

Winter 2022 Employee Perspectives Survey Manitoba Government Report on Overall Results

Project Overview

The Employee Perspectives Program (EPP) launched in 2020 as a new approach to gathering insights from Manitoba's Public servants on important employee engagement topics.

The Program offers an annual survey, an ongoing employee perspectives panel, employee lifecycle surveys, focus groups and other data-gathering exercises that aim to connect senior government decision-makers directly to the diverse perspectives of Manitoba's Public Service as we endeavour to make our public service an even better place to work.

The 2022 annual employee survey results are included here. They serve as a starting point for the coming year's efforts to better understand Manitoba's Public Service, and respond to these perspectives in meaningful ways.

Questions?

For questions about the Employee Perspectives Program, please contact the Policy, Programs, and Learning Branch of the Public Service Commission at ppl@gov.mb.ca

Next Steps

Manitoba's Public Service has committed to an ongoing cycle of feedback, analysis and action, centred on the Employee Perspectives Program and its annual survey. The following results, and their contrast to previous results, are a starting point to this ongoing conversation.

Several major events have occurred in the Manitoba government since the Winter 2020 survey, which was conducted in December of 2020. This included a transition in elected leadership including two Cabinet shuffles (one took place in the middle of this survey), the continuation of the COVID-19 pandemic, and the introduction of a Flexible Work Arrangement policy.

These major events make the need for an update even more imperative. Periodic measurements of employees' sentiments on issues that matter to them are essential for the Manitoba government to make timely adjustments and achieve its commitment of providing a productive workplace and promoting positive engagement among employees.

Department and Division-level Analysis

Further to this corporate report, deputies will be provided with departmental and divisional reports. Leadership will review how this feedback applies specifically to their teams, and will take appropriate action among their leadership teams to address areas in need of attention. Feedback from these reports are only the beginning of the conversation, and opportunities to explore these findings further are strongly encouraged.

Employee Panel

The Winter 2022 EPP survey served as the initial recruitment for the new online employee panel. A group of representative and diverse public servants have been invited to participate in additional topical surveys and group discussions throughout the year to dig deeper into key issues facing Manitoba's Public Service.

A deeper investigation of the statements that received lower agreement scores and had the biggest drop may be considered. This ensures that effective measures that address the issues identified from the survey continue to be developed and implemented promptly.

Taking Action

The results from prior employee engagement surveys have led to the creation of initiatives like the Learning Fund, the Idea Fund, CONNECT weekly newsletter, and the establishment of Manitoba's Public Service Employee Engagement Team. Of particular significance in 2022, the Flexible Work Arrangement Policy is an example of relevant action taken to address employee feedback.

Additional employee engagement projects already in development include a corporate onboarding program and an employee giving and volunteering initiative. When the data collected in routine surveying sparks ideas for improvement, immediate actions like these can be taken.

What We Heard

COMPARISON OF AGREEMENT SCORES 2022 vs 2020

Summary of Findings

In comparison to the Winter 2020 EPP survey, there was an overall increase in participation rate of nearly 34.3 per cent, from 12.3 per cent to 46.6 per cent.

Four employee engagement areas were measured: pride in the job and public service, communication, learning and innovation, inclusion in the workplace.

Pride in the Job and in the Public Service

When public servants were asked if they find their work meaningful and energizing, nearly two-thirds agreed, and nearly half of respondents felt inspired and proud of the public service.

Communications and Recognition

Over two thirds of respondents felt that they receive recognition for a job well done, with nearly that many reporting they have the support they need to perform their job well. Nearly half of all respondent reported that essential information flows effectively from senior leadership to employees.

Learning and Innovation

Nearly 72 per cent of respondents answered positively that they have applied innovations in how they approach their work, while nearly two-thirds feel that their department supports their work-related learning and development.

Inclusion and Respectful Workplace

Eight in ten respondents agreed that the Manitoba government provides access to respectful workplace supports. Over 75 per cent feel that they are treated respectfully at work, while over two-thirds feel that they are included in their workplace.

RANK	Theme	Statement	% Agree		Difference		
			2022	2020	Change	%	
1	Core	I feel inspired by, proud of, and attached to Manitoba's Public Service.	49.1	60.3	-11.2	-22.8%	*
2	Core	I find my work meaningful and energizing.	65.1	76.8	-11.7	-18.0%	*
3	Core	In my department, essential information flows effectively from senior leadership to employee. ⁽³⁾	48.6	54.9	-6.3	-13.0%	*
4	Core	I have applied innovation in how I approach my work.	71.9	79.0	-7.1	-9.9%	
5	BSC	I am treated respectfully at work.	76.0	81.7	-5.7	-7.5%	
6	Core	I receive recognition for work well done from my supervisor.	67.1	70.9	-3.8	-5.7%	
7	BSC	The Manitoba government provides access to respectful workplace resources and supports.	80.2	83.6	-3.4	-4.2%	
8	Core / BSC	I have support at work to perform my job duties to the best of my ability.	63.1	65.6	-2.5	-4.0%	
9	BSC	I feel included at my workplace.	67.1	69.3	-2.2	-3.3%	
10	BSC	My department supports my work-related learning and development.	64.8	66.9	-2.1	-3.2%	

Notes:

(1) Agree includes Strongly Agree and Agree responses

(2) Disagree includes Strongly Disagree and Disagree responses

(3) In the 2020 survey, the statement was phrased as "In my department, senior leadership clearly communicates general government direction and its impact."

* Agreement score decreased by more than 10%

The following agreement statements received the highest scores:

- The Manitoba government provides access to respectful workplace resources and supports (80.2 per cent). I am treated respectfully at work (76 per cent).
- I have applied innovation in how I approach my work (71.9 per cent).

The following agreement statements received the lowest scores:

- In my department, essential information flows effectively from senior leadership to employee (48.6 per cent);
- I feel inspired by, proud of, and attached to Manitoba's Public Service (49.1 per cent); and,
- I have support at work to perform my job duties to the best of my ability (63.1 per cent).

Comparisons to the Winter 2020 EPP survey results

When compared to the Winter 2020 survey, there was an overall decline in agreement scores. This means people disagreed with the statements more in 2022 than in 2020.

When compared to the Winter 2020 survey, the following three statements had the largest decline in agreement scores:

- I feel inspired by, proud of, and attached to Manitoba's Public Service (a decline of 22 per cent from 2020).
- I find my work meaningful and energizing (a decline of 18.0 per cent from 2020);
- In my department, essential information flows effectively from senior leadership to employee (a decline of 13 per cent from 2020).

Compared to the Winter 2020 survey, the four most common statements that registered the biggest attitude change in both agreement and disagreement scores are:

- I find my work meaningful and energizing.
- I feel inspired by, proud of, and attached to Manitoba's Public Service.
- I have applied innovation in how I approach my work.
- I am treated respectfully at work.

The following diversity groups consistently responded favourably to most statements:

- Part-time employees had higher agreement scores than full-time employees in seven of the ten statements.
- Visible Minorities and Immigrants scored high in agreement scores and ranked either first or second in all ten statements. Visible Minorities' positive attitude towards engagement has been consistent in all the past surveys conducted.

- Employees in the “Under 30 years old” or “Over 59 years old” ranked highest in the agreement list in all ten statements.
- Employees who worked “Less than 1 year” and “1 to less than 2 years” in the government consistently had the best scores in all ten statements.
- Respondents from Thompson consistently fared better than those from Winnipeg.
- Term employees scored higher than other work appointment groups in eight out of ten statements.

The statement “In my department, essential information flows effectively from senior leadership to employee” consistently elicited the least favorable reaction in all demographic groups.

When compared to the Winter 2020 survey, there was an overall increase in disagreement scores. This means people agreed with the statements less in 2022 than in 2020.

The following diversity groups consistently have very high disagreement scores and regularly occupy the top disagreement positions:

- Persons with disabilities (PWD) and Indigenous People (IND). This observation was also shown in the Winter 2020 survey.
- Employees in the 30 to 39 years old range answered least favorably in six out of ten questions.
- Employees who work in The Pas and Selkirk.
- Regular and Seasonal employees.

COMPARISON OF DISAGREEMENT SCORES
2022 vs 2020

RANK	Theme	Statement	% Disagree		Difference		*
			2022	2020	Change	%	
1	Core	I find my work meaningful and energizing.	15.2	7.7	7.5	49.3%	*
2	Core	I feel inspired by, proud of, and attached to Manitoba’s Public Service.	23.0	13.7	9.3	40.4%	*
3	BSC	The Manitoba government provides access to respectful workplace resources and supports.	6.4	3.9	2.5	39.1%	*
4	BSC	I am treated respectfully at work.	11.6	7.1	4.5	38.8%	*
5	Core	I have applied innovation in how I approach my work.	6.7	4.6	2.1	31.3%	
6	Core	In my department, essential information flows effectively from senior leadership to employee. ⁽³⁾	33.3	25.3	8.0	24.0%	
7	Core / BSC	I have support at work to perform my job duties to the best of my ability.	20.7	17.5	3.2	15.5%	
8	BSC	My department supports my work-related learning and development.	15.1	12.8	2.3	15.2%	
9	BSC	I feel included at my workplace.	16.0	13.7	2.3	14.4%	
10	Core	I receive recognition for work well done from my supervisor.	16.8	14.6	2.2	13.1%	

Notes:

(1) Agree includes Strongly Agree and Agree responses

(2) Disagree includes Strongly Disagree and Disagree responses

(3) In the 2020 survey, the statement was phrased as “In my department, senior leadership clearly communicates general government direction and its impact.”

* Disagreement score increased almost by at least 40%

For additional data broken down by demographics, survey responses and responses by demographics, see Appendix C.

Survey Participation Overview

The EPP 2022 Survey provided an opportunity to hear from Manitoba’s Public servants on topics such as leadership, inclusion, learning and development, communications and work culture.

The Manitoba government enlisted the support of a trusted third-party research firm, Probe Research Inc., to deliver the Winter 2022 survey. The survey was open for feedback from January 11 to January 26, 2022.

All active employees including regular, term, technical and departmental were invited to take the survey. Employees were asked for their feedback on ten statements related to employee engagement and Balance Scorecard (BSC) metrics. The results were then compared with results from the Winter 2020 EPP survey.

In addition to the ten engagement related questions, this survey provided public servants more opportunity than ever to self-identify important demographic and identity markers, allowing for deeper analysis of employee perspectives as they relate to specific demographic profiles.

For information related to the survey methodology, see Appendix B.

Employees were asked to rate their level of agreement on ten statements. There were five core statements connected to employee engagement and four statements that related to Balanced Scorecards (BSC) metrics. One statement was both core and a BSC metric.

##	Theme	Statement
1.	Core	I find my work meaningful and energizing.
2.	Core	I feel inspired by, proud of, and attached to Manitoba's Public Service.
3.	Core	I receive recognition for work well done from my supervisor.
4.	Core	In my department, essential information flows effectively from senior leadership to employee. *
5.	Core	I have applied innovation in how I approach my work.
6.	Core / BSC	I have support at work to perform my job duties to the best of my ability.
7.	BSC	My department supports my work-related learning and development.
8.	BSC	I feel included at my workplace.
9.	BSC	I am treated respectfully at work.
10.	BSC	The Manitoba government provides access to respectful workplace resources and supports.

* In the 2020 survey, the statement was phrased as "In my department, senior leadership clearly communicates general government direction and its impact."

It is important to note the context and survey challenges when reading the following results. Key factors to note include:

- The Winter 2022 Survey was conducted during the ongoing COVID-19 pandemic. The Winter 2020 Survey was conducted Dec. 4-18, 2020.
- In the fall of 2021, a political leadership change took place that included a cabinet shuffle.
- The Flexible Work Arrangement policy was introduced.
- Departmental restructuring across government was taking place.
- The participant population between the Winter 2020 and Winter 2022 surveys changed.
- Contract, casual and students were included in the Winter 2020, but were not included in the Winter 2022 survey.
- The 2022 survey was exclusively online which enabled data to be collected faster and more accurately.
- The survey results are based on the perspectives of those employees who were able to complete the survey and may not be representative of all Manitoba government employees.

Who we heard from:

- The Winter EPP 2022 survey heard from 5,539 respondents out of a possible 11,894.
- This represents 46.6 per cent of active government employees.
- Nineteen departments participated in the survey. Further departmental breakdown is available in Appendix B.
- The respondents were diverse:
 - 47 per cent declared as women
 - 14 per cent declared as visible minorities
 - 9 per cent declared as Indigenous People
 - 7 per cent declared as persons with disabilities
 - 6 per cent declared as immigrants
 - 4 per cent spoke English as an additional language including Francophone
 - 3 per cent declared as 2SLGBTQ+
 - 3 per cent declared as religious minorities
 - 1 per cent declared as veterans
- The respondents ages ranged from:
 - 27 per cent were age 40-49
 - 23 per cent were age 50-59
 - 19 per cent were age 30-39
- The respondents time working for government ranged from:
 - 21 per cent worked for 3 to less than 10 years
 - 20 per cent worked for 10 to less than 15 years
 - 17 per cent worked for 20 years or more

- Of the responses received:
 - 79 per cent were regular employees
 - 83 per cent worked full-time
 - 61 per cent were working in Winnipeg

The Manitoba government enlisted the support of a trusted third-party research firm, Probe Research Inc., to deliver the winter EPP 2022 survey. The survey was open for feedback from January 11 to January 26, 2022.

All active employees including regular, term, technical and departmental were invited to take the survey. Employees were asked for their feedback on ten statements related to employee engagement and Balance Scorecard (BSC) metrics. The results were then compared with results from the Winter 2020 EPP survey.

In addition to the ten engagement related questions, this survey provided public servants more opportunity than ever to self-identify important demographic and identity markers, allowing for deeper analysis of employee perspectives as they relate to specific demographic profiles.

For information related to the survey methodology, see Appendix A.

APPENDIX A.

Survey Methodology: Distribution and Participation

Through CONNECT, employees were invited to participate in the Winter 2022 survey from January 11 to January 26 of 2022.

Probe Research Inc. (PROBE), using Advanis and Question Pro, hosted the survey. PROBE is an external third-party survey company contracted by the Manitoba government to administer the survey.

The online survey was open to all active employees including regular, term, technical and departmental. Employees with government emails received survey invitations via email while those who do not have government emails were able to participate in the survey by scanning a QR code in a letter sent to their mailing address.

A number of communication methods were used to build awareness of the survey and to encourage employee participation. These included:

- 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

Of the 11,894 employees invited, 5,539 employees from 19 departments participated in the survey. This represents 46.6% of all active government employees. This is an increase in participation of 34.3% over the 2020 survey.

APPENDIX B

EMPLOYEE PERSPECTIVES SURVEY WINTER 2022

PARTICIPATION RATE

Department	Employee Count *	Participation Count	Participation Rate
CROWN SERVICES ⁽¹⁾	10	12	120.0%
ADVANCED EDUCATION, SKILLS AND IMMIGRATION	128	120	93.8%
INDIGENOUS RECONCILIATION AND NORTHERN RELATIONS	66	56	84.8%
SPORT, CULTURE AND HERITAGE	91	75	82.4%
ECONOMIC DEVELOPMENT AND JOBS	310	252	81.3%
MUNICIPAL RELATIONS	307	239	77.9%
EDUCATION	291	212	72.9%
FINANCE	765	491	64.2%
AGRICULTURE AND RESOURCE DEVELOPMENT	684	425	62.1%
CIVIL SERVICE COMMISSION	368	228	62.0%
CONSERVATION AND CLIMATE	464	285	61.4%
HEALTH AND SENIOR CARE	523	295	56.4%
FAMILIES	1,686	818	48.5%
CENTRAL SERVICES	826	380	46.0%
LEGISLATIVE AND PUBLIC AFFAIRS	30	13	43.3%
INFRASTRUCTURE	1,171	479	40.9%
JUSTICE	3,632	926	25.5%
MENTAL HEALTH, WELLNESS AND RECOVERY	503	103	20.5%
EXECUTIVE COUNCIL	39	4	10.3%
Other		24	
Department not on the list / Not sure		52	
Not sure		12	
Choose not to answer		38	
Government Wide	11,894	5,539	46.6%

* Includes active employees in regular, term, technical and departmental positions.
Survey ran from January 11 to 26, 2022

(1) Participation rates greater than 100% can be attributed to new employees taking the survey or employees taking the survey more than once

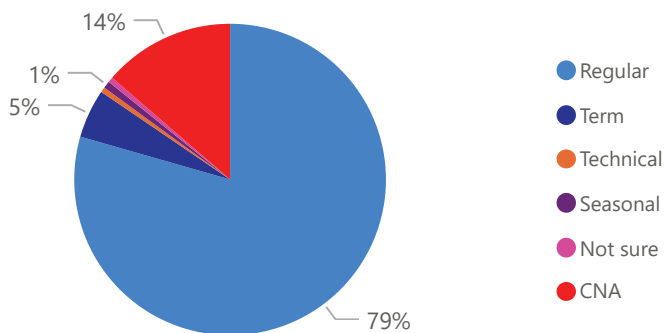
APPENDIX C
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WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

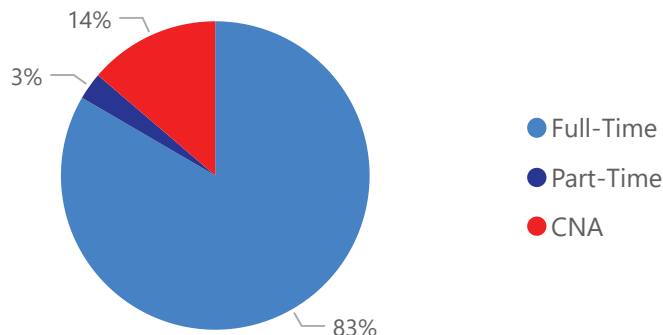
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DEMOGRAPHIC PROFILE OF RESPONDENTS

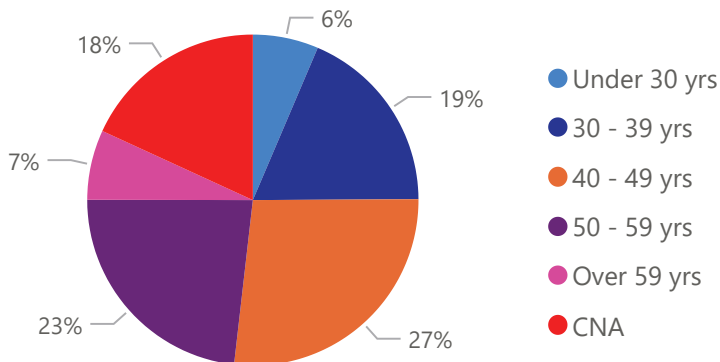
Work Appointment



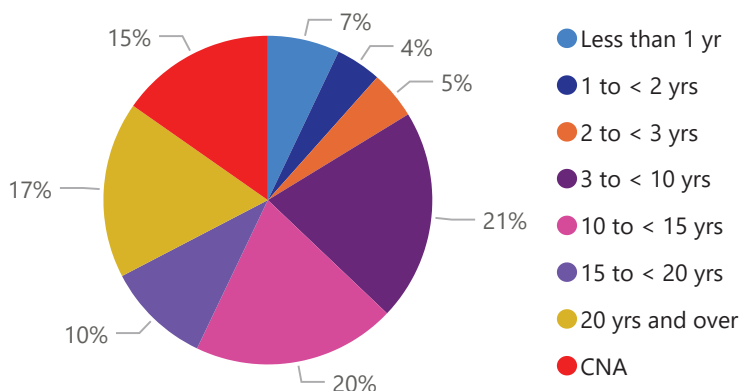
Work Schedule



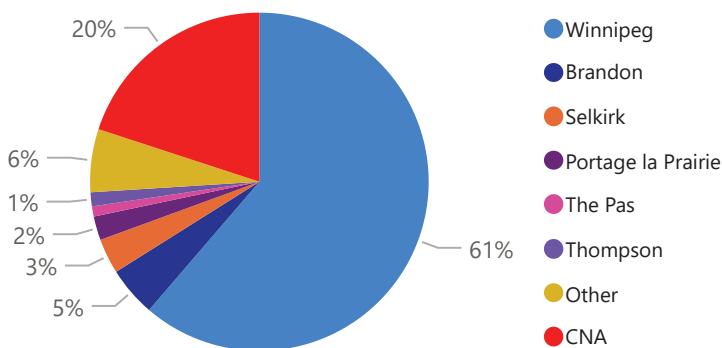
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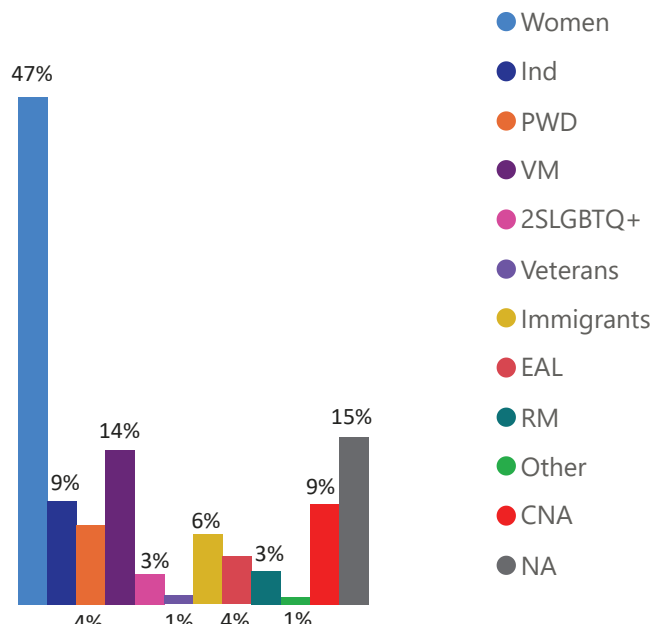
Years worked in the government



Work Location



Diversity Group



EAL - English as an additional language
RM - Religious Minorities
CNA - Chose not to answer
NA - Not Applicable

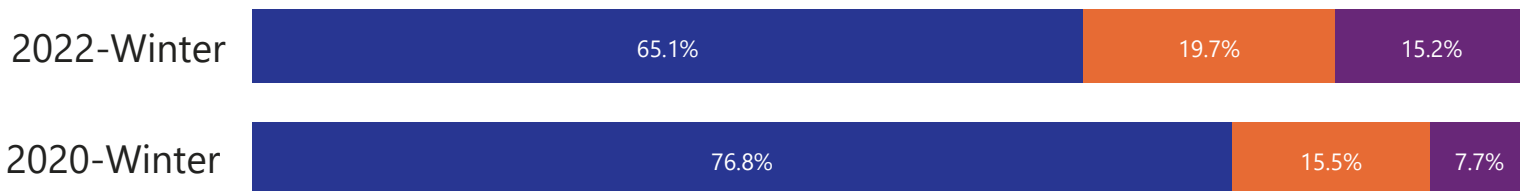
Winter 2022 EMPLOYEE PERSPECTIVES SURVEY

Manitoba

Survey Responses



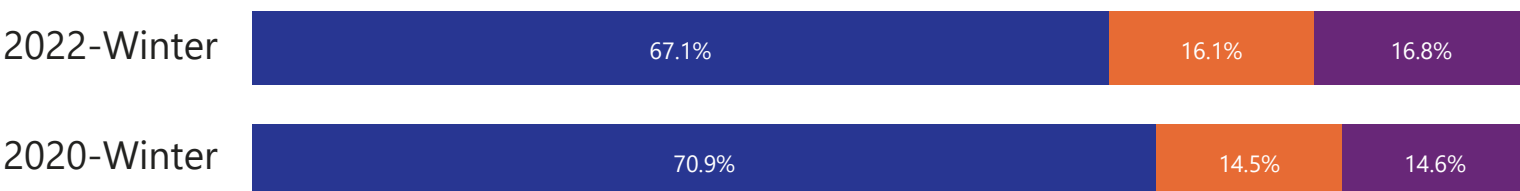
1. I find my work meaningful and energizing.



2. I feel inspired by, proud of, and attached to Manitoba's Public Service.



3. I receive recognition for work well done from my supervisor.



4. In my department, essential information flows effectively from senior leadership to employee.



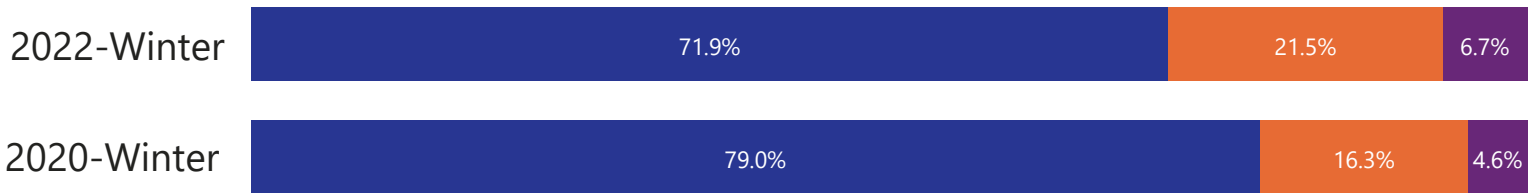
WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

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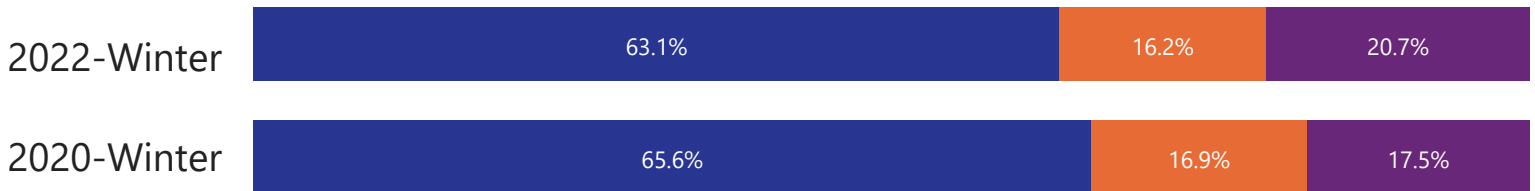
Survey Responses



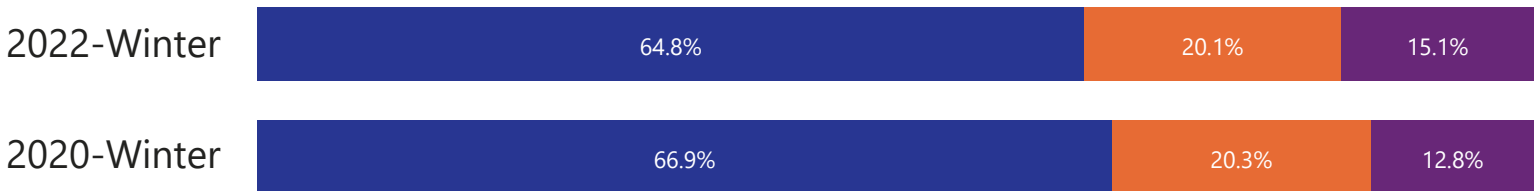
5. I have applied innovation in how I approach my work.



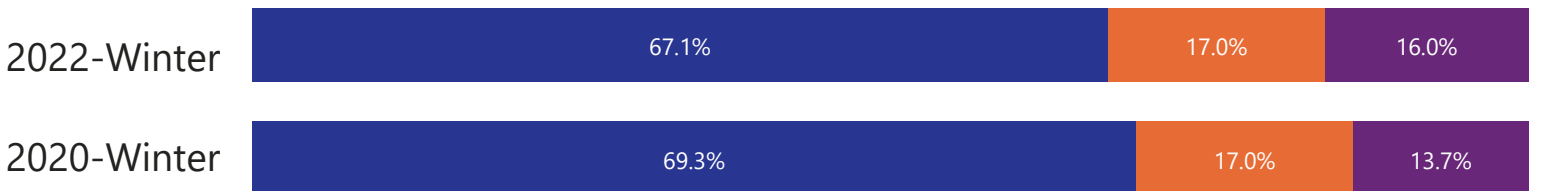
6. I have support at work to perform my job duties to the best of my ability.



7. My department supports my work-related learning and development.



8. I feel included at my workplace.



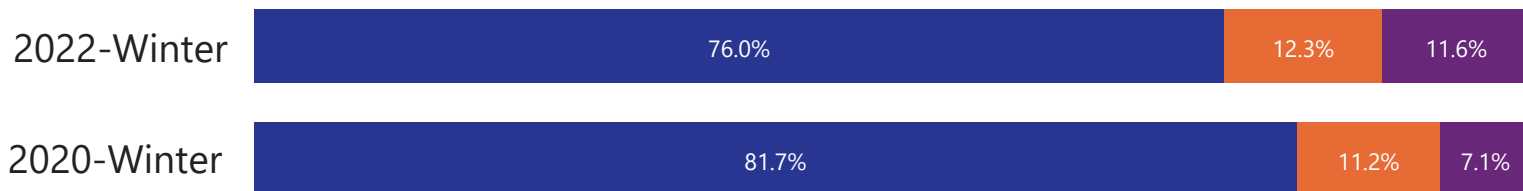
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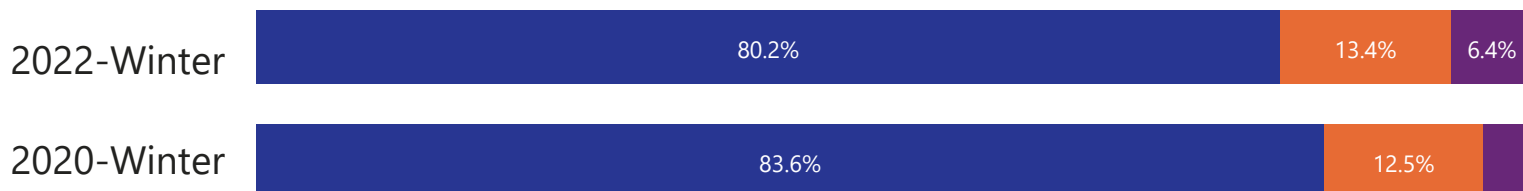
Survey Responses



9. I am treated respectfully at work.



10. The Manitoba government provides access to respectful workplace resources and supports.



WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

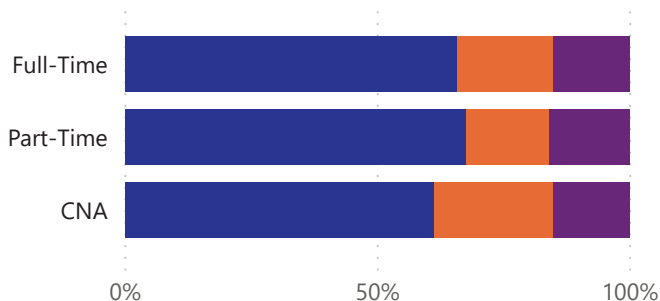
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Responses by Demographics

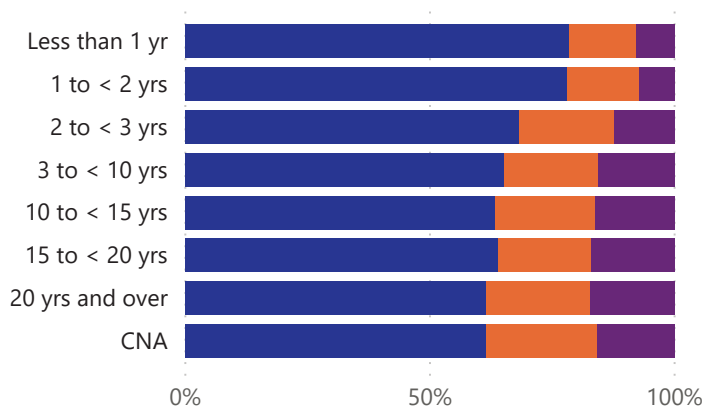


1. I find my work meaningful and energizing.

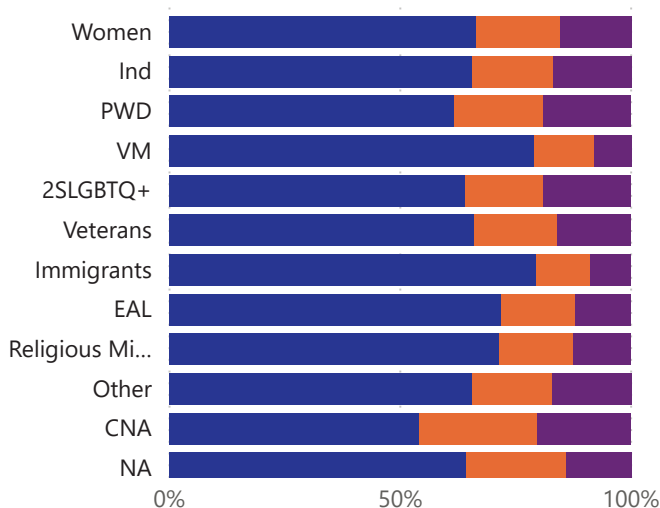
Work Schedule



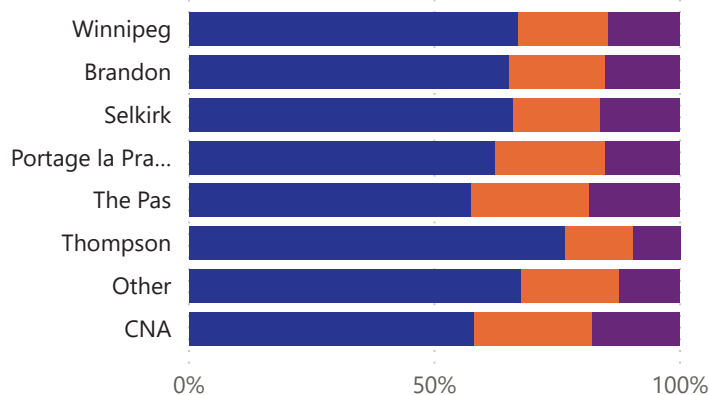
Years worked in the government



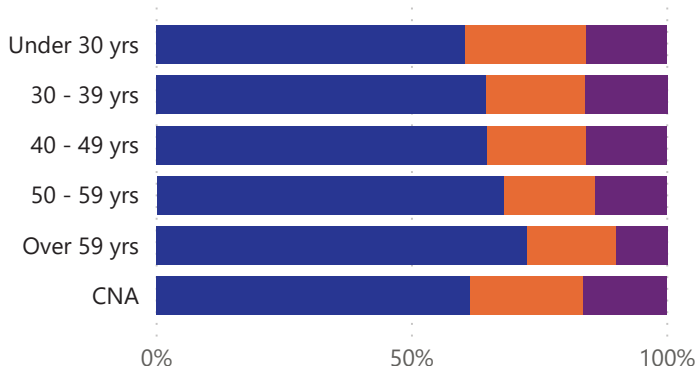
Diversity Group



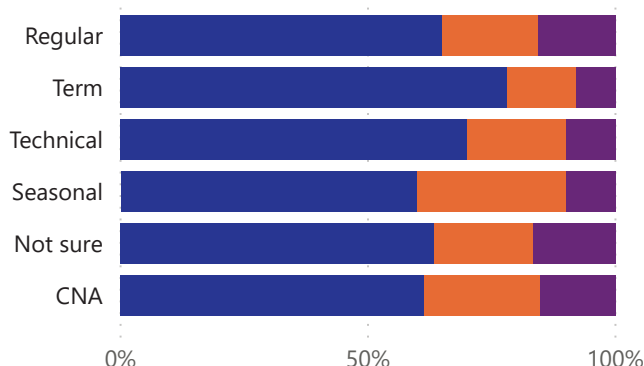
Work Location



Age in years



Work Appointment



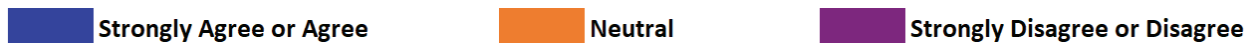
CNA - Choose not to answer

NA - Not applicable

WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

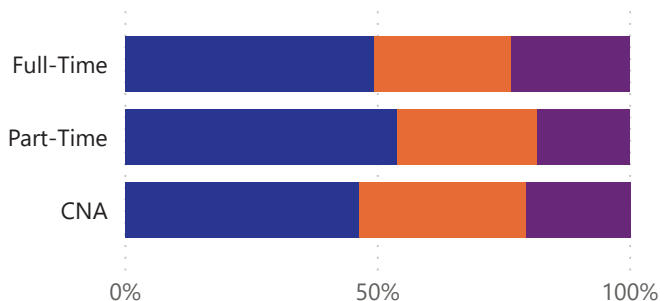
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Responses by Demographics

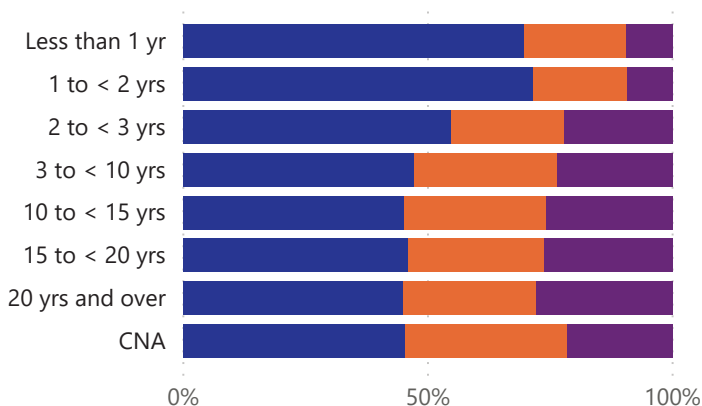


2. I feel inspired by, proud of, and attached to Manitoba's Public Service.

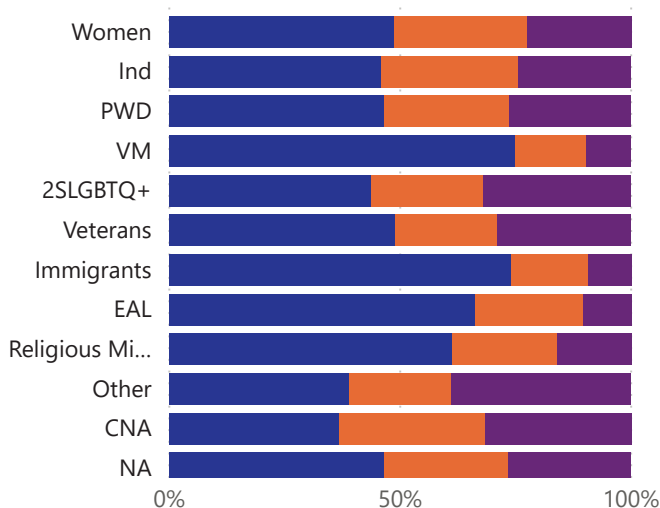
Work Schedule



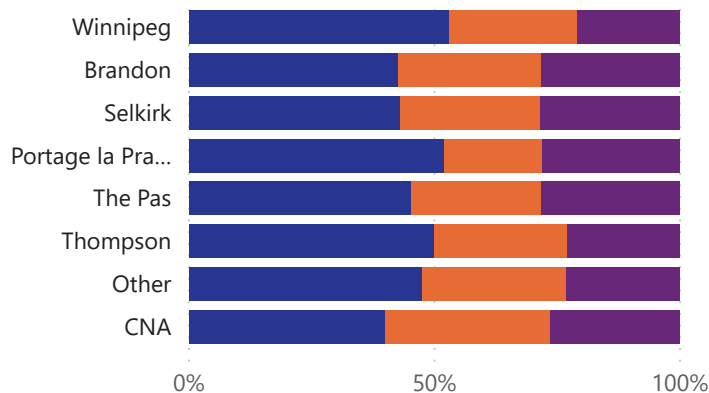
Years worked in the government



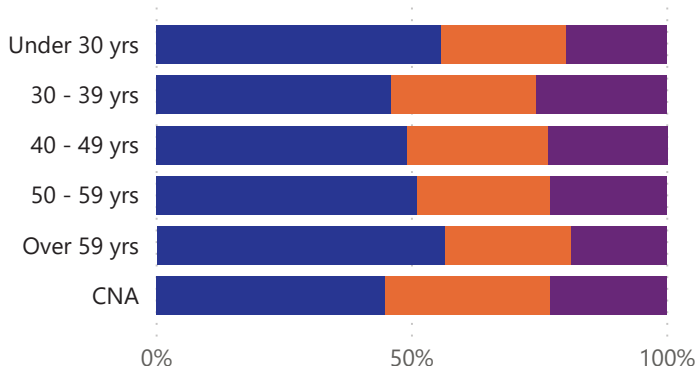
Diversity Group



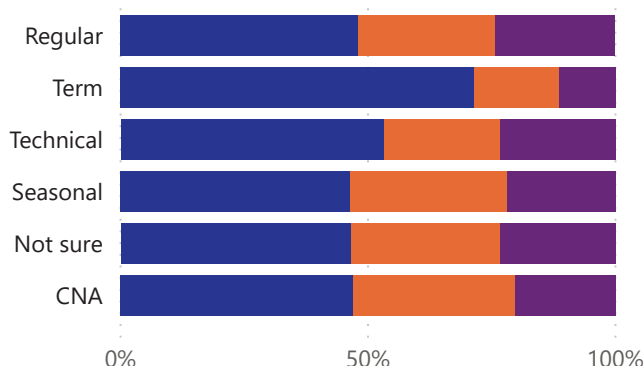
Work Location



Age in years



Work Appointment



CNA - Choose not to answer

NA - Not applicable

WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

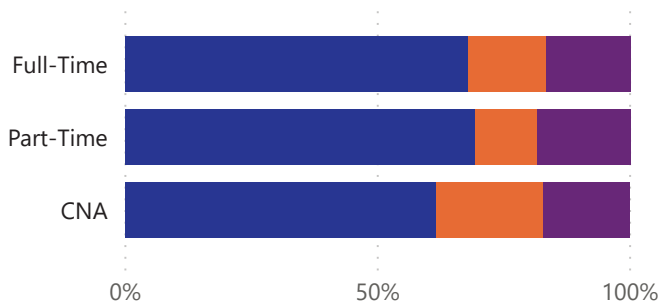
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Responses by Demographics

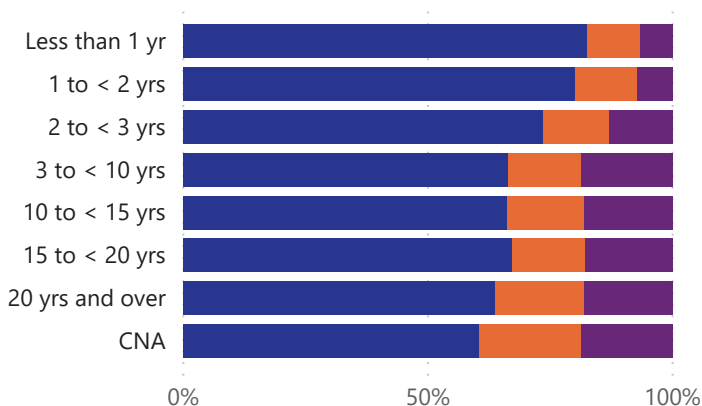


3. I receive recognition for work well done from my supervisor.

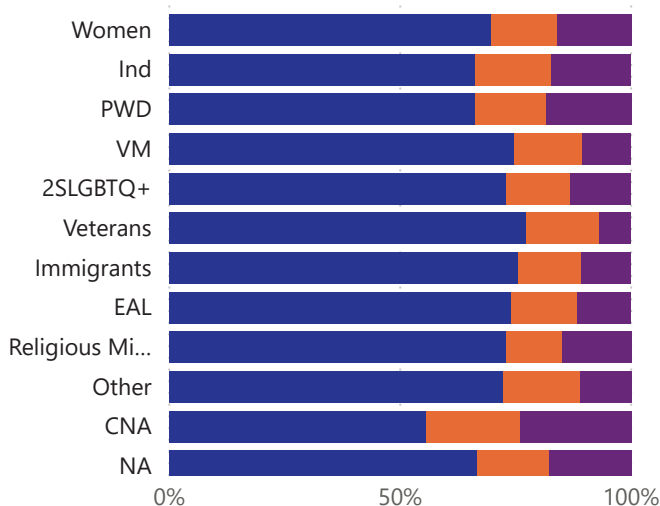
Work Schedule



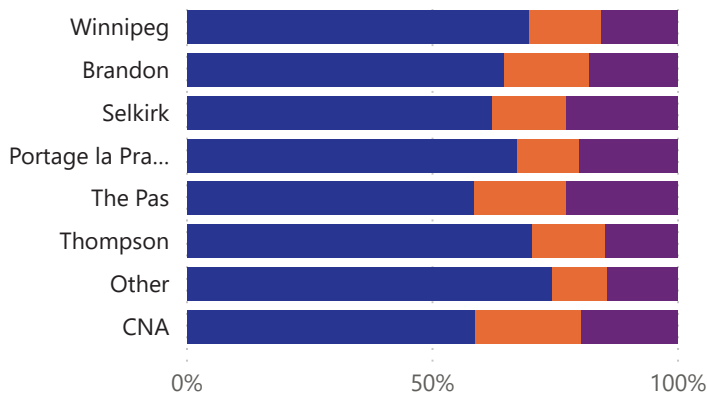
Years worked in the government



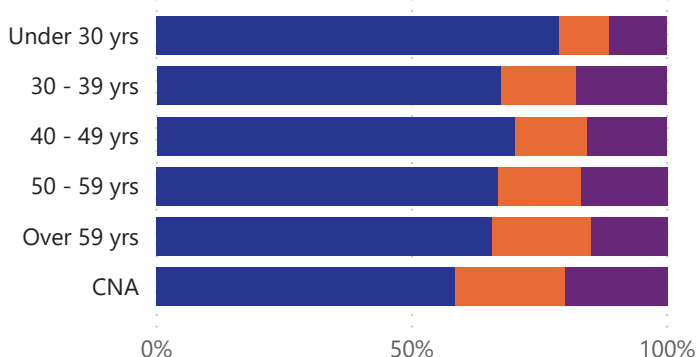
Diversity Group



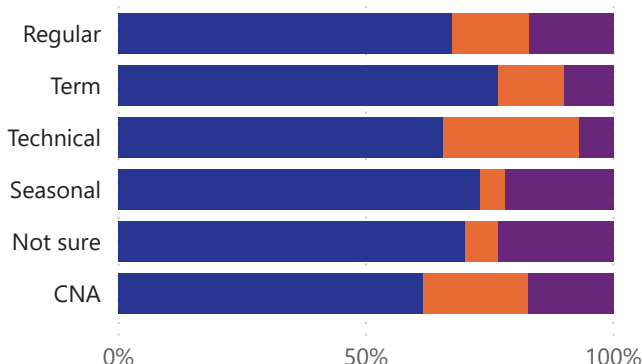
Work Location



Age in years



Work Appointment



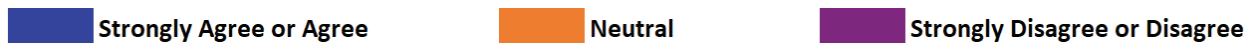
CNA - Choose not to answer

NA - Not applicable

WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

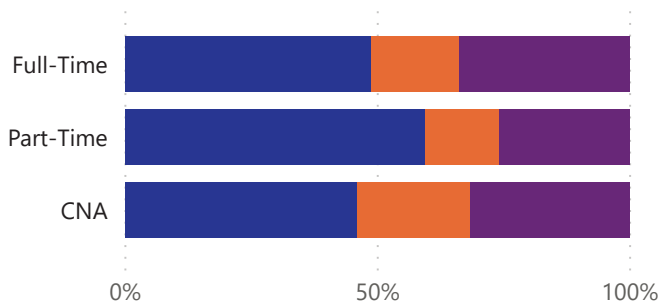
Manitoba

Responses by Demographics

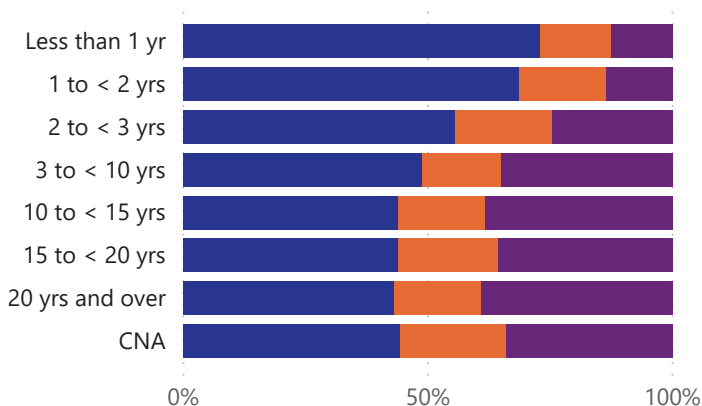


4. In my department, essential information flows effectively from senior leadership to employee.

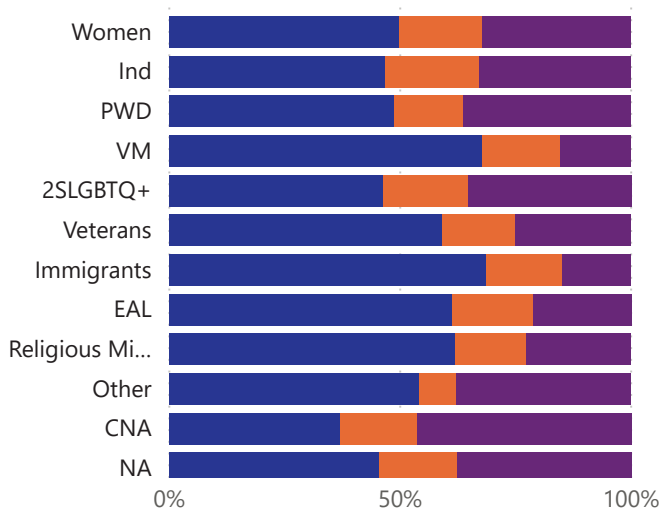
Work Schedule



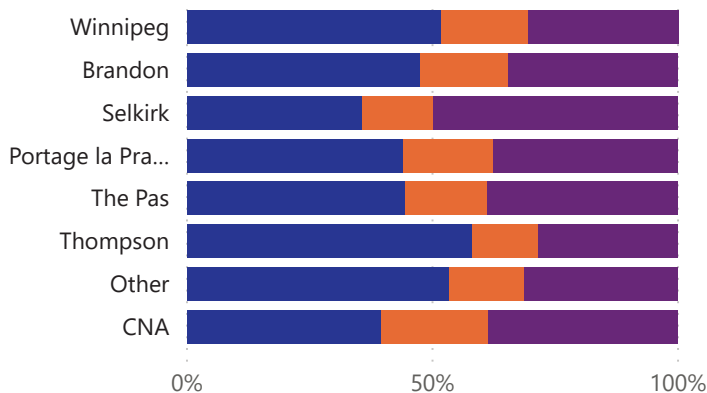
Years worked in the government



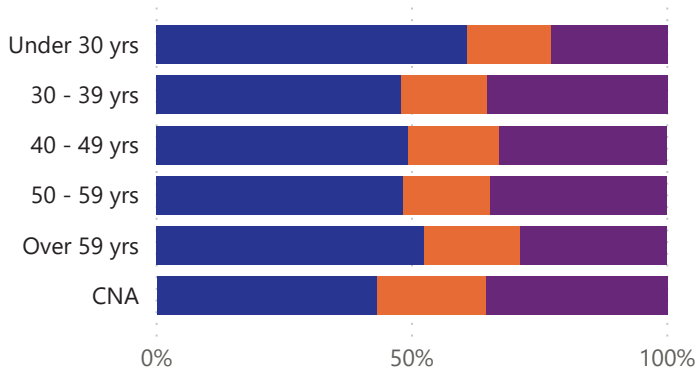
Diversity Group



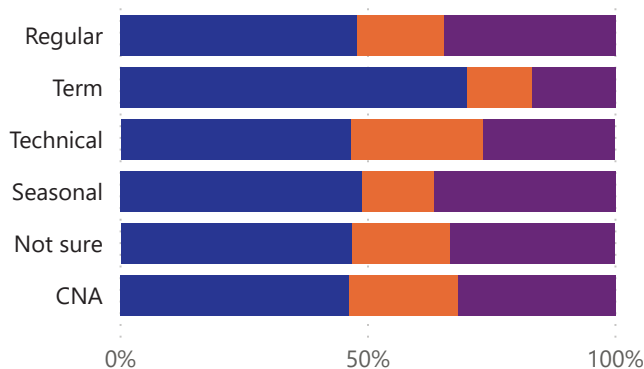
Work Location



Age in years



Work Appointment



CNA - Choose not to answer

NA - Not applicable

WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

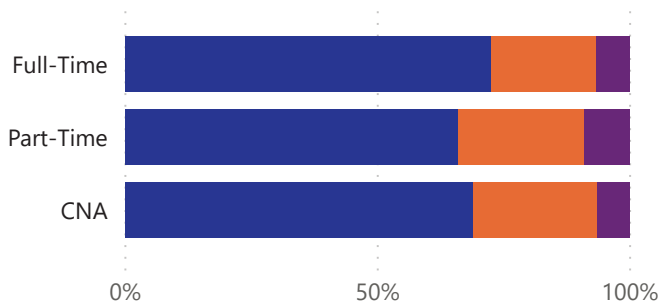
Manitoba

Responses by Demographics

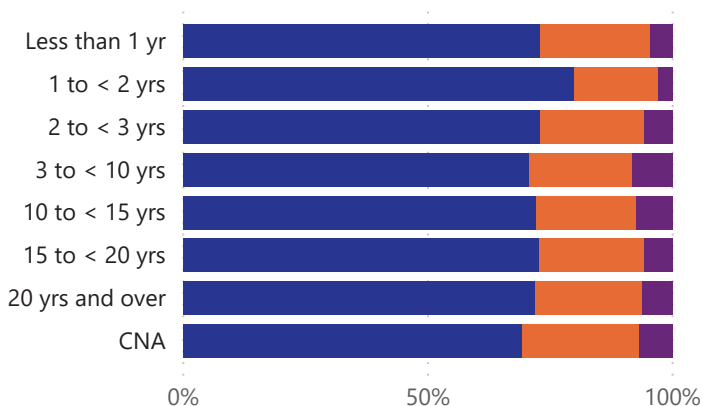


5. I have applied innovation in how I approach my work.

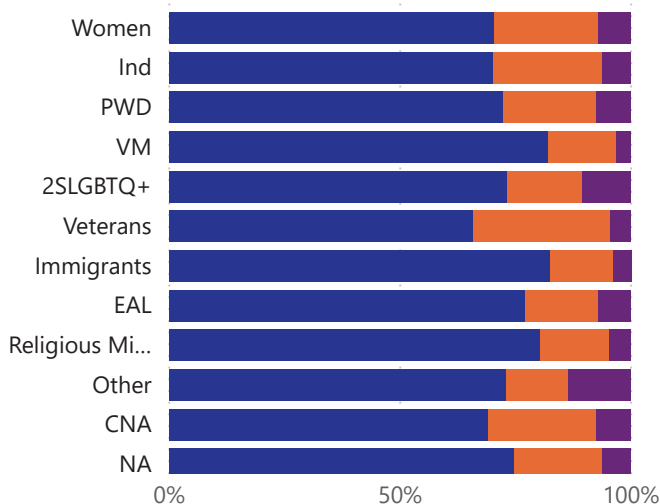
Work Schedule



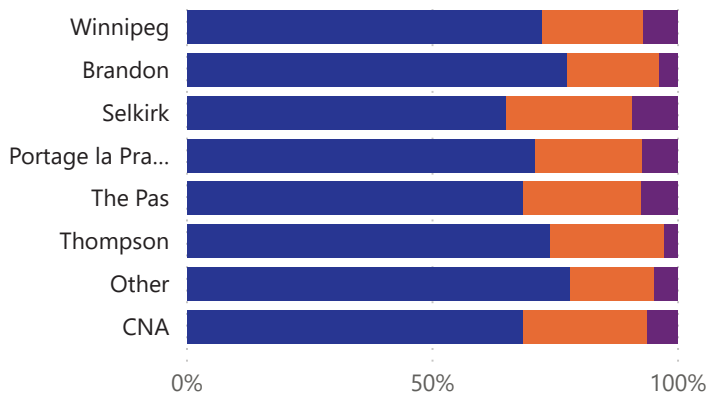
Years worked in the government



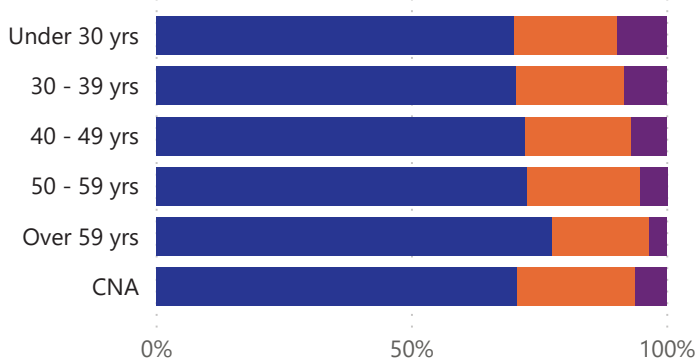
Diversity Group



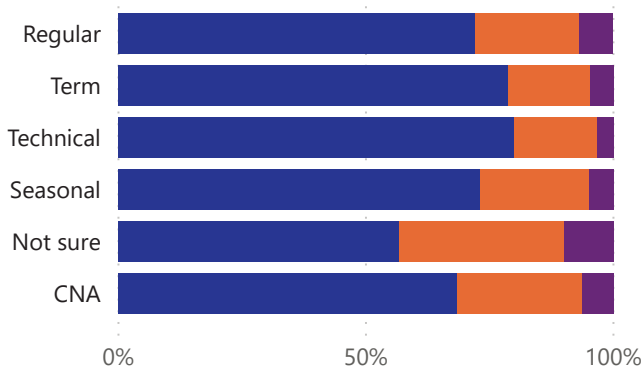
Work Location



Age in years



Work Appointment



CNA - Choose not to answer

NA - Not applicable

WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

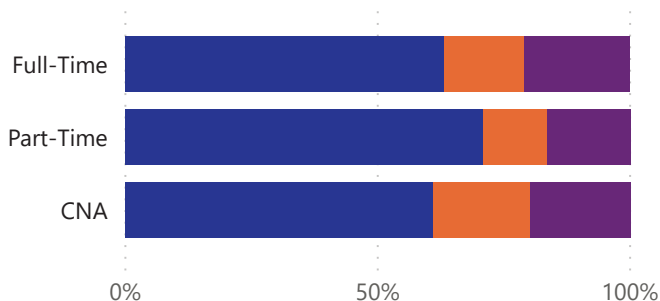
Manitoba

Responses by Demographics

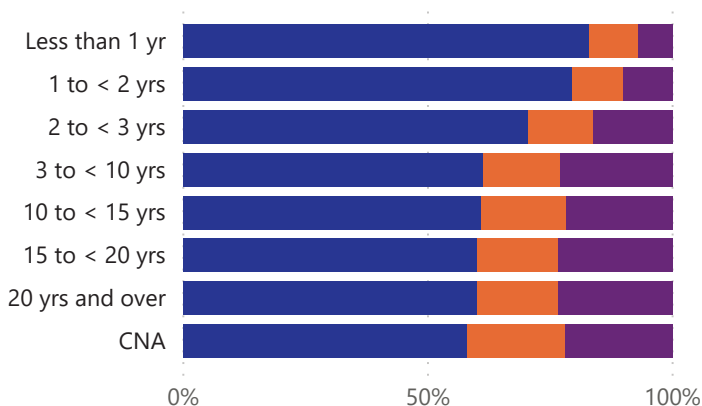


6. I have support at work to perform my job duties to the best of my ability.

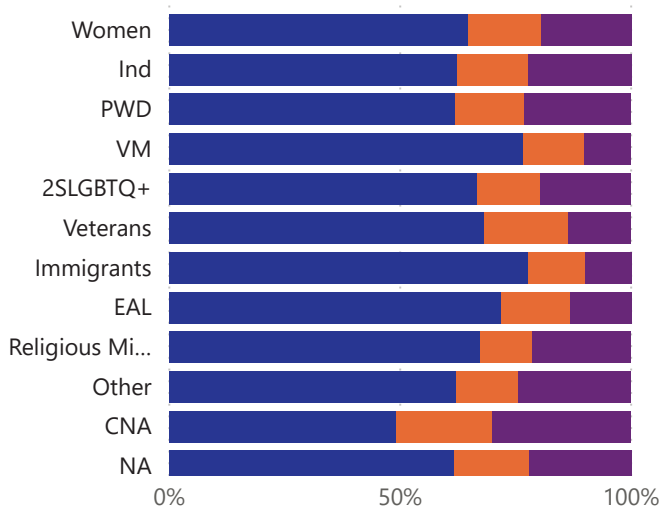
Work Schedule



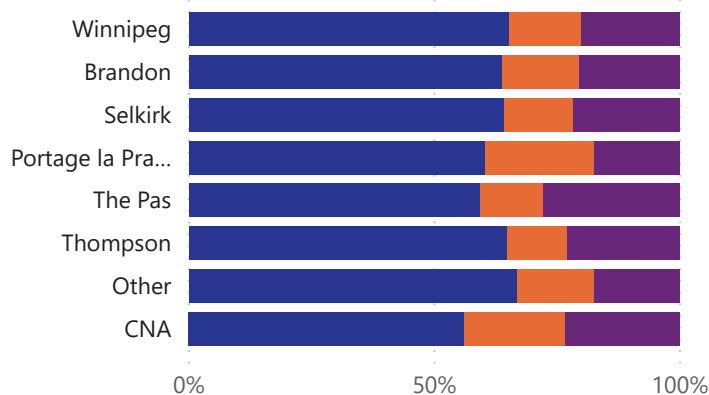
Years worked in the government



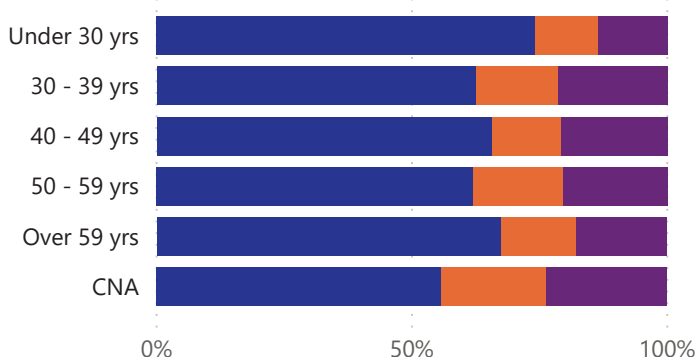
Diversity Group



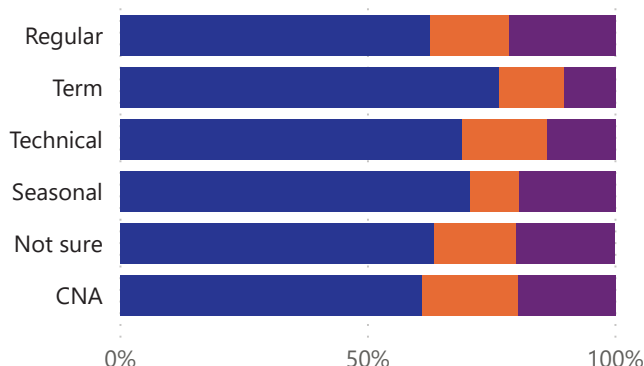
Work Location



Age in years



Work Appointment



CNA - Choose not to answer

NA - Not applicable

WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

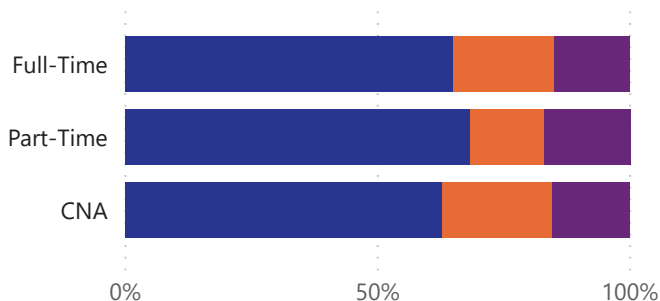
Manitoba

Responses by Demographics

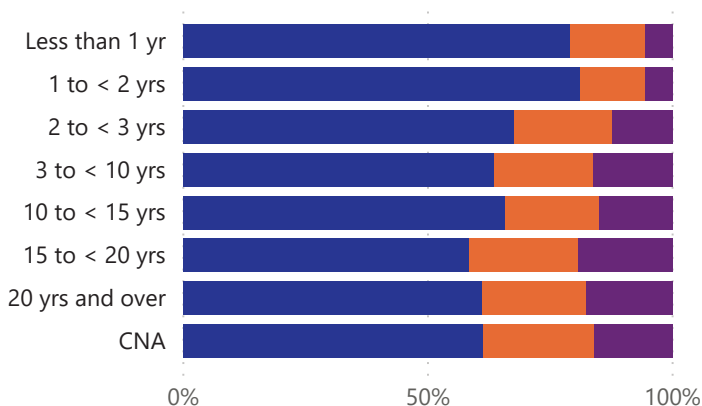


7. My department supports my work-related learning and development.

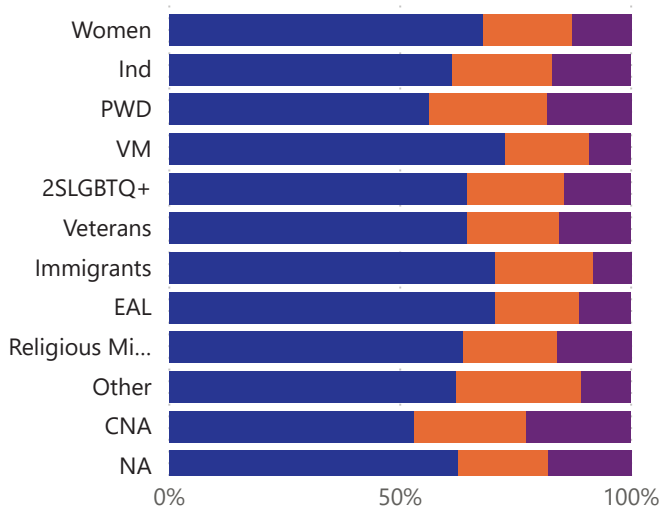
Work Schedule



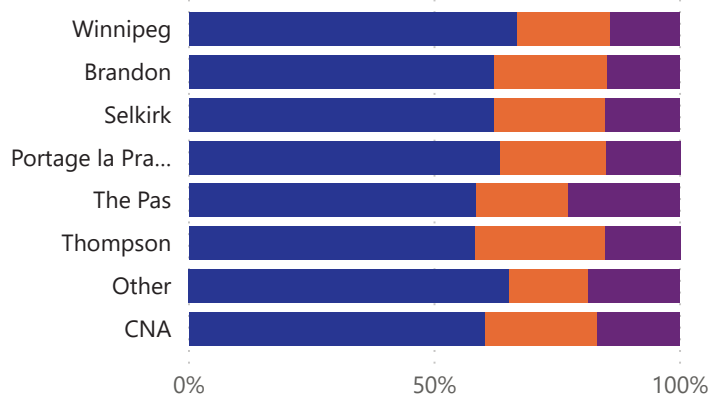
Years worked in the government



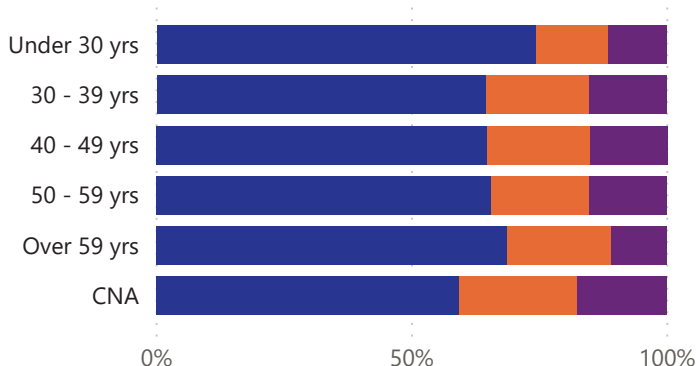
Diversity Group



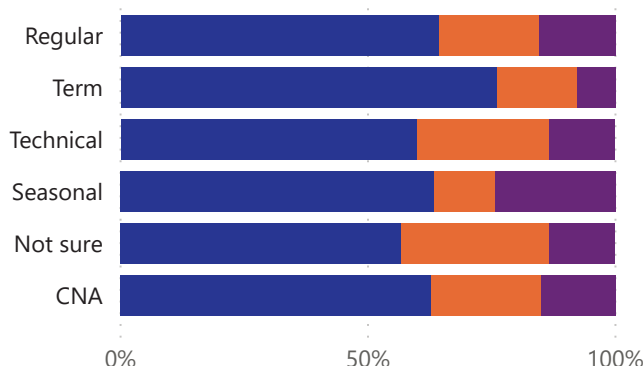
Work Location



Age in years



Work Appointment



CNA - Choose not to answer

NA - Not applicable

WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

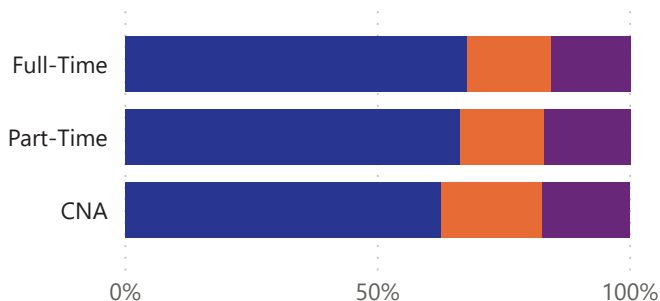
Manitoba

Responses by Demographics

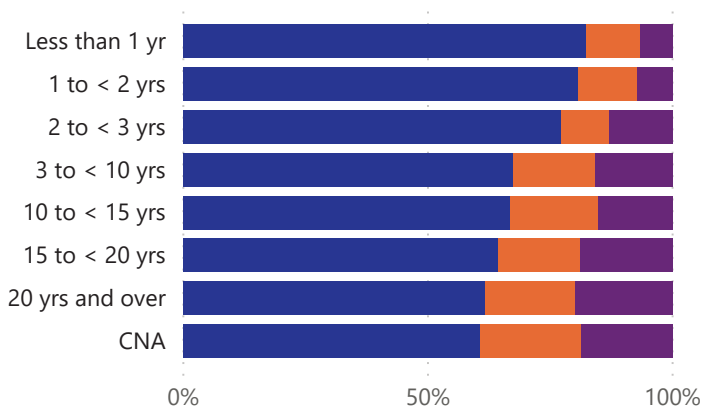


8. I feel included at my workplace.

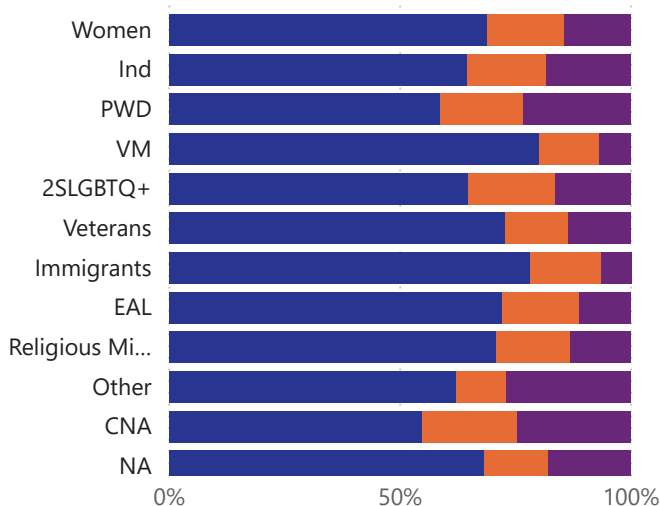
Work Schedule



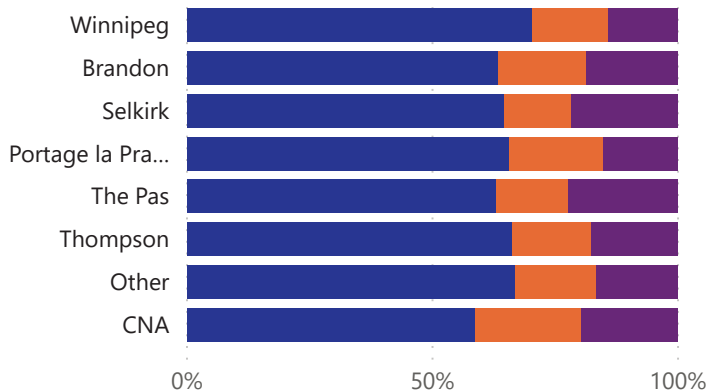
Years worked in the government



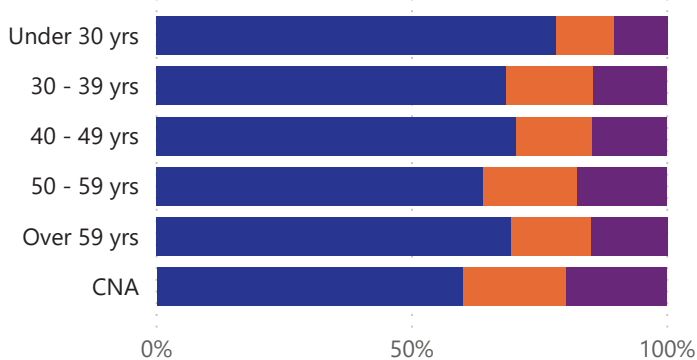
Diversity Group



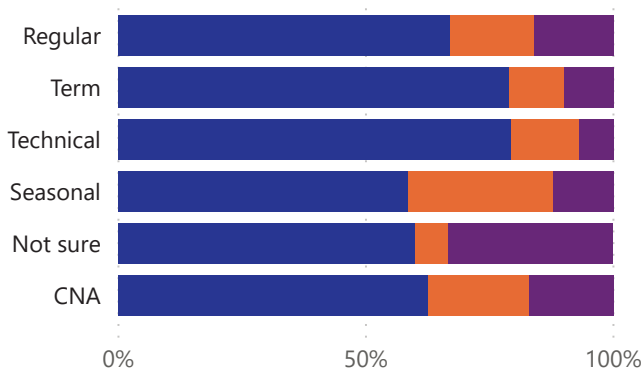
Work Location



Age in years



Work Appointment



CNA - Choose not to answer

NA - Not applicable

WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

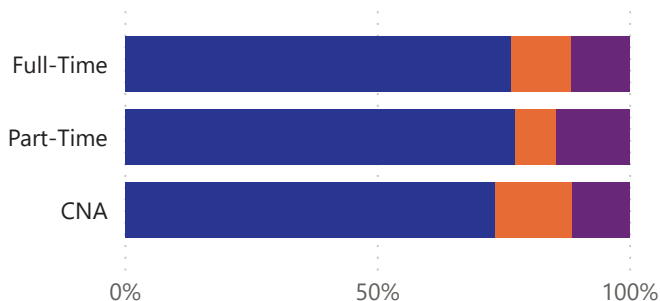
Manitoba

Responses by Demographics

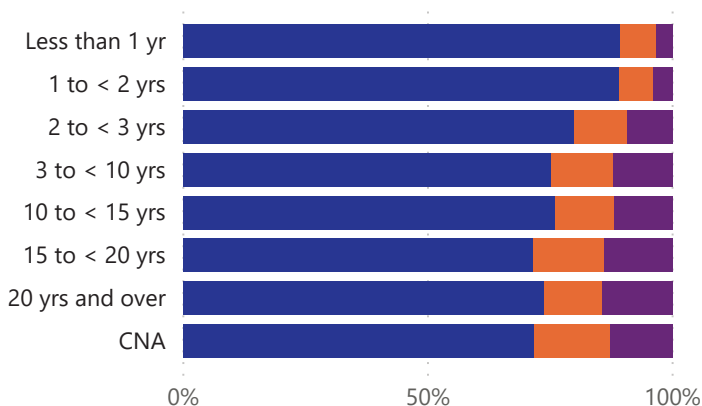


9. I am treated respectfully at work.

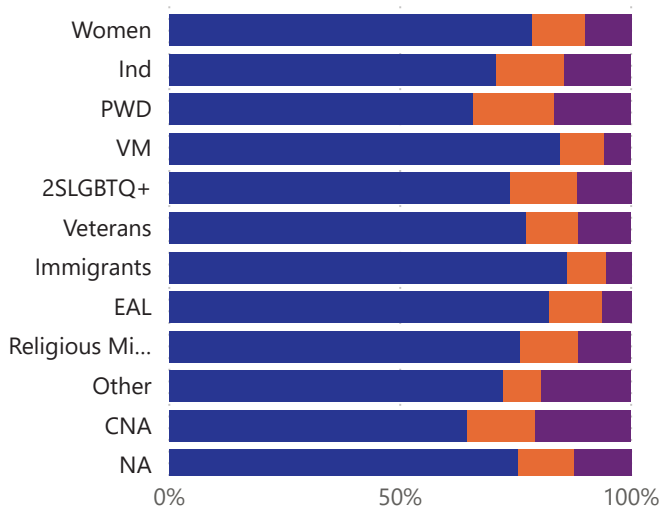
Work Schedule



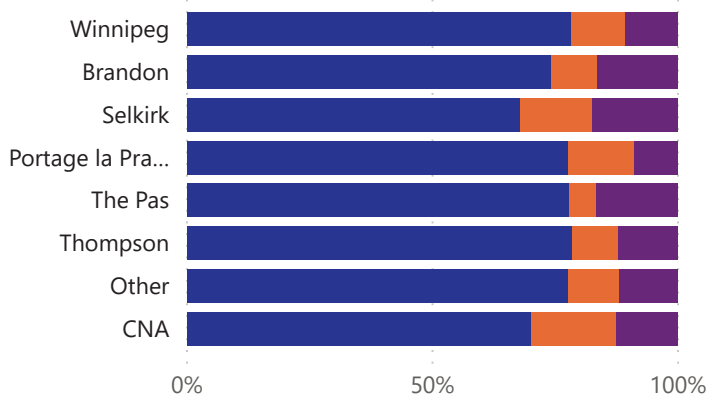
Years worked in the government



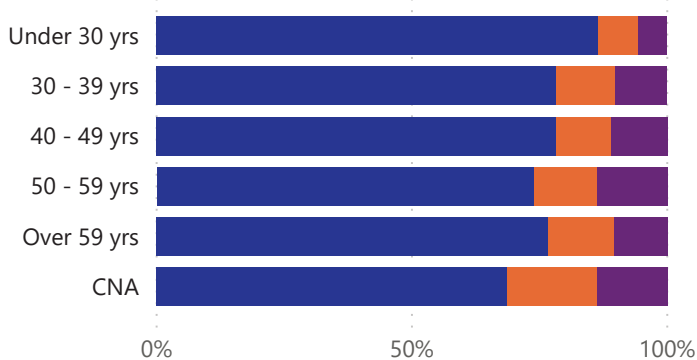
Diversity Group



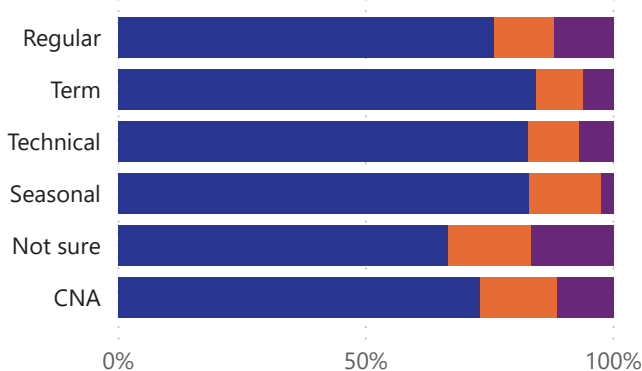
Work Location



Age in years



Work Appointment



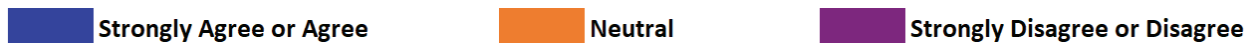
CNA - Choose not to answer

NA - Not applicable

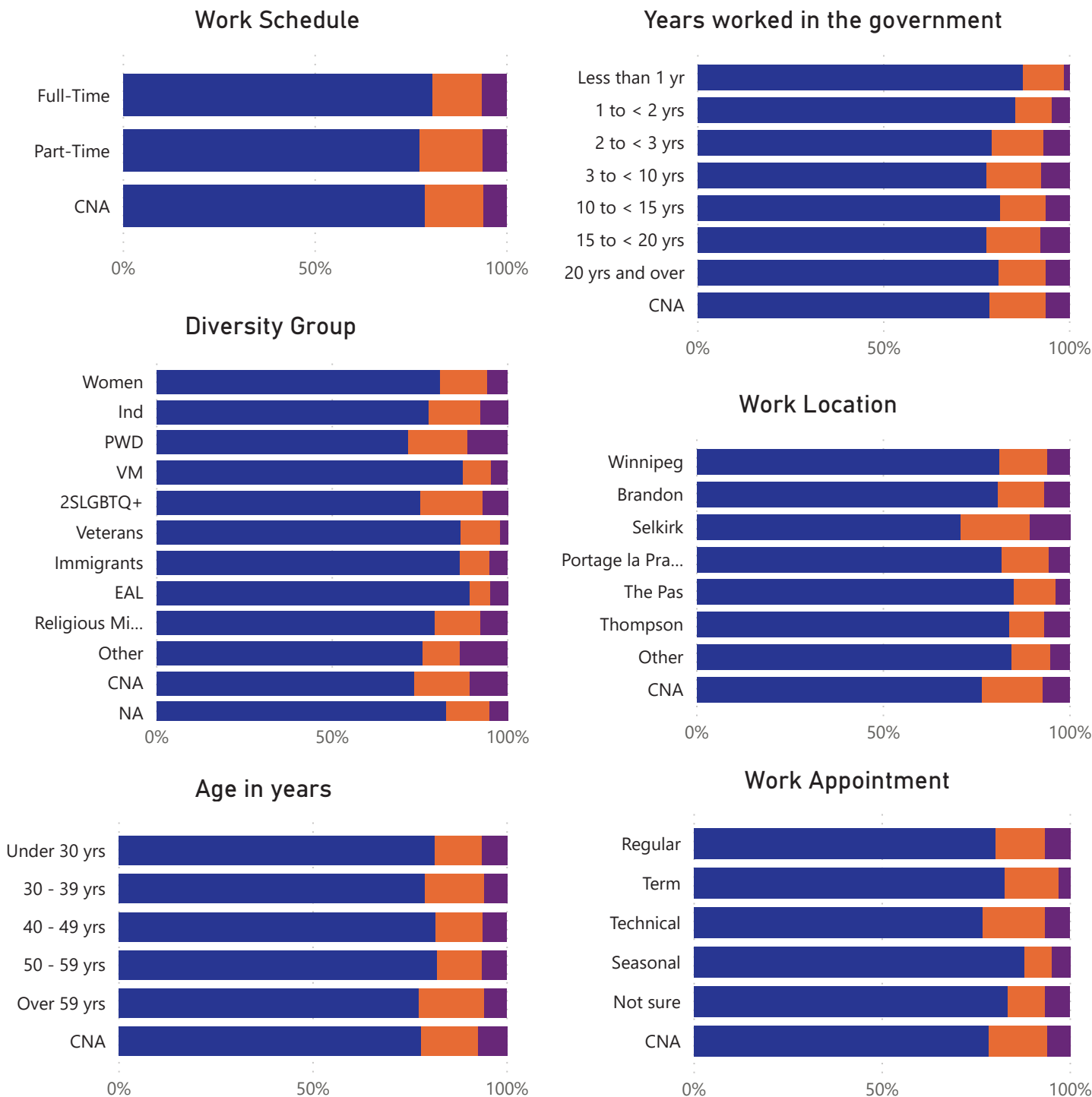
WINTER 2022 EMPLOYEE PERSPECTIVES SURVEY

Manitoba

Responses by Demographics



10. The Manitoba government provides access to respectful workplace resources and supports.



CNA - Choose not to answer

NA - Not applicable