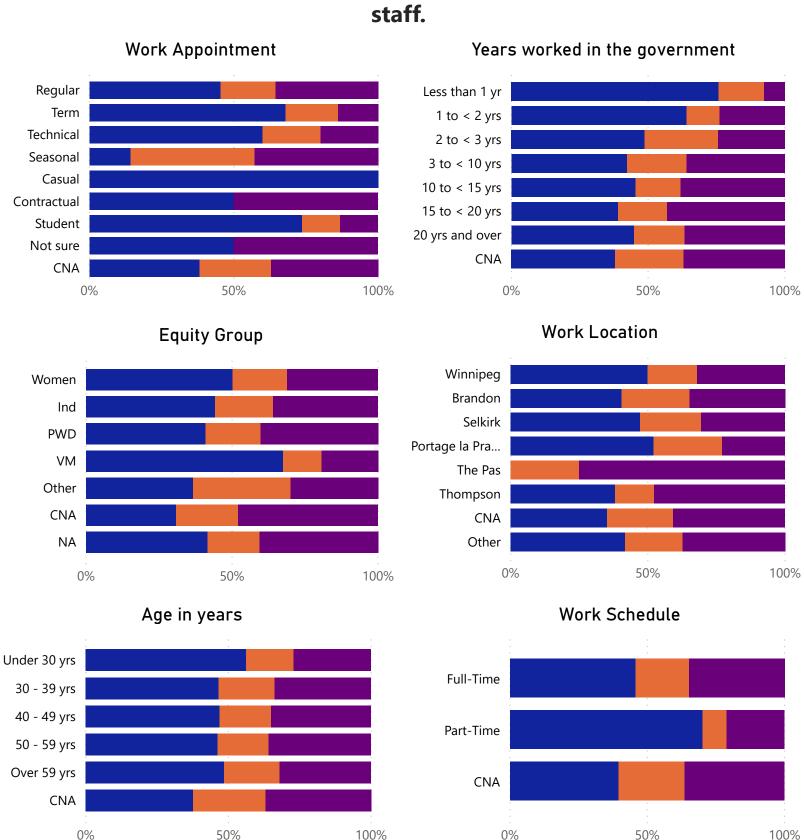
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



19. Essential information flows effectively from senior leadership to staff.



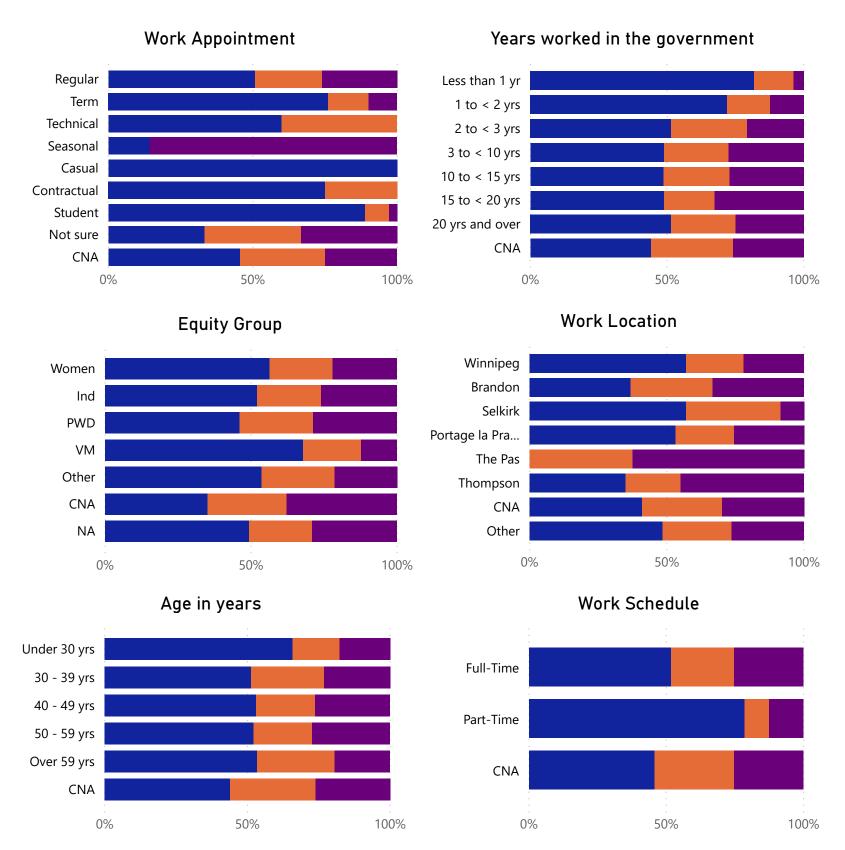
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



20. I have confidence in the senior leadership of my department.



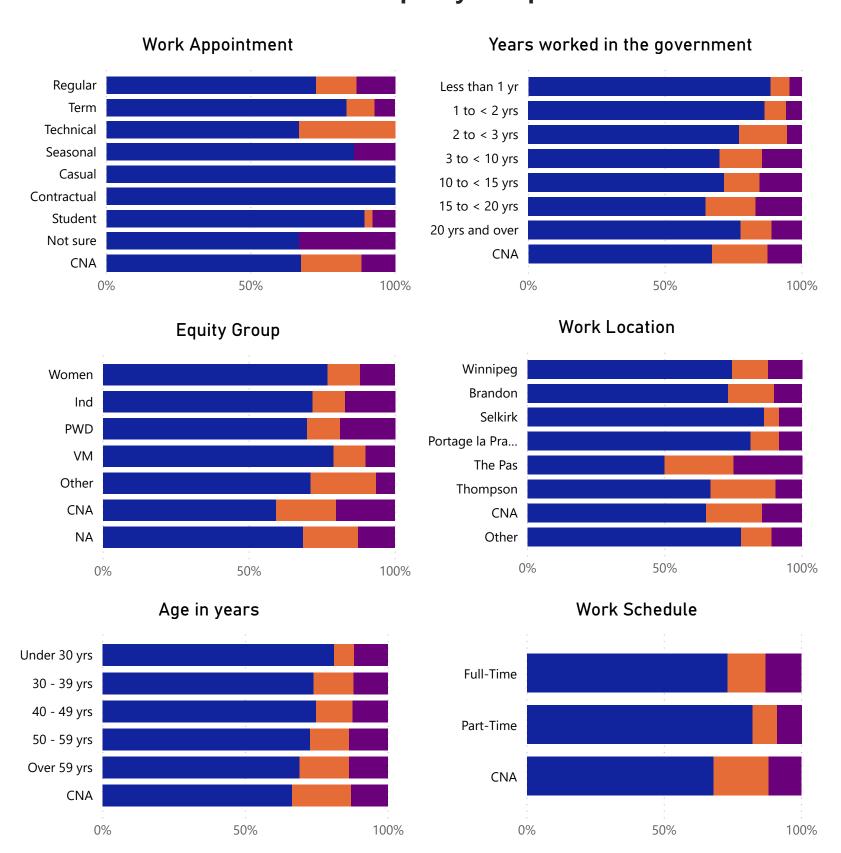
CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable

Responses by Demographics



21. I am satisfied with the quality of supervision I receive.



CNA - Choose not to answer the demographic question

NA - Demographic question is not applicable