



2018 EMPLOYEE ENGAGEMENT
SURVEY

LET YOUR VOICE BE HEARD.

Corporate Report on Overall Results

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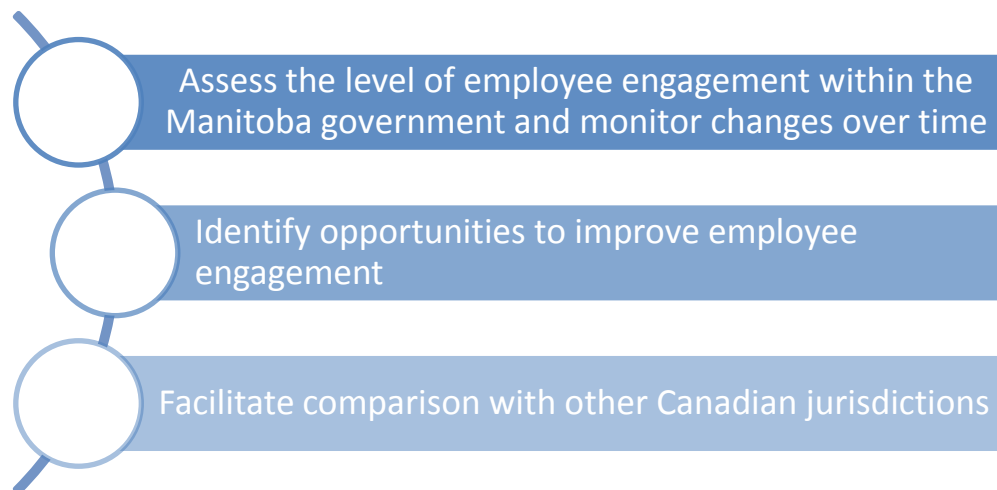
2018 EMPLOYEE ENGAGEMENT SURVEY

MANITOBA GOVERNMENT REPORT ON OVERALL RESULTS

1. Background

The Employee Engagement Survey (EES) is an anonymous and confidential survey conducted approximately every two years. The 2018 EES assesses employees' overall sense of engagement in the workplace, and includes questions on a range of related topics including leadership, employee learning and development, capacity, work culture and other priorities. Previous employee engagement surveys were conducted in 2008, 2010, 2013, and 2015.

The EES is designed to:



What is Engagement?

Employee engagement is critical to the Manitoba government's ability to deliver on its priorities and improve outcomes for Manitobans. Engagement is closely linked to organizational performance and contributes to increased productivity and an enhanced ability to recruit and retain skilled employees.

Engagement is defined as:

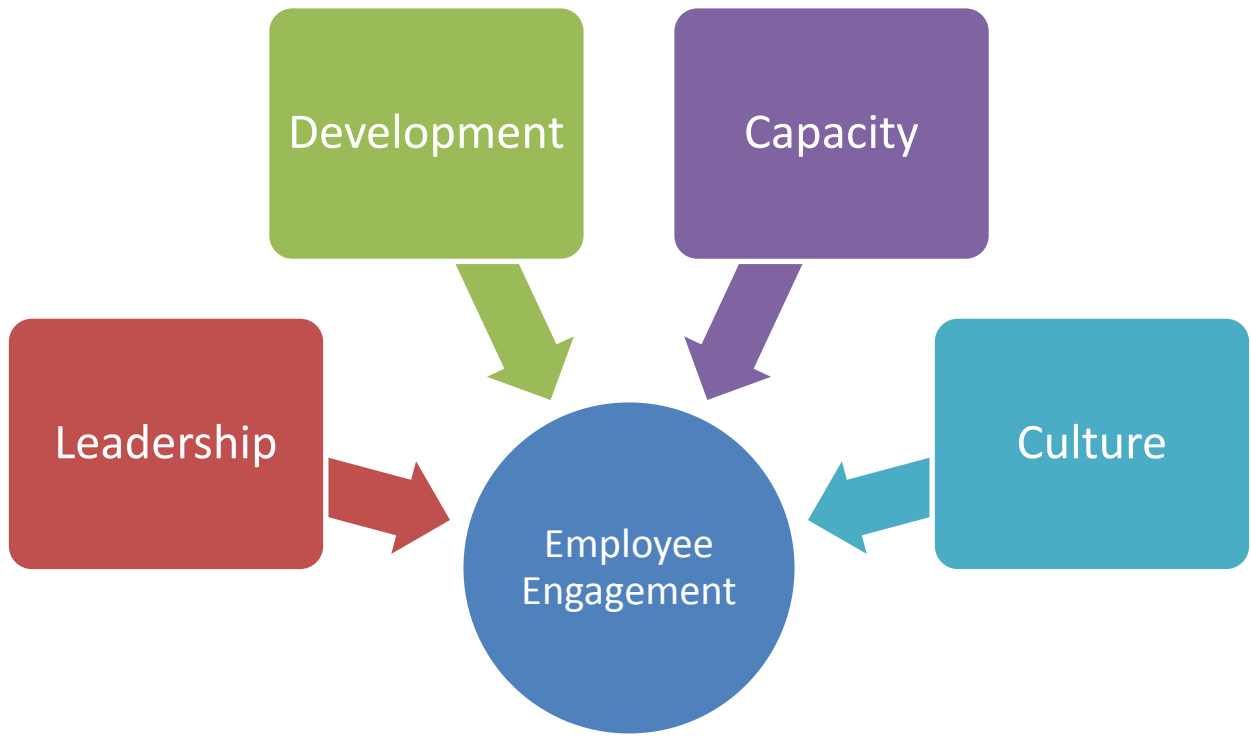
“The extent to which individuals find their work meaningful and energizing, and feel inspired, proud and attached to their organization and work”

An Engaged Employee

- ✓ Is satisfied with their workplace (department)
- ✓ Is satisfied with the organization (Manitoba government)
- ✓ Is proud to tell people where they work
- ✓ Would prefer to stay with the organization, even if offered a similar job elsewhere
- ✓ Is inspired to give their best
- ✓ Would recommend the organization as a great place to work to others
- ✓ Overall, feels valued as a Manitoba government employee

What Factors Influence Engagement?

A number of key drivers impact employee engagement. To facilitate analysis of results and help inform changes to support enhanced employee engagement, this survey report groups engagement drivers into four major themes:



2. Methodology

Survey Distribution

The 2018 Employee Engagement Survey (EES) was sent to all active Manitoba government employees (14,089), either electronically, by inter-departmental mail, or by postal mail. This was similar to the distribution process for the previous 2015 EES. The survey was available for completion from Tuesday, November 13, 2018 to Tuesday, December 4, 2018.

Anonymity and Confidentiality

Throughout the distribution, collection and analysis of the survey and survey results, employee anonymity and confidentiality were protected at all times. At no point during the survey were employee names requested and individual respondent data is never released.

Specific measures to protect anonymity and confidentiality and ensure reported data cannot be attributed to specific individuals include:

- Workstations were not monitored to associate survey responses with individuals work devices, and there was flexibility to complete the survey on any device with an internet connection, whether government-issued or external. Employees could also complete a paper copy of the survey and submit it by mail or in-person.
- The full dataset of responses is accessible by only a small team of analysts using database software not widely available to employees.
- Permissions are required for additional staff to help prepare and review data for reporting, and these individuals receive only the aggregated or partial data required for their particular assignment.
- Survey information on departments or divisions of under 100 respondents is not generally reported (or is reported in a less detailed manner).

Employee Comments

Employees were asked to provide comments to open-ended questions in the survey. Sample comments provided by respondents are included in the report. However, only comments that would not affect the anonymity of the respondent were considered for inclusion. The quoted comments were not edited, and only statements from comments that relate to specific themes were included under the themes for those findings. Further analysis of these comments is included under the qualitative analysis section of the report.

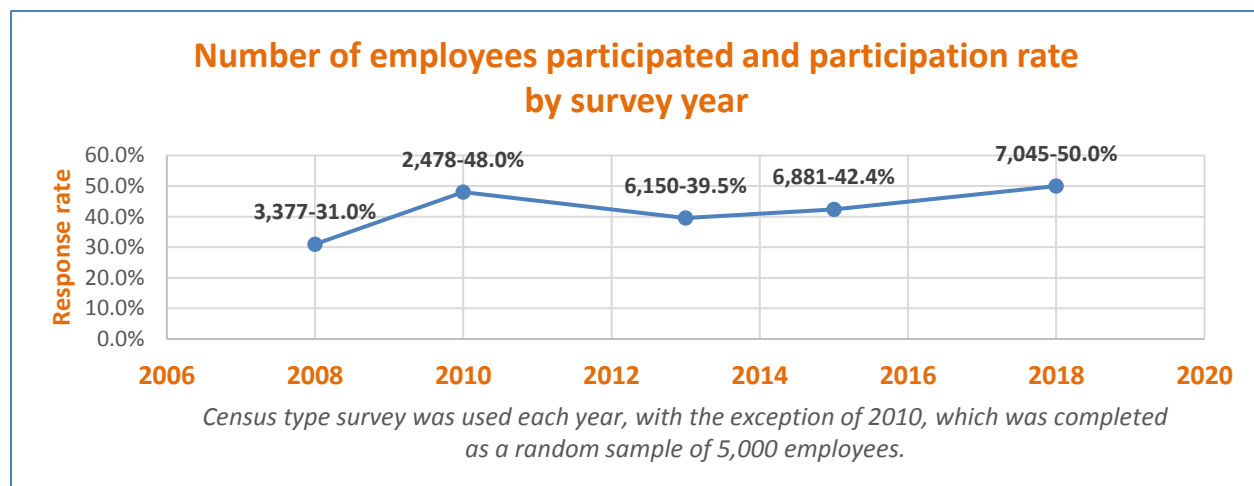
Survey Development

The 2018 EES was developed according to survey design best practices. All questions were designed to generate reliable results and accurately reflect the voices of Manitoba government employees. Questions were developed according to the considerations outlined in the following table.

SURVEY QUESTIONS	
Interjurisdictional Working Group	<p>The survey includes a core set of questions developed in partnership with an interjurisdictional working group, which are used to calculate an Employee Engagement Index. This index is used by provincial and federal governments across Canada. This collaboration allows for some national comparison, and the sharing of public service best practices between jurisdictions.</p> <p>The interjurisdictional working group consists of nine provinces (including Manitoba), three territories and the federal government. This group has worked collaboratively to develop a common model and tool based on 21 questions that are deemed to be an appropriate measure of employee engagement.</p>
Manitoba-made Questions	<p>The survey also includes Manitoba-made questions to assess employees' level of engagement on important Manitoba government priorities, including leadership, diversity, employee wellness, ethics, the Transformation Strategy, and respectful workplace and harassment prevention.</p> <p>Employees also had an opportunity to provide additional open-ended comments.</p>

Employee Participation Rates

The following line chart provides a summary of the overall response by survey years.



3. Key Findings

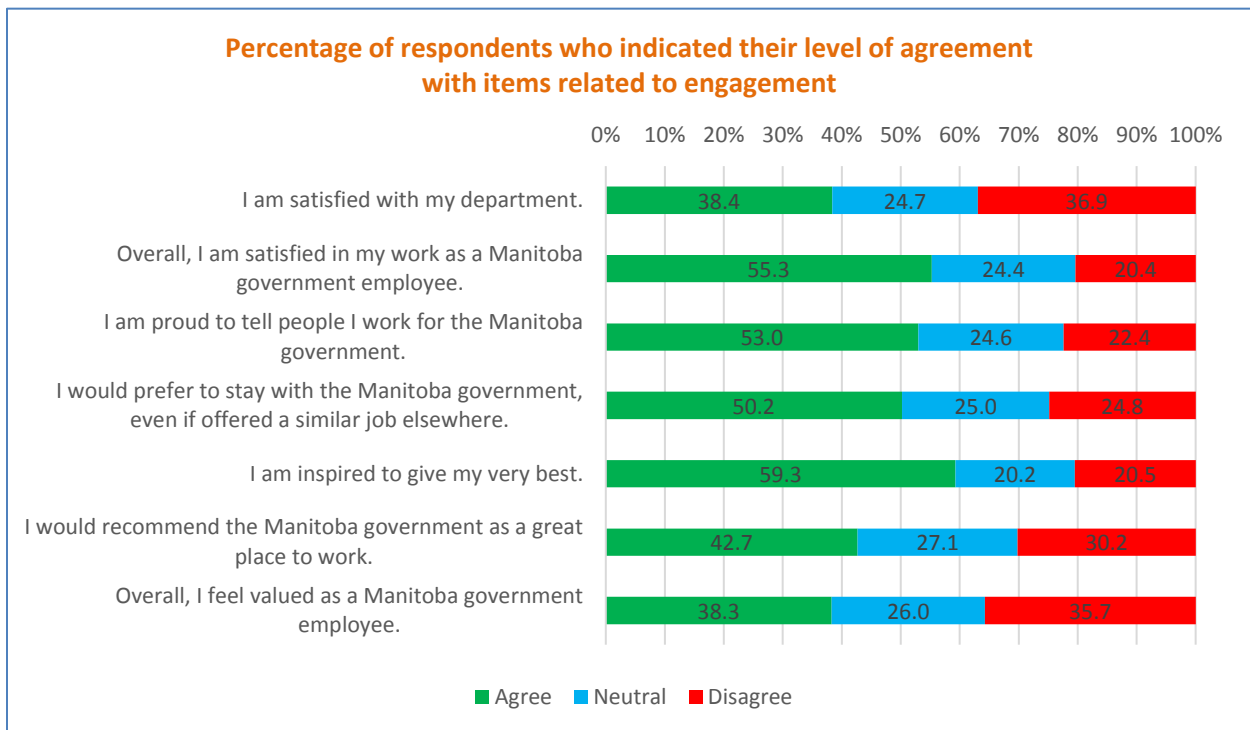
Overall Employee Engagement (Employee Engagement Index)

Extent to which individuals feel connected to and involved with their jobs and their organization

What we heard

All engagement outcome measures were lower in 2018 compared to 2015. A major decrease in agreement scores was on the item related to people feeling satisfied with their department.

Breakdown of results



Employee Engagement Scores (Difference from 2015 scores)	2018	2015	Point Difference
I am satisfied with my department.	38.4	54.4	-16.0
Overall, I am satisfied in my work as a Manitoba government employee.	55.3	67.5	-12.2
I am proud to tell people I work for the Manitoba government.	53.0	62.7	-9.7
I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.	50.2	57.6	-7.4
I am inspired to give my very best.	59.3	64.6	-5.3
I would recommend the Manitoba government as a great place to work.	42.7	54.4	-11.7
Overall, I feel valued as a Manitoba government employee.	38.3	50.3	-12.0
<i>Employee Engagement Scores Index (average of outcome statement)</i>	48.2	58.8	-10.6

Employee comments

The following are comments related to engagement that employees provided in response to the question “**What would make you feel more engaged at work?**”

“Generally, I feel more engaged in work when I receive meaningful feedback and work productively.”

“I believe that I would feel more engaged and content with my work if I had a smaller workload....”

4. Detailed Findings

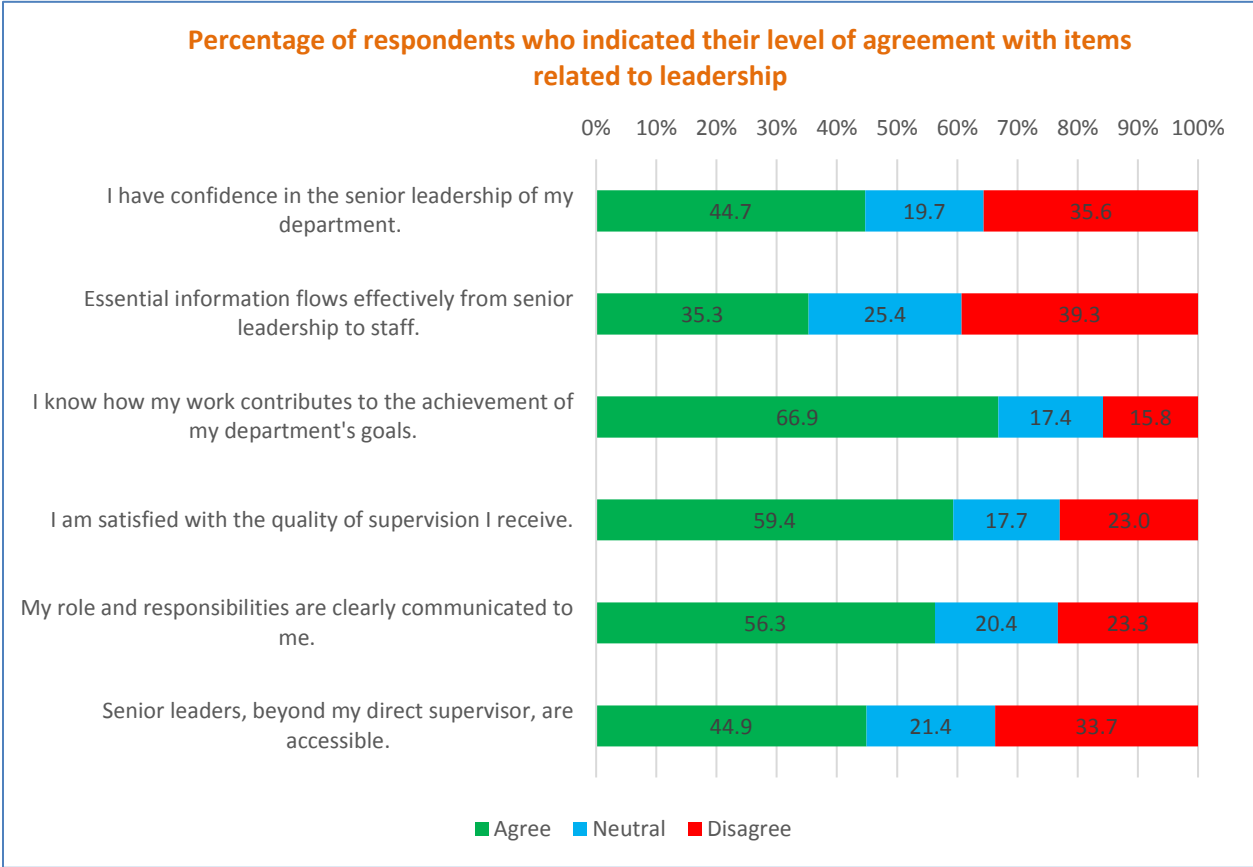
THEME 1: LEADERSHIP

Employee perceptions of the quality of leadership and supervision received

What we heard

In general, all agreement scores for the leadership theme were lower in 2018 compared to 2015. Although the score for the item measuring people’s feeling regarding their work contributing to the achievement of their department’s goals was still high, it was noticeably lower compared to the 2015 results.

Breakdown of results



Leadership (Difference from 2015 scores)	2018	2015	Point Difference
I have confidence in the senior leadership of my department.	44.7	54.0	-9.3
Essential information flows effectively from senior leadership to staff.	35.3	44.1	-8.8
I know how my work contributes to the achievement of my department's goals.	66.9	83.4	-16.5
I am satisfied with the quality of supervision I receive.	59.4	64.4	-5.0
*My role and responsibilities are clearly communicated to me.	56.3	-	-
*Senior leaders, beyond my direct supervisor, are accessible.	44.9	-	-
Average of questions in leadership	51.3		

**New questions in 2018*

Employee comments

The following are comments related to the leadership theme that employees provided in response to the question **“What would make you feel more engaged at work?”**

“I am fortunate to work in a department and in an organization which has a leadership style that is flexible, allows people under them to have their own input in how to realize department goals and objectives and in a work setting that fosters mutual respect, teamwork and collaboration.”

“My immediate manager is great but most of the issues is no support from senior management and at times very confusing on what exactly they want or where they are going.”

“...Overall greater transparency and trust from senior leadership would go a long way...”

“Management needs to keep employees informed on what is happening with the department and the direction we are heading...”

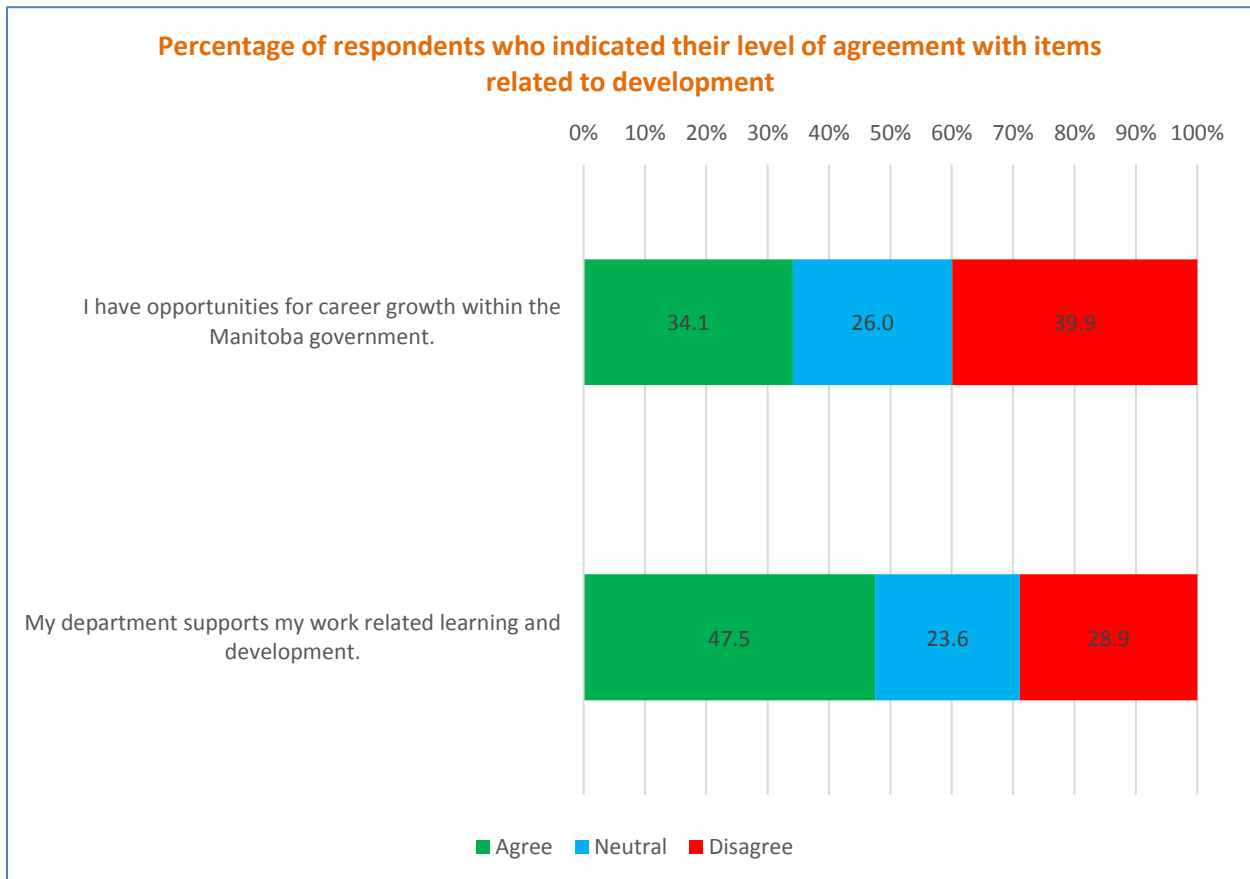
THEME 2: DEVELOPMENT

Employee perceptions of their opportunities for career growth and development within the organization

What we heard

All agreement scores for the development theme measures were slightly lower in 2018 compared to 2015. There were more employees who disagreed with the statement, “I have opportunities for career growth within the Manitoba government” than those who agreed.

Breakdown of results



Development (Difference from 2015 scores)	2018	2015	Point Difference
I have opportunities for career growth within the Manitoba government.	34.1	46.3	-12.2
My department supports my work related learning and development.	47.5	60.4	-12.9
Average of questions included in development	40.8	53.4	-12.6

Employee comments

The following are comments related to the development theme that employees provided in response to the question “**What would make you feel more engaged at work?**”

“I feel very engaged and continually look to for new learning opportunities and ways to expand my knowledge base. I am relatively new to my role and have found the support from co-workers in providing guidance and advice based on their experience, exceptional.”

“I am already very engaged at work but I would love to have more education regarding the various subjects I come across...”

“...Opportunities for development/career growth should be shared on a more equal basis...”

“The ability to learn new things consistently, room for growth...”

“...more opportunities for training outside the government on topics related to my job.”

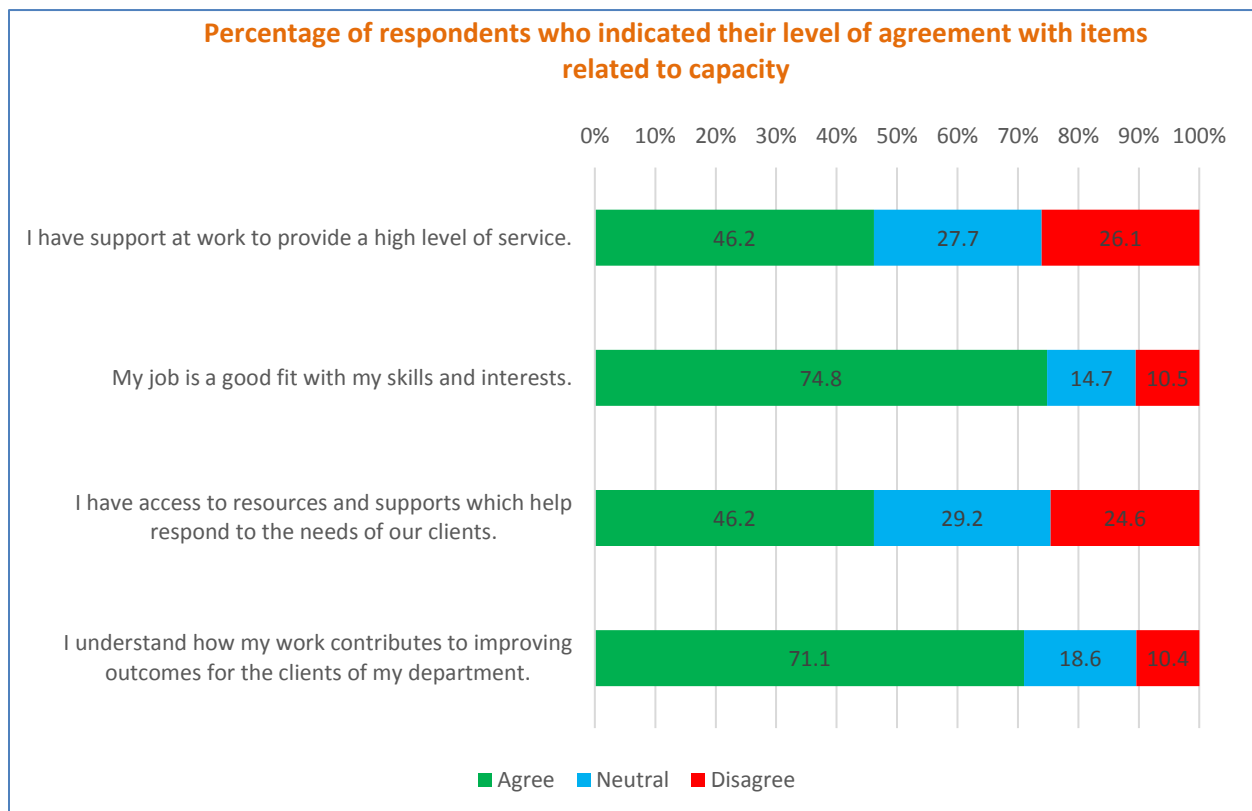
THEME 3: CAPACITY

Employee perceptions that they are able to do their job well

What we heard

All agreement scores for the capacity theme were slightly lower in 2018 compared to 2015. There was a noticeable drop in the agreement score on the item, “I have support at work to provide a high level of service.”

Breakdown of results



Capacity (Difference from 2015 scores)	2018	2015	Point Difference
I have support at work to provide a high level of service.	46.2	57.0	-10.8
My job is a good fit with my skills and interests.	74.8	79.9	-5.1
*I have access to resources and supports which help respond to the needs of our clients.	46.2	-	-
*I understand how my work contributes to improving outcomes for the clients of my department.	71.1	-	-
Average of questions included in capacity	59.6		

*New questions in 2018

Employee comments

The following are comments related to the capacity theme that employees provided in response to the question “**What would make you feel more engaged at work?**”

“Have vacant positions filled, so the work-health balance may be maintained.”

“Lower case loads, and hiring more staff to share work load so that employees are not overworked, stressed, and burn out.”

“...newer office technology...”

“Up to date tools to make the job more efficient.”

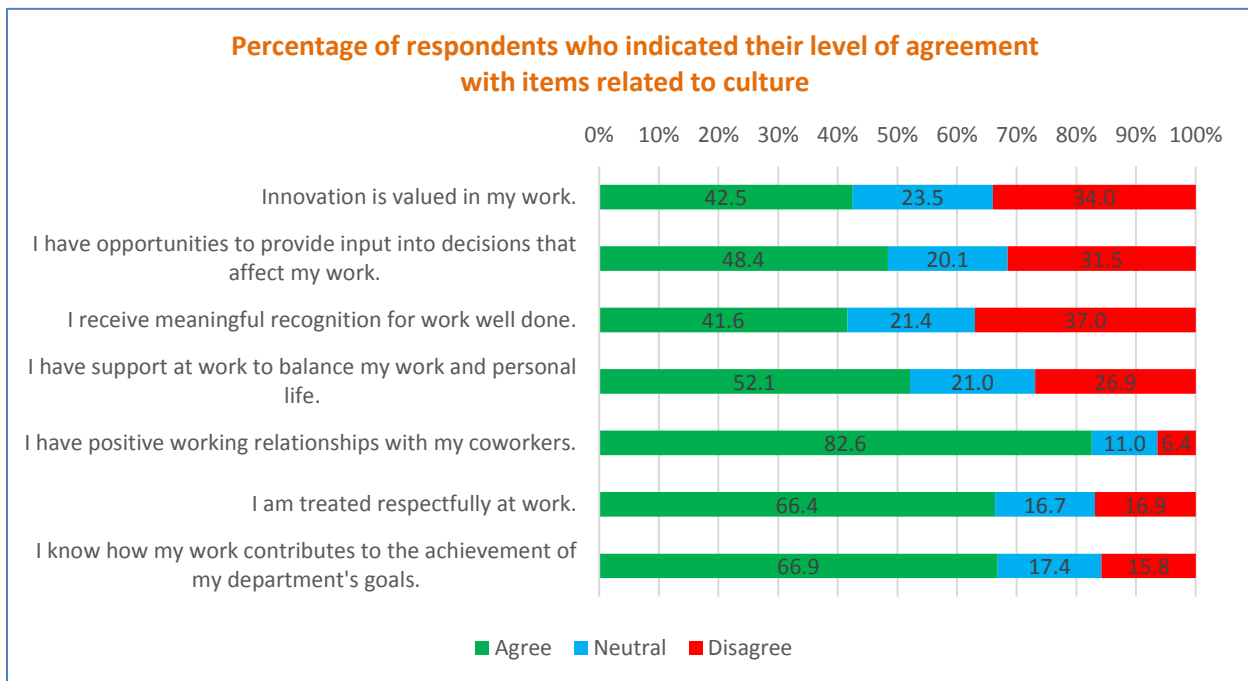
THEME 4: CULTURE

Employee perceptions of their work environment

What we heard

All agreement scores for culture drivers were noticeably lower in 2018 compared to 2015. There is a large decrease in agreement scores for the item related to opportunities to provide input into decisions that affect one's work and the item related to one's work contributing to the achievement of one's department's goals.

Breakdown of results



Culture (Difference from 2015 scores)	2018	2015	Point Difference
Innovation is valued in my work.	42.5	55.1	-12.6
I have opportunities to provide input into decisions that affect my work.	48.4	65.0	-16.6
I receive meaningful recognition for work well done.	41.6	49.0	-7.4
I have support at work to balance my work and personal life.	52.1	62.3	-10.2
I have positive working relationships with my coworkers.	82.6	86.1	-3.5
I am treated respectfully at work.	66.4	70.4	-4.0
I know how my work contributes to the achievement of my department's goals.	66.9	83.4	-16.5
Average of questions included in culture	57.2	67.3	-10.1

Employee comments

The following are comments related to the culture theme that employees provided in response to the question **“What would make you feel more engaged at work?”**

“In my current position, I feel engaged because I am empowered to make decisions and lead the project I'm working on.”

“Nothing I can say would make me feel more engaged, input from all is valued at my workplace.”

“... I am relatively new to my role and have found the support from co-workers in providing guidance and advice based on their experience, exceptional.”

“...More appreciation of staff would make me feel engaged with my employer...”

“...having the work that I do acknowledged and valued... Creating an inclusive work environment...”

“More teamwork with co-workers...”

“The ability to communicate with different departments more freely...”

5. Additional Measures

In addition to the following measures, other items related to staffing and performance development were included in the EES, but did not fit within the themes identified in the report. Analysis of these items is included in the appendices.

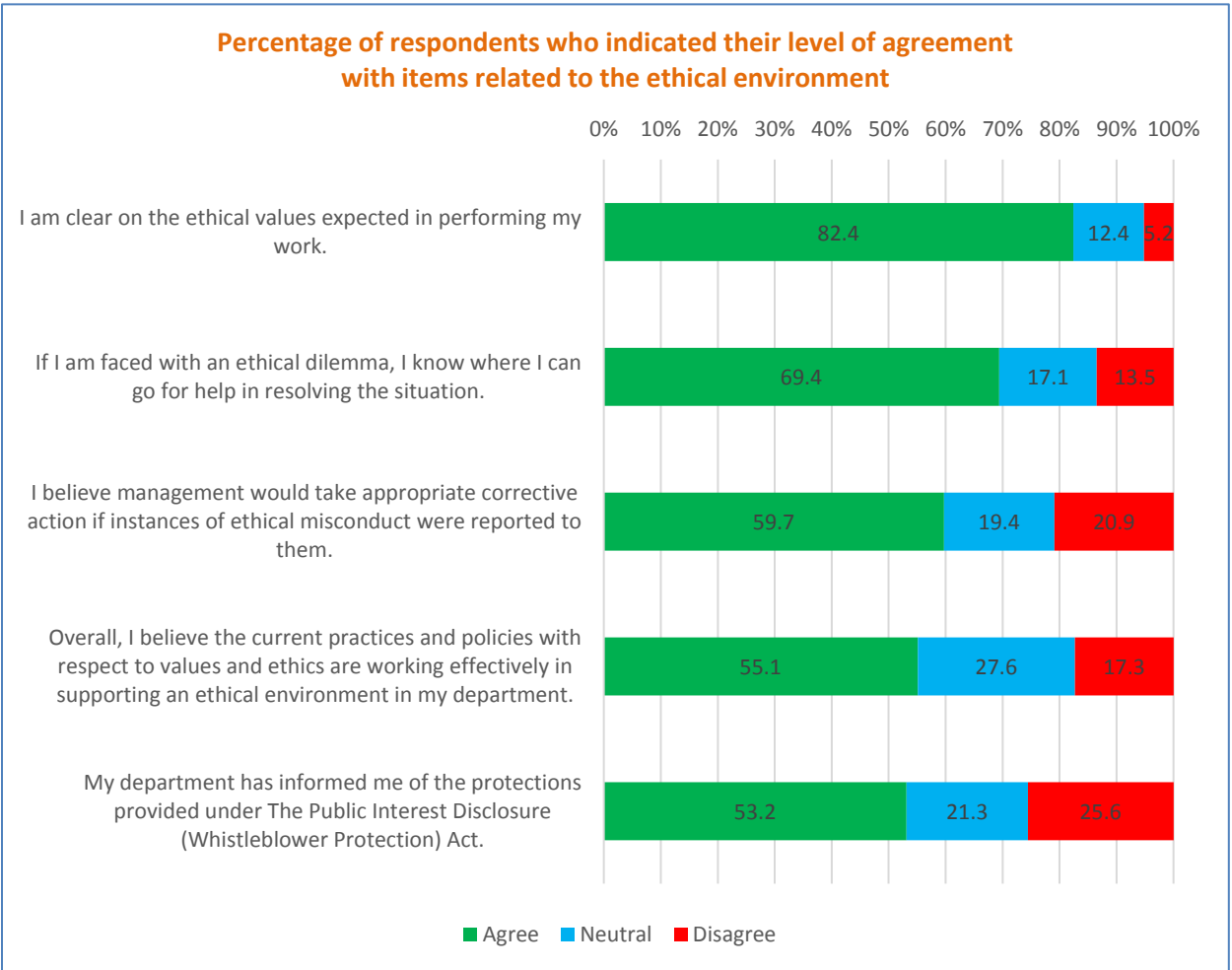
ETHICAL ENVIRONMENT

Employee perceptions regarding the ethical environment and framework

What we heard

In general, the agreement scores on ethical environment are high, especially the item on employees being clear on the ethical values expected in performing their work.

Breakdown of results



Ethical Environment (Difference from 2015 scores)	2018	2015	Point Difference
I am clear on the ethical values expected in performing my work.	82.4	85.4	-3.0
If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	69.4	74.0	-4.6
I believe management would take appropriate corrective action if instances of ethical misconduct were reported to them.	59.7	63.4	-3.7
Overall, I believe the current practices and policies with respect to values and ethics are working effectively in supporting an ethical environment in my department.	55.1	61.1	-6.0
*My department has informed me of the protections provided under The Public Interest Disclosure (Whistleblower Protection) Act	53.2	-	-
Average of questions included in ethical environment	64.0		

Note: The statement “My department has informed me of the protections provided under The Public Interest Disclosure (Whistleblower Protection) Act” was revised from the 2015 survey. As the statement was revised, the survey results cannot be directly compared to the 2015 survey results.

Employee comments

Employees were asked the question “What would make you feel more engaged at work?” However, there were no comments provided related to the ethical environment.

6. New Measures

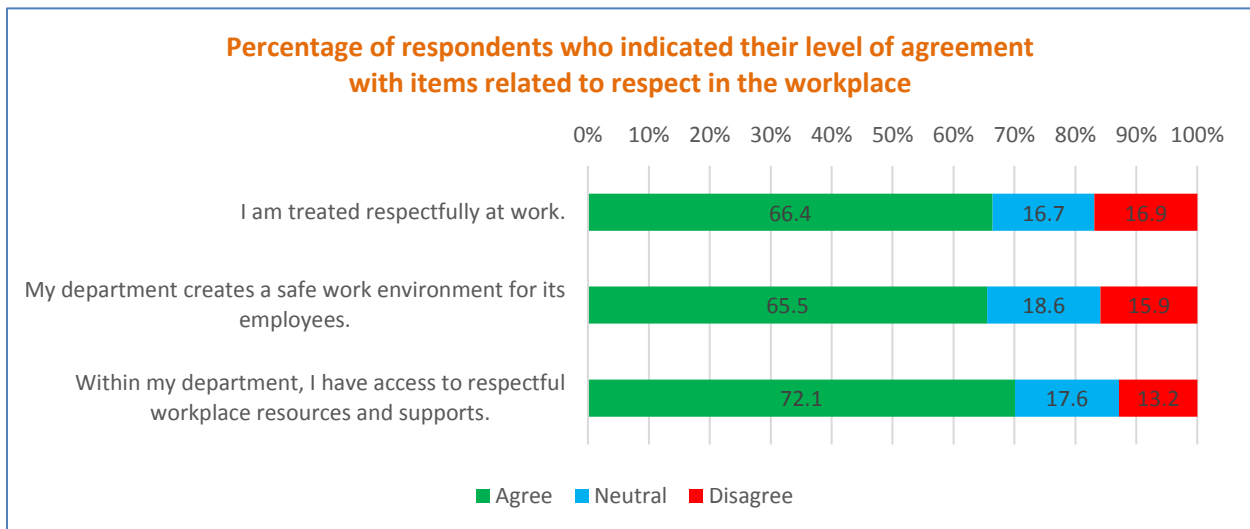
RESPECT IN THE WORKPLACE

Employee perceptions regarding respect in the workplace

What we heard

The agreement scores for respect in the workplace were high, especially the item “Within my department, I have access to respectful workplace resources and supports.”

Breakdown of results



Employee comments

The following are comments related to respect in the workplace that employees provided in response to the question “**What would make you feel more engaged at work?**”

“...If there was less favouritism, sexism and racism tolerated...”

“...to be treated and respected as an adult...”

“If there's respect, safe workplace, no bullying, harassment, racial discrimination etc. at work.”

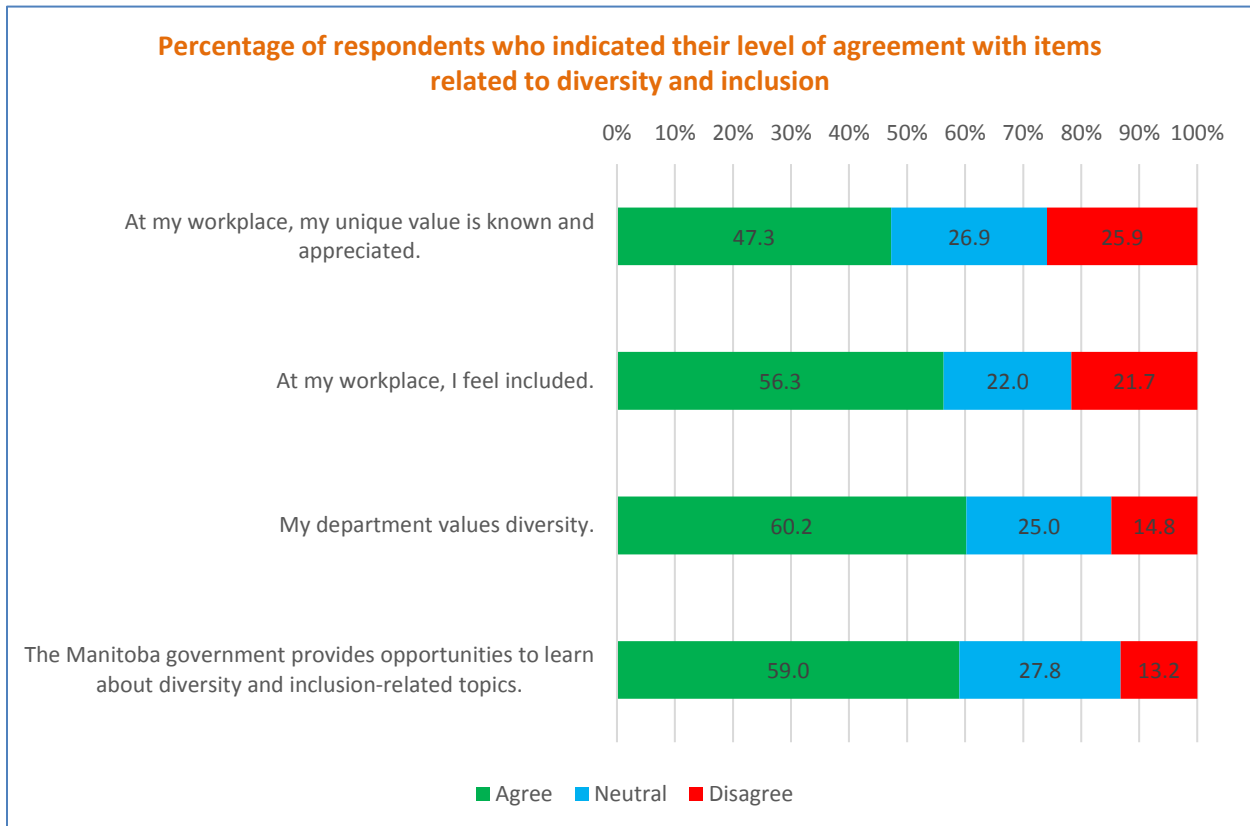
DIVERSITY AND INCLUSION

Employee perceptions regarding diversity and inclusion in the workplace

What we heard

The item “At my workplace, my unique value is known and appreciated” is lowest among the four items.

Breakdown of results



Employee comments

The following are comments related to diversity and inclusion that employees provided in response to the question “**What would make you feel more engaged at work?**”

“...Genuine appreciation for diversity (ethnic and religious)...”

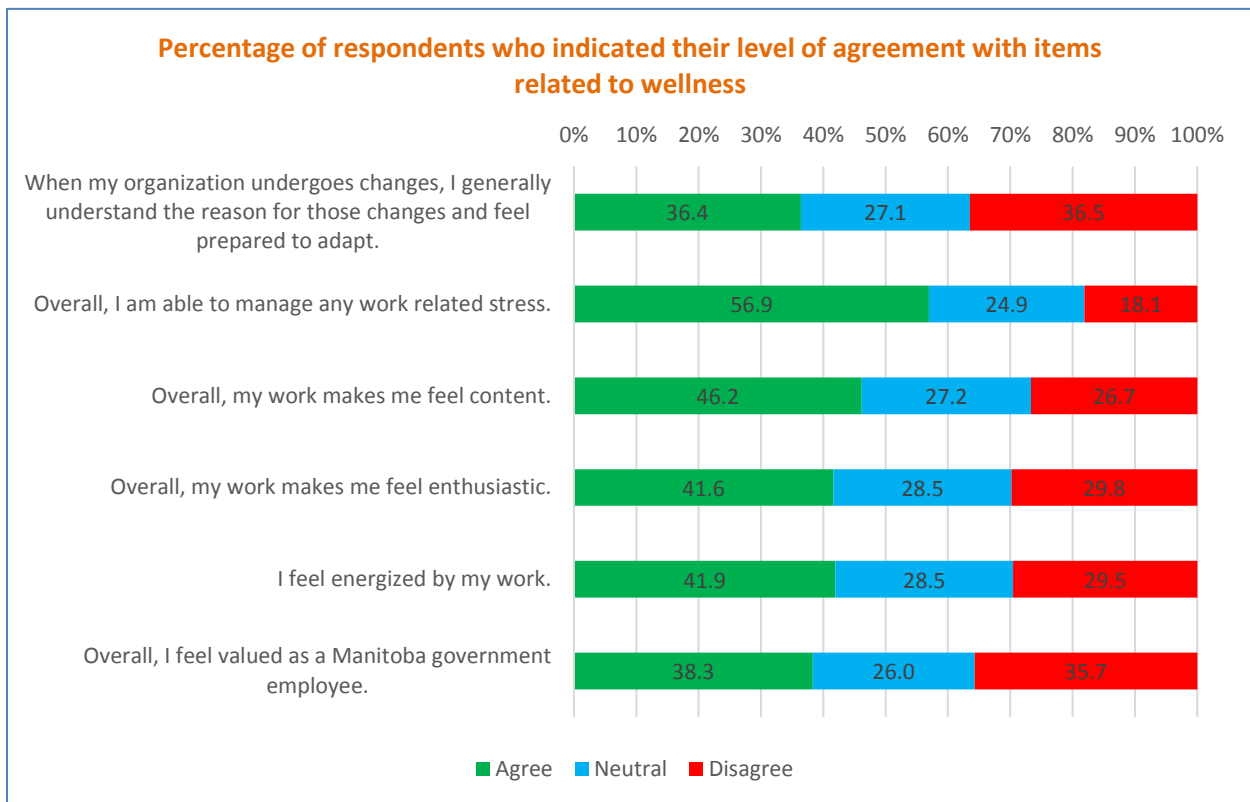
WELLNESS

Employee perceptions of wellness in the workplace

What we heard

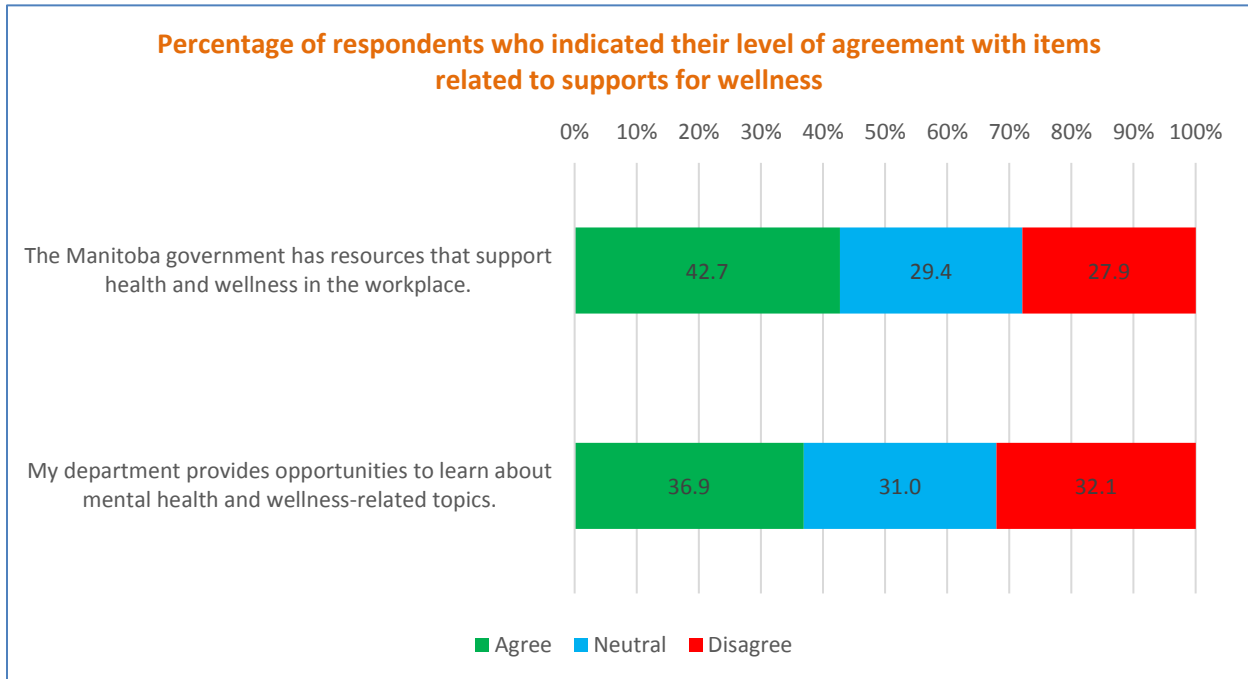
More employees expressed that they were able to manage work related stress. However, agreement scores for the statement “When my organization undergoes changes, I generally understand the reason for those changes and feel prepared to adapt” were evenly distributed between those who agreed and those who disagreed.

Breakdown of results



Additional analysis

There were slightly higher agreement scores for the item “The Manitoba government has resources that support health and wellness in the workplace” compared to the item “My department provides opportunities to learn about mental health and wellness-related topics.”



Employee comments

The following are comments related to wellness that employees provided in response to the question “**What would make you feel more engaged at work?**”

“More attention to employee mental health...”

“More room for work-life balance...”

“...more wellness/fitness initiatives offered by the Government...”

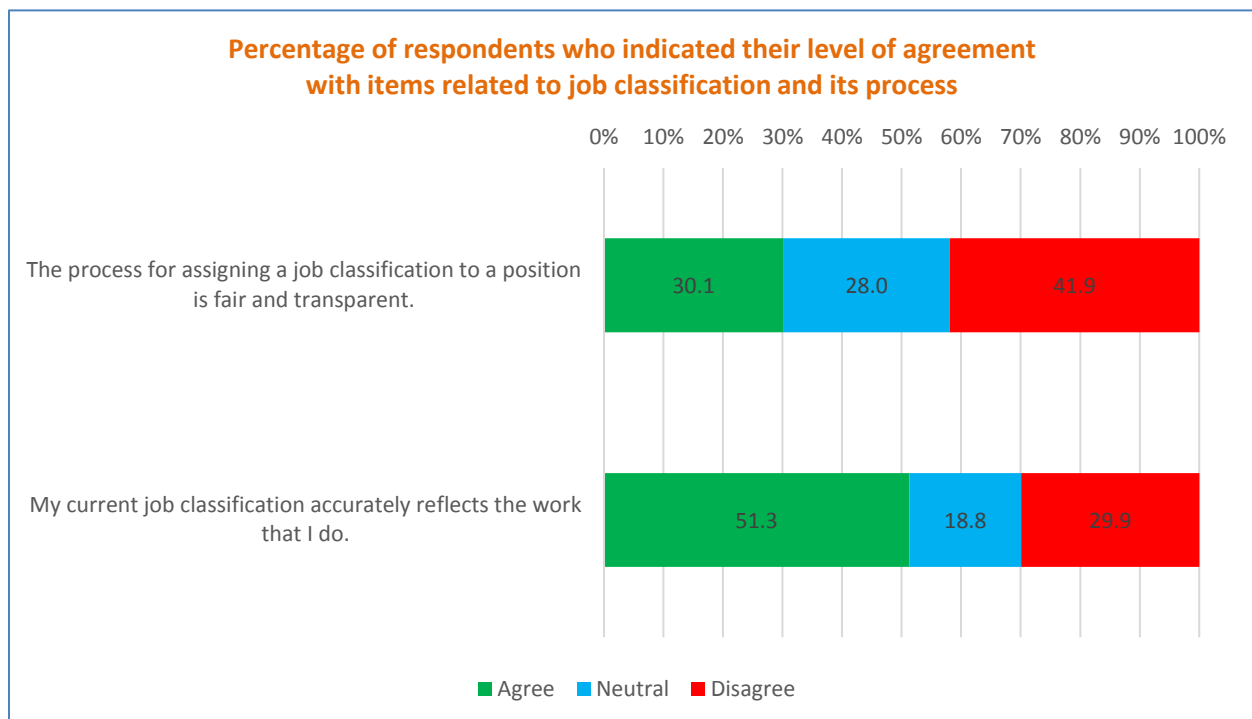
JOB CLASSIFICATION AND ITS PROCESS

Employee perceptions of accuracy, fairness and transparency of assigning a job classification to a position

What we heard

Although more people agreed that their current job classification reflects what they do, less people agreed that the process for assigning a job classification to a position is fair and transparent.

Breakdown of results



Employee comments

Employees were asked the question “What would make you feel more engaged at work?” However, there were no comments provided related to job classification and its process.

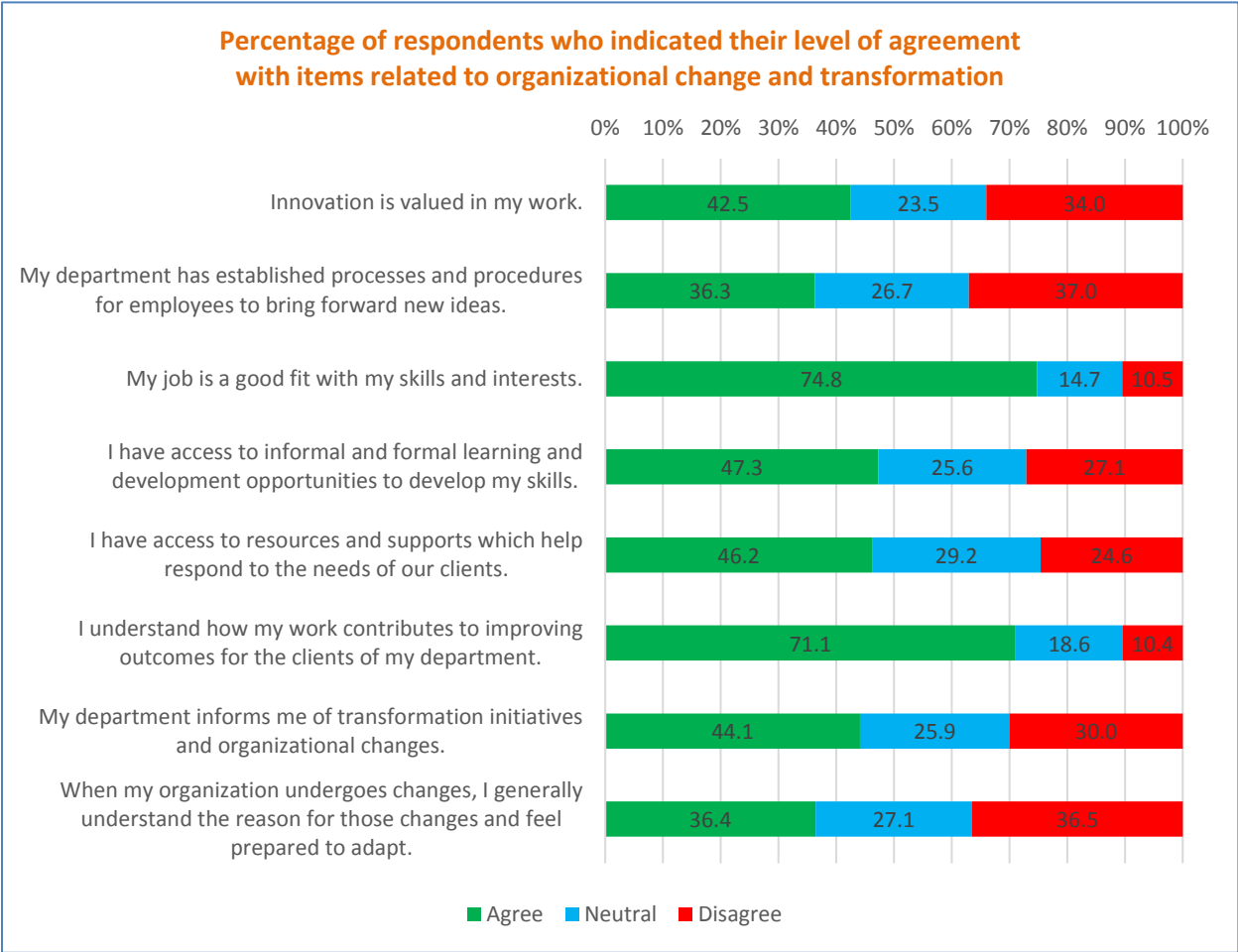
ORGANIZATIONAL CHANGE AND TRANSFORMATION

Employee perceptions of resources and supports that help to foster innovation, harness our talent, and focus on our clients

What we heard

Highest scored items related to organizational change and transformation include “My job is good fit with my skills and interests” and “I understand how my work contributes to improving outcomes for the clients of my department.”

Breakdown of results



Employee comments

The following are comments related to organizational change and transformation that employees provided in response to the question **“What would make you feel more engaged at work?”**

“...Changes are necessary for things to function good but it has taken a toll in office moral... Transition takes a lot of patients and learning. Supervisory staff have been very supportive and understanding during this time of change and gives us support and encouragement to continue.”

“Utilizing my skills in the work that I do, being empowered to make decisions, having an ability to support innovation and change.”

“More consultation with front line staff to get their perspective on the work that's been done and how proposed changes might impact the work they do...”

“Knowing that we are truly working for our clients to support their achievements.”

MANAGEMENT PERSPECTIVES

Managers' perspectives of the quality of leadership and supervision they provide

What we heard

There was an interest in learning about managers/supervisors' perspectives on how they influence the engagement drivers. The results of this new measure showed high agreement scores on all items. Although the results are high, they may not show a direct correlation between employees' perspectives and their associated leaders' perspectives. These questions were not previously tested in other surveys, and will be assessed further for validity and reliability as part of the consideration for future surveys.

Breakdown of results

Management Perspectives	2018
I help to foster positive working relationships between my staff members.	93.0
My staff have confidence in my leadership.	83.4
I provide quality supervision to my staff.	83.0
I ensure that essential information flows from me to my staff.	93.6
I provide meaningful recognition for a job well done to my staff.	87.3
I provide the support necessary for my staff to provide a high level of service.	84.0
I clearly communicate to staff how their work contributes to the department's overall goals.	75.5
I provide opportunities for staff to provide input into decisions.	91.0
I encourage staff to bring forward new ideas and value innovation.	90.2
My staff are in positions that fit well with their skills and interests.	71.4
I provide and support learning and development opportunities for my staff.	81.7
I support my staff in pursuing their individual career goals within the Manitoba government.	88.9
I encourage and support my staff in balancing their work and personal lives.	89.7
<i>Average of questions included in management perspectives</i>	85.6

7. Qualitative Analysis

Employees were asked to provide written responses to three open-ended questions in the 2018 EES. The three open-ended questions were:

- What would make you feel more engaged at work?
- What are your preferred methods of receiving information on organizational changes and new initiatives, such as the Transformation Strategy?
- If you wish, please provide any other comments.

Analysis was completed on these questions. However, the qualitative analysis of written responses inherently involves subjective interpretation, as individuals each express themselves in unique ways. Where statements could not be interpreted, they were not coded. The analysis of the qualitative results should not be taken as definitive frequency counts. It is an approximation of the relative number of respondents who raised each of the items represented in the analysis.

What would make you feel more engaged at work?

A total of 3,847 respondents provided comments to this question.

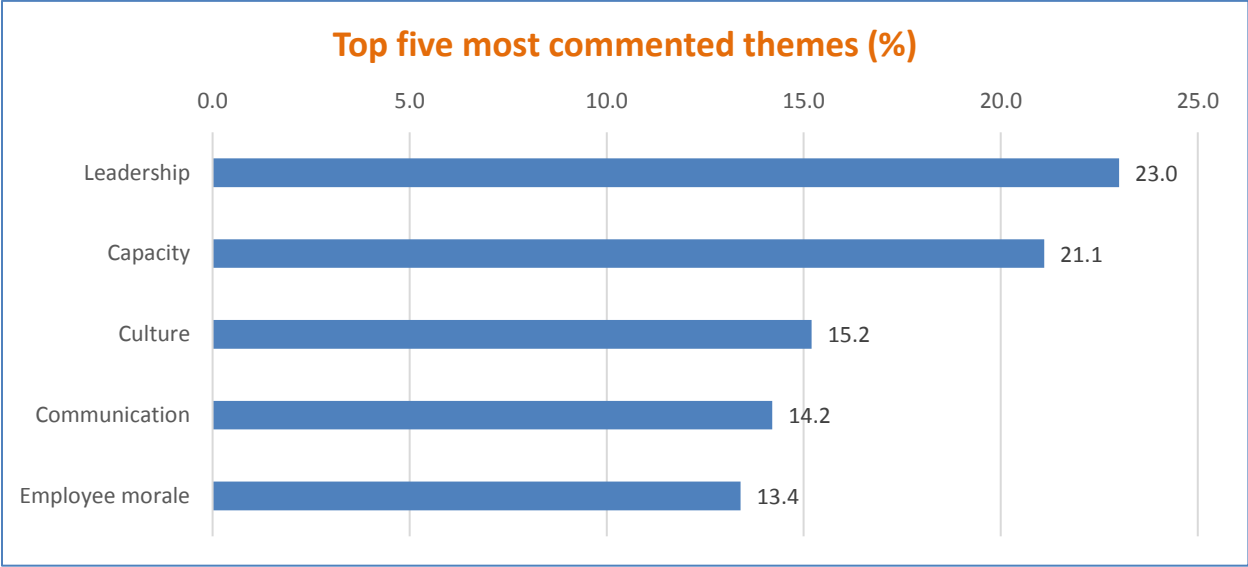
The comments were assessed to determine common themes and sub-themes:

- **Themes** - related to broad topics such as leadership and workplace culture
- **Sub-themes** - were identified within the broader themes (e.g. under the theme of leadership, sub-themes included leaders who provide clear and effective communication, and leaders who support learning and development)

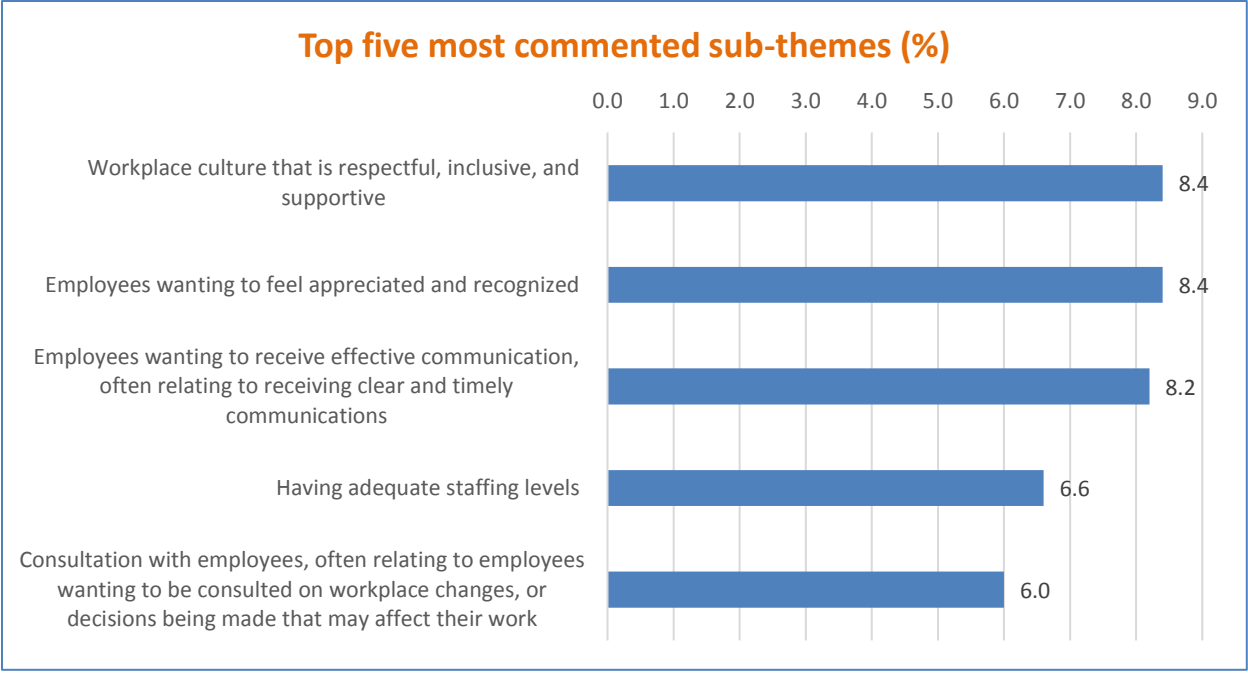
Employee comments were coded under the appropriate sub-theme, or under multiple sub-themes, if multiple sub-themes were identified. The number of comments related to each sub-theme was calculated and expressed as a percentage in order to identify the most common sub-themes and themes expressed in the comments.

The chart on page 29 outlines the themes and sub-themes, including the percentages of comments identified under each, in order from most commented to least commented.

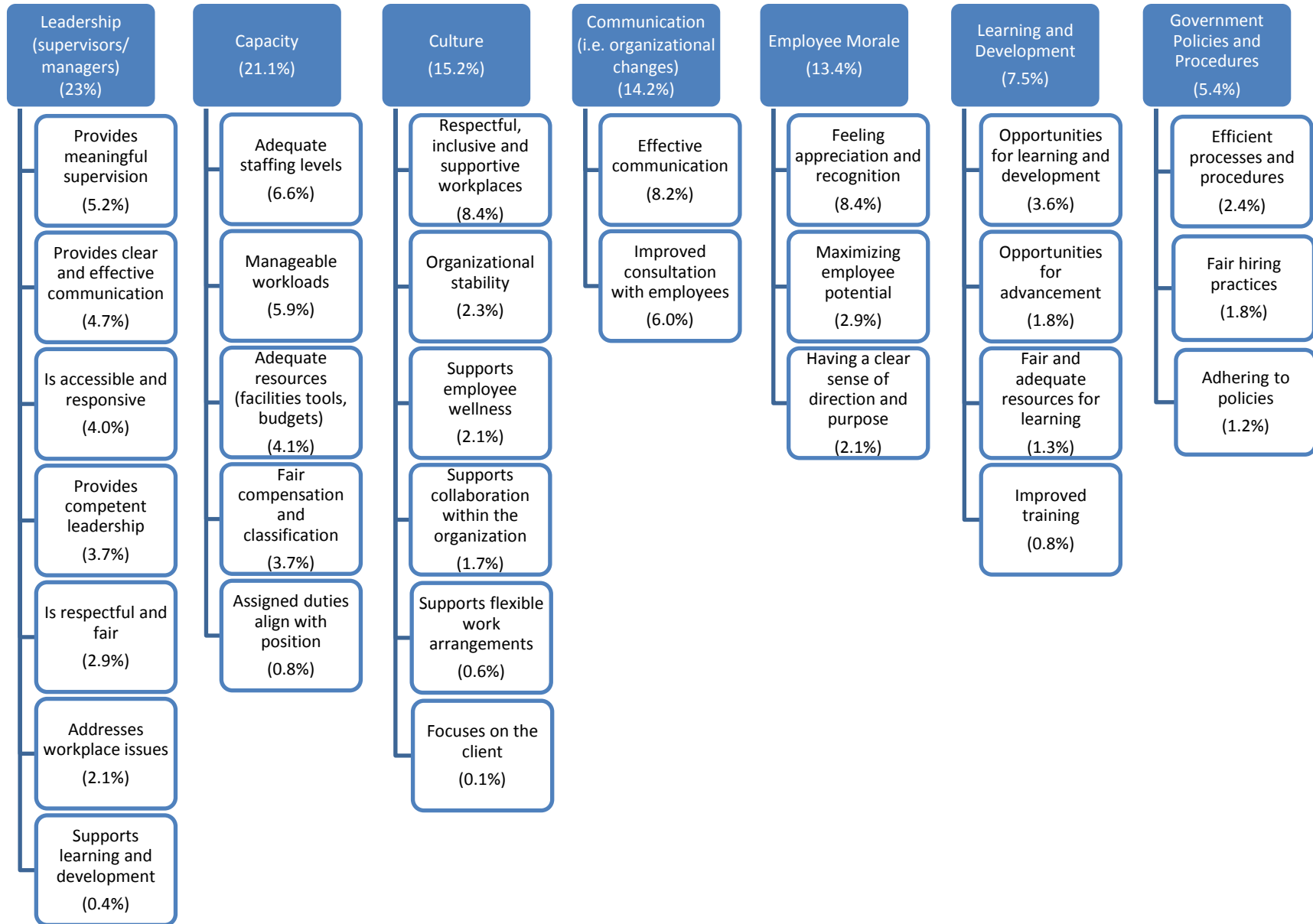
Based on these findings, the top five most commented themes were:



The top five most commented sub-themes related to:



Themes and Sub-themes

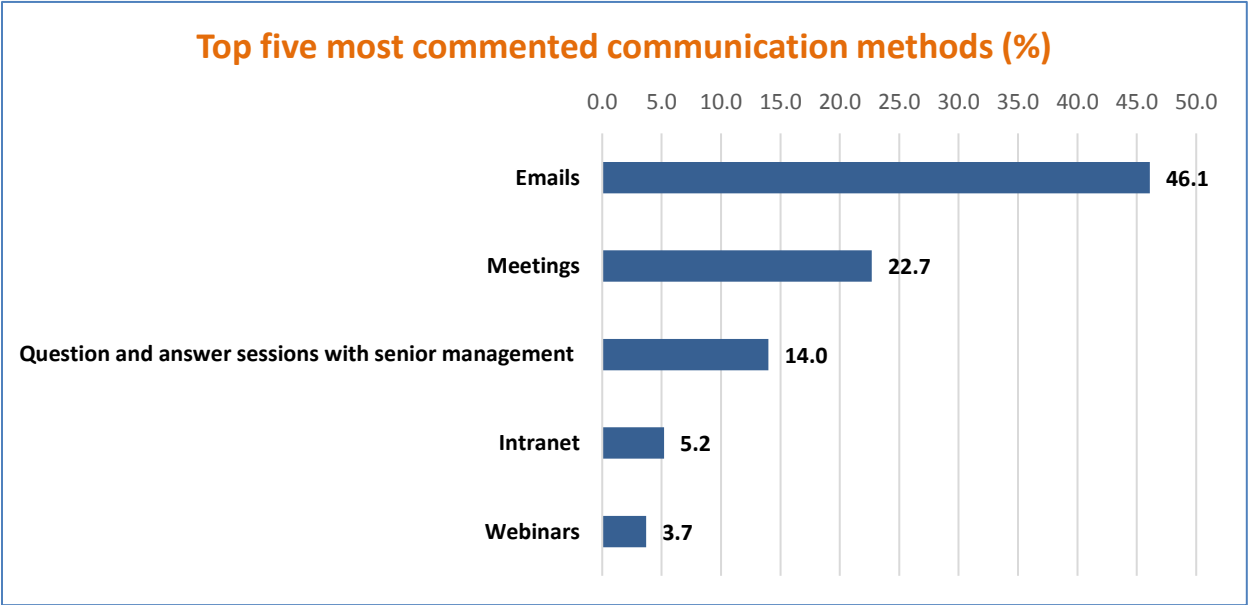


What are your preferred methods of receiving information on organizational changes and new initiatives, such as the Transformation Strategy?

A total of 3,826 respondents provided comments to this question.

Employee comments were assessed to determine common communication methods that respondents identified, such as email, meetings and webinars. The comments were coded under these different communication methods. The number of comments related to each communication method was calculated and expressed as a percentage in order to identify the preferred methods of communication.

Based on these findings, the top five preferred methods of communication identified were:



If you wish, please provide any other comments.

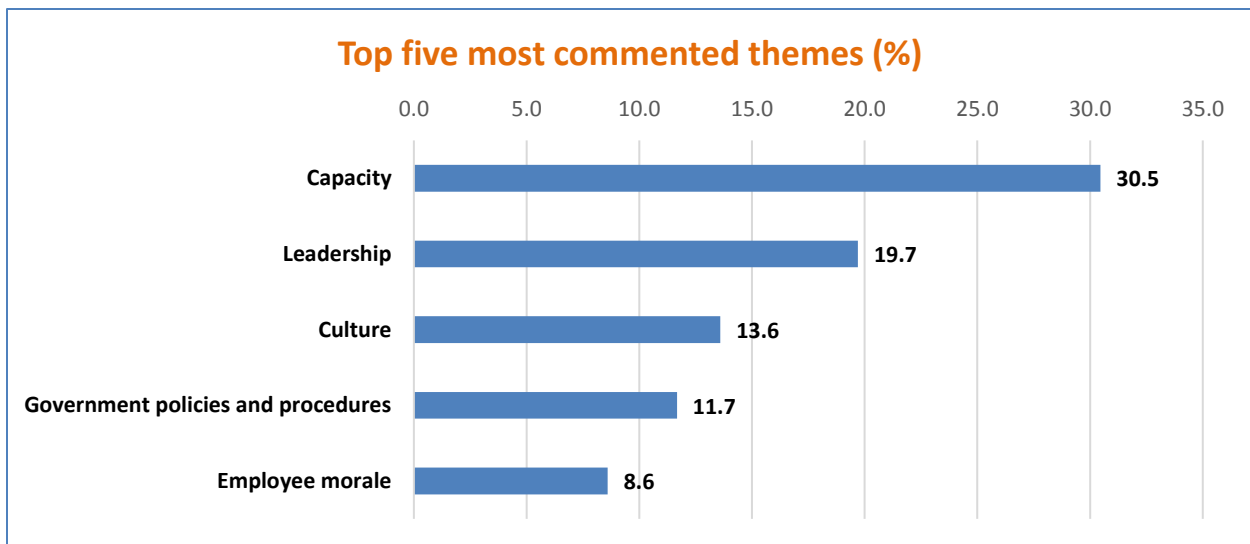
A total of 1,808 respondents provided comments to this question.

The comments were assessed to determine common themes and sub-themes, which resulted in similar themes and sub-themes that were identified for the open-ended question “What would make you feel more engaged at work?”

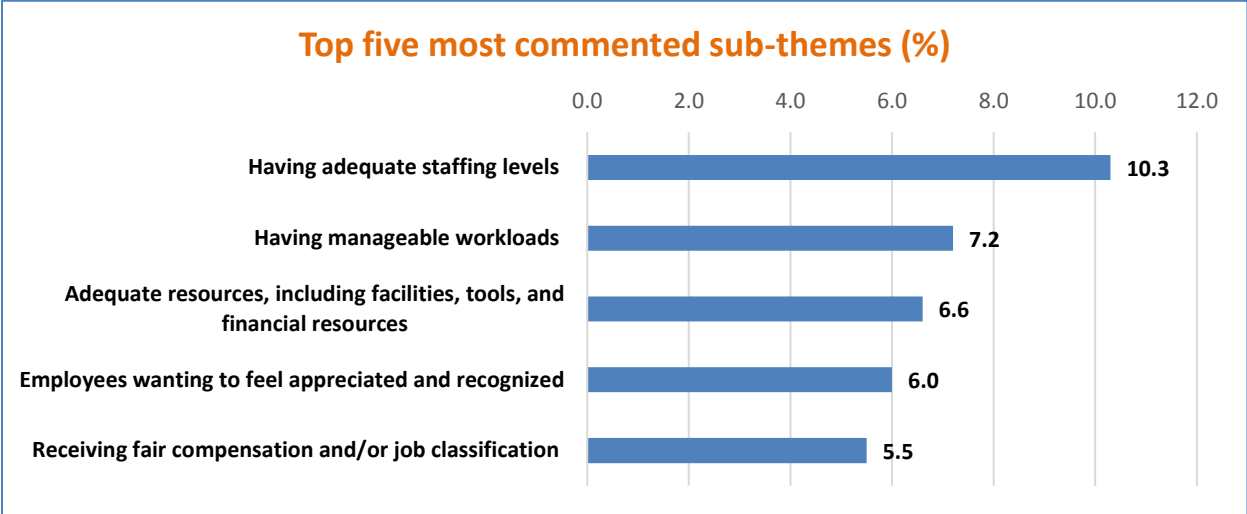
- **Themes** - related to broad topics such as leadership and workplace culture
- **Sub-themes** - were identified within the broader themes (e.g. under the theme of leadership, sub-themes included leaders who provide clear and effective communication, and leaders who support learning and development)

Employee comments were coded under the appropriate sub-theme, or under multiple sub-themes, if multiple sub-themes were identified. The number of comments related to each sub-theme was calculated and expressed as a percentage in order to identify the most common sub-themes and themes expressed in the comments.

Based on these findings, the top five most commented themes were:



The top five most commented sub-themes related to:



8. Appendices

Manitoba Government

Appendix 1 - Response Rates by Department

Department	# of Respondents	Population	Response Rate	% of Total Respondents
Executive Council	26	34	76.5	0.4
Agriculture	229	304	75.3	3.3
Civil Service Commission	219	229	95.6	3.1
Education and Training	481	739	65.1	6.8
Families	1,008	2,473	40.8	14.3
Finance	543	1,149	47.3	7.7
Growth, Enterprise and Trade	413	442	93.4	5.9
Health, Seniors and Active Living	532	1,293	41.1	7.6
Indigenous and Northern Relations	52	60	86.7	0.7
Infrastructure	722	1,716	42.1	10.2
Justice	1,456	4,145	35.1	20.7
Municipal Relations	225	223	100.9	3.2
Sport, Culture and Heritage	142	152	93.4	2.0
Sustainable Development	499	1,130	44.2	7.1
Chose not to answer	208	0		3.0
* Missing	290	0		4.1
Overall	7,045	14,089	50.0	100.0

* Missing - responses that did not indicate a department.

Note - There may be slight variations in the number of respondents that completed the survey and the department population counts due to when the department populations were calculated (September 2018), and when the survey was active (November/December 2018). Employees who moved positions may have been counted in one department, but completed their survey related to their new department.

Manitoba Government

Appendix 2 - Demographics Distribution of Respondents

Gender	%
Female	52.4
Male	36.1
Identified differently	11.5
Total	100.0

Work Schedule	%
Full-time	94.2
Part-time	5.8
Total	100.0

Work Appointment	%
Regular appointment	88.1
Term appointment	6.1
Technical	1.1
Seasonal	0.9
Contract	0.9
Casual	1.3
Not sure	1.5
Total	99.9

Position	%
Administrative support	18.7
Managerial	16.2
Technical / Professional	46.7
Other	18.4
Total	100.0

Highest Education	%
Some high school (grades 9-12)	1.7
High school diploma or GED	7.5
Some post-secondary education (university or college)	16.6
Completed post-secondary (university degree or college diploma)	58.0
Graduate degree (master's or doctorate)	15.1
Other	1.1
Total	100.0

Diversity Group	%
Indigenous person	11.5
Person with disabilities	7.1
Visible minority person	12.8
LGB *	1.6

Age	%
Under 30 years	8.4
30 – 39 years	24.0
40 – 49 years	31.1
50 – 59 years	28.6
Over 59 years	7.9
Total	100.0

Years Worked in Department	%
1 year or less	9.6
2 – 3 years	15.0
4 – 10 years	37.3
11 – 15 years	15.7
16 – 20 years	9.2
Over 20 years	13.2
Total	100.0

Years Worked for MB Government	%
1 year or less	5.5
2 – 3 years	9.8
4 – 10 years	35.3
11 – 15 years	17.5
16 – 20 years	12.9
Over 20 years	19.1
Total	100.1

Role	%
Supervises	24.6
Does not supervise	75.4
Total	100.0

* The demographic selection regarding sexual orientation was initially missed in the survey when it launched on November 13, 2018. This selection was included in previous surveys. Data was collected on this demographic selection as of November 15, 2018, when the electronic survey was updated with this information.

Notes - Missing values were not used in the computation of statistics.
Totals may not equal 100 percent due to rounding of numbers.

3.1 By Level of Agreement

Statements	Respondents' agreement and disagreement (%)					
	2018			2015		
	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
1. I am satisfied with my department.	38.4	24.7	36.9	54.4	23.9	21.7
2. Overall, I am satisfied in my work as a Manitoba government employee.	55.3	24.4	20.4	67.5	19.3	13.2
3. I am proud to tell people I work for the Manitoba government.	53.0	24.6	22.4	62.7	24.9	12.4
4. I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.	50.2	25.0	24.8	57.6	26.7	15.7
5. I am inspired to give my very best.	59.3	20.2	20.5	64.6	21.5	13.9
6. I would recommend the Manitoba government as a great place to work.	42.7	27.1	30.2	54.4	28.8	16.8
7. Overall, I feel valued as a Manitoba government employee.	38.3	26.0	35.7	50.3	26.4	23.3
Interjurisdictional Engagement Index (average of 1-7)	48.2			58.8		

3.2 By Age

Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"											
	2018						2015					
	Overall	<30	30-39	40-49	50-59	60+	Overall	<30	30-39	40-49	50-59	60+
1. I am satisfied with my department.	38.4	45.7	36.8	38.8	39.7	47.3	54.4	62.7	54.7	55.1	52.5	58.0
2. Overall, I am satisfied in my work as a Manitoba government employee.	55.3	57.9	52.9	55.5	57.4	68.2	67.5	72.7	66.0	68.0	67.2	71.7
3. I am proud to tell people I work for the Manitoba government.	53.0	56.3	51.4	54.2	54.7	60.4	62.7	70.3	63.1	63.8	60.2	65.6
4. I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.	50.2	48.0	47.3	51.4	54.2	61.1	57.6	58.9	55.3	58.0	59.5	61.3
5. I am inspired to give my very best.	59.3	62.1	54.2	58.9	63.6	72.5	64.6	68.1	60.4	65.7	64.6	74.6
6. I would recommend the Manitoba government as a great place to work.	42.7	51.8	41.1	43.2	42.5	52.6	54.4	64.2	56.6	54.7	51.3	56.2
7. Overall, I feel valued as a Manitoba government employee.	38.3	41.5	34.8	38.2	41.1	52.0	50.3	56.5	49.4	49.8	49.6	58.7
Interjurisdictional Engagement Index (average of 1-7)	48.2	51.9	45.5	48.6	50.5	59.2	58.8	64.8	57.9	59.3	57.8	63.7

Continued on the next page

3.3 By Years of Government Service

Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"												
	2018							2015					
	Overall	<1	2-3	4-10	11-15	16-20	20+	Overall	<3	4-10	11-15	16-20	20+
1. I am satisfied with my department.	38.4	64.7	47.1	38.1	34.7	34.2	36.6	54.4	70.6	52.0	50.5	47.6	51.5
2. Overall, I am satisfied in my work as a Manitoba government employee.	55.3	76.4	59.2	54.2	52.2	54.1	55.9	67.5	77.0	65.6	65.6	64.3	66.8
3. I am proud to tell people I work for the Manitoba government.	53.0	77.3	62.1	52.1	49.5	50.6	50.7	62.7	76.7	62.2	58.1	58.2	57.8
4. I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.	50.2	68.1	53.4	47.1	48.9	51.5	53.9	57.6	63.6	55.9	54.2	57.3	58.9
5. I am inspired to give my very best.	59.3	84.4	64.6	56.4	56.6	57.6	61.1	64.6	75.1	61.6	61.0	63.3	64.8
6. I would recommend the Manitoba government as a great place to work.	42.7	74.9	54.2	42.0	39.0	37.7	38.4	54.4	70.6	54.0	50.4	47.3	48.6
7. Overall, I feel valued as a Manitoba government employee.	38.3	68.0	46.7	35.7	34.8	34.2	39.2	50.3	65.0	48.6	43.9	45.8	48.6
Interjurisdictional Engagement Index (average of 1-7)	48.2	73.4	55.3	46.5	45.1	45.7	48.0	58.8	71.2	57.1	54.8	54.8	56.7

3.4 By Position Type

Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"							
	2018				2015			
	Overall	Admin	Mgmt	Tech/Pro	Overall	Admin	Mgmt	Tech/Pro
1. I am satisfied with my department.	38.4	46.2	43.6	39.7	54.4	56.9	64.5	53.4
2. Overall, I am satisfied in my work as a Manitoba government employee.	55.3	60.4	62.0	56.8	67.5	69.7	75.5	67.1
3. I am proud to tell people I work for the Manitoba government.	53.0	61.6	60.4	52.1	62.7	67.6	69.3	60.7
4. I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.	50.2	60.0	55.4	48.6	57.6	65.5	58.8	54.9
5. I am inspired to give my very best.	59.3	63.3	70.0	59.2	64.6	69.2	71.6	62.6
6. I would recommend the Manitoba government as a great place to work.	42.7	53.4	44.3	42.4	54.4	60.1	59.1	52.7
7. Overall, I feel valued as a Manitoba government employee.	38.3	47.2	44.1	39.3	50.3	53.9	60.5	48.6
Interjurisdictional Engagement Index (average of 1-7)	48.2	56.0	54.3	48.3	58.8	63.3	65.6	57.1

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3.5 By Other Diversity Demographics

Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"															
	2018								2015							
	Overall	Women	Men	Identified differently	IND	PWD	VM	* LGB	Overall	Women	Men	Identified differently	IND	PWD	VM	LGB
1. I am satisfied with my department.	38.4	40.6	39.8	25.3	38.0	35.4	55.0	43.6	54.4	55.9	54.2	31.1	55.2	50.2	61.3	53.6
2. Overall, I am satisfied in my work as a Manitoba government employee.	55.3	57.3	57.2	41.2	55.5	53.0	67.4	61.8	67.5	69.1	67.1	44.4	70.5	63.3	74.1	68.1
3. I am proud to tell people I work for the Manitoba government.	53.0	55.9	54.0	37.0	54.1	53.1	73.4	56.5	62.7	64.9	61.0	42.2	65.8	61.5	77.5	63.5
4. I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.	50.2	54.4	49.5	34.3	54.8	53.1	60.9	46.7	57.6	60.6	55.1	33.3	61.5	55.7	68.1	54.2
5. I am inspired to give my very best.	59.3	63.6	57.2	47.0	58.3	61.0	72.9	64.9	64.6	68.6	60.2	48.9	68.4	60.9	76.2	59.9
6. I would recommend the Manitoba government as a great place to work.	42.7	45.5	43.5	28.6	45.4	38.2	63.1	53.3	54.4	56.8	52.7	31.1	59.2	51.3	71.3	53.3
7. Overall, I feel valued as a Manitoba government employee.	38.3	40.7	39.3	23.9	36.6	35.2	59.8	40.4	50.3	52.4	49.3	31.1	50.1	46.2	66.4	45.2
Interjurisdictional Engagement Index (average of 1-7)	48.2	51.1	48.6	33.9	49.0	47.0	64.6	52.5	58.8	61.2	57.1	37.4	61.5	55.6	70.7	56.8

* The demographic selection regarding sexual orientation was initially missed in the survey when it launched on November 13, 2018. This selection was included in previous surveys. Data was collected on this demographic selection as of November 15, 2018, when the electronic survey was updated with this information.

Appendix 4 - Employee Engagement Agreement Scores, by Level of Agreement

Statements	Respondents' agreement and disagreement (%)					
	2018			2015		
	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
1. I know how my work contributes to the achievement of my department's goals.	66.9	17.4	15.8	83.4	9.7	6.9
2. I have opportunities to provide input into decisions that affect my work.	48.4	20.1	31.5	65.0	16.4	18.5
3. Innovation is valued in my work.	42.5	23.5	34.0	55.1	23.6	21.3
4. I have positive working relationships with my coworkers.	82.6	11.0	6.4	86.1	9.4	4.5
5. I have confidence in the senior leadership of my department.	44.7	19.7	35.6	54.0	20.4	25.6
6. I am satisfied with the quality of supervision I receive.	59.4	17.7	23.0	64.4	17.2	18.4
7. Essential information flows effectively from senior leadership to staff.	35.3	25.4	39.3	44.1	22.7	33.2
8. My job is a good fit with my skills and interests.	74.8	14.7	10.5	79.9	11.6	8.4
9. My department supports my work related learning and development.	47.5	23.6	28.9	60.4	21.0	18.5
10. I have opportunities for career growth within the Manitoba government.	34.1	26.0	39.9	46.3	26.8	27.0
11. I receive meaningful recognition for work well done.	41.6	21.4	37.0	49.0	24.7	26.2
12. I have support at work to provide a high level of service.	46.2	27.7	26.1	57.0	23.1	19.9
13. I have support at work to balance my work and personal life.	52.1	21.0	26.9	62.3	20.6	17.0
14. I am treated respectfully at work.	66.4	16.7	16.9	70.4	16.0	13.6
15. In my department, the process of selecting a person for a vacant position is fair.	37.2	23.2	39.7	40.2	28.1	31.7
16. My department values diversity.	60.2	25.0	14.8	66.2	22.6	11.2
17. My department creates a safe work environment for its employees.	65.5	18.6	15.9	74.1	15.0	10.9
18. I receive meaningful feedback on the work I do.	46.2	22.2	31.6	52.1	25.8	22.1
19. I have a reasonable workload.	45.4	22.9	31.7	53.9	18.8	27.3
20. I am held accountable for my performance.	74.7	16.7	8.6	82.9	12.3	4.8
21. In my department, poor performance is addressed so improvement can occur.	33.1	26.3	40.6	40.0	27.1	32.8
22. I am clear on the ethical values expected in performing my work.	82.4	12.4	5.2	85.4	10.2	4.4
23. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	69.4	17.1	13.5	74.0	15.1	10.9
24. I believe management would take appropriate corrective action if instances of ethical misconduct were reported to them.	59.7	19.4	20.9	63.4	19.3	17.3
25. Overall, I believe the current practices and policies with respect to values and ethics are working effectively in supporting an ethical environment in my department.	55.1	27.6	17.3	61.1	24.5	14.3
26. I annually receive communication from my department about The Public Interest Disclosure (Whistleblower Protection) Act.	-	-	-	49.3	26.8	23.9

Continued on the next page

Notes - Numbers 1 to 26 are survey statements asked in 2015 and 2018.

Statement 26 was rephrased in the 2018 survey.

Appendix 4 - Employee Engagement Agreement Scores, by Level of Agreement (continued)

Statements	Respondents' agreement and disagreement (%)					
	2018			2015		
	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
27. My department has informed me of the protections provided under The Public Interest Disclosure (Whistleblower Protection) Act.	53.2	21.3	25.6			
28. Overall, I feel engaged at work.	53.9	24.6	21.5			
29. I understand how my work contributes to achieving government priorities.	57.4	22.1	20.5			
30. I am motivated by my department to help achieve its objectives.	43.6	24.2	32.2			
31. My role and responsibilities are clearly communicated to me.	56.3	20.4	23.3			
32. My department has established processes and procedures for employees to bring forward new ideas.	36.3	26.7	37.0			
33. Senior leaders, beyond my direct supervisor, are accessible.	44.9	21.4	33.7			
34. I am satisfied with my job.	57.2	22.3	20.5			
35. I have access to informal and formal learning and development opportunities to develop my skills.	47.3	25.6	27.1			
36. I have access to resources and supports which help respond to the needs of our clients.	46.2	29.2	24.6			
37. I understand how my work contributes to improving outcomes for the clients of my department.	71.1	18.6	10.4			
38. The work I do gives me a sense of accomplishment.	60.1	21.2	18.7			
39. I enjoy the type of work I do.	72.7	17.5	9.8			
40. I feel energized by my work.	41.9	28.5	29.5			
41. Within my department, I have access to respectful workplace resources and supports.	72.1	17.6	10.3			
42. The process for assigning a job classification to a position is fair and transparent.	30.1	28.0	41.9			
43. My current job classification accurately reflects the work that I do.	51.3	18.8	29.9			
44. At my workplace, my unique value is known and appreciated.	47.3	26.9	25.9			
45. At my workplace, I feel included.	56.3	22.0	21.7			
46. The Manitoba government provides opportunities to learn about diversity and inclusion-related topics.	59.0	27.8	13.2			
47. The Manitoba government provides opportunities to learn about Truth and Reconciliation.	48.5	27.7	23.8			
48. The Manitoba government has resources that support health and wellness in the workplace.	42.7	29.4	27.9			

Note - Numbers 27 to 48 are new 2018 survey statements.

Appendix 4 - Employee Engagement Agreement Scores, by Level of Agreement (continued)

Statements	Respondents' agreement and disagreement (%)					
	2018			2015		
	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree	Strongly Agree or Agree	Neutral	Strongly Disagree or Disagree
49. My department provides opportunities to learn about mental health and wellness-related topics.	36.9	31.0	32.1			
50. Overall, my work makes me feel enthusiastic.	41.6	28.5	29.8			
51. Overall, my work makes me feel content.	46.2	27.2	26.7			
52. Overall, I am able to manage any work related stress.	56.9	24.9	18.1			
53. My department informs me of transformation initiatives and organizational changes.	44.1	25.9	30.0			
54. When my organization undergoes changes, I generally understand the reason for those changes and feel prepared to adapt.	36.4	27.1	36.5			
55. I clearly communicate to staff how their work contributes to the department's overall goals.	75.5	20.1	4.4			
56. I provide opportunities for staff to provide input into decisions.	91.0	7.5	1.5			
57. I encourage staff to bring forward new ideas and value innovation.	90.2	8.3	1.5			
58. I help to foster positive working relationships between my staff members.	93.0	6.3	0.7			
59. My staff have confidence in my leadership.	83.4	14.4	2.2			
60. I provide quality supervision to my staff.	83.0	14.9	2.1			
61. I ensure that essential information flows from me to my staff.	93.6	5.4	0.9			
62. My staff are in positions that fit well with their skills and interests.	71.4	20.8	7.8			
63. I provide and support learning and development opportunities for my staff.	81.7	13.4	5.0			
64. I support my staff in pursuing their individual career goals within the Manitoba government.	88.9	8.9	2.2			
65. I provide meaningful recognition for a job well done to my staff.	87.3	11.6	1.1			
66. I provide the support necessary for my staff to provide a high level of service.	84.0	13.7	2.2			
67. I encourage and support my staff in balancing their work and personal lives.	89.7	9.1	1.2			

Notes - Numbers 49 to 67 are new 2018 survey statements.

Responses to statements 55 to 67 were provided by those respondents that identified as a senior manager or manager.

Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"											
	2018						2015					
	Overall	<30	30-39	40-49	50-59	60+	Overall	<30	30-39	40-49	50-59	60+
1. I know how my work contributes to the achievement of my department's goals.	66.9	67.1	63.4	66.8	71.2	74.6	83.4	82.7	81.6	83.9	84.6	87.6
2. I have opportunities to provide input into decisions that affect my work.	48.4	47.1	46.2	51.8	50.0	52.2	65.0	63.2	65.0	66.7	64.9	67.1
3. Innovation is valued in my work.	42.5	44.7	37.8	43.4	45.2	52.7	55.1	57.8	53.2	55.3	56.1	59.0
4. I have positive working relationships with my coworkers.	82.6	83.6	82.6	83.2	81.8	84.6	86.1	87.7	86.0	86.7	84.9	88.7
5. I have confidence in the senior leadership of my department.	44.7	55.0	42.5	47.0	45.9	47.5	54.0	65.8	54.0	54.1	51.9	57.4
6. I am satisfied with the quality of supervision I receive.	59.4	60.4	59.1	60.0	61.2	64.4	64.4	73.5	64.2	64.2	62.9	67.2
7. Essential information flows effectively from senior leadership to staff.	35.3	41.7	32.2	35.9	38.3	38.6	44.1	51.7	42.2	43.9	44.1	48.0
8. My job is a good fit with my skills and interests.	74.8	67.5	72.3	75.7	77.8	84.4	79.9	75.7	76.6	80.8	82.6	83.8
9. My department supports my work related learning and development.	47.5	54.3	46.7	46.5	48.4	55.3	60.4	66.8	60.4	60.0	60.1	63.3
10. I have opportunities for career growth within the Manitoba government.	34.1	45.8	37.9	34.2	31.4	35.6	46.3	62.8	50.7	46.7	41.5	40.9
11. I receive meaningful recognition for work well done.	41.6	45.5	39.9	43.5	42.3	47.7	49.0	57.6	50.9	47.6	46.7	53.7
12. I have support at work to provide a high level of service.	46.2	53.3	42.2	46.1	48.6	53.0	57.0	63.4	57.6	55.1	56.0	63.6
13. I have support at work to balance my work and personal life.	52.1	56.2	51.4	52.9	52.2	57.3	62.3	63.5	66.1	61.5	60.6	64.6
14. I am treated respectfully at work.	66.4	71.1	67.6	66.0	66.8	74.8	70.4	77.7	71.2	70.7	68.1	74.2
15. In my department, the process of selecting a person for a vacant position is fair.	37.2	42.7	36.7	39.9	37.0	39.5	40.2	47.3	40.6	41.1	38.6	40.3
16. My department values diversity.	60.2	67.5	60.1	61.0	60.2	60.3	66.2	72.4	68.3	67.6	63.7	64.0
17. My department creates a safe work environment for its employees.	65.5	69.7	62.6	66.2	65.8	72.1	74.1	82.3	74.8	74.7	71.4	76.5
18. I receive meaningful feedback on the work I do.	46.2	49.2	45.4	46.3	47.4	53.3	52.1	57.7	54.4	52.5	49.3	54.9
19. I have a reasonable workload.	45.4	59.6	45.7	44.3	43.6	53.5	53.9	65.1	52.5	52.9	52.1	59.9
20. I am held accountable for my performance.	74.7	77.6	70.1	73.6	78.2	82.6	82.9	87.2	80.0	82.6	84.4	84.5
21. In my department, poor performance is addressed so improvement can occur.	33.1	44.0	30.7	33.7	32.7	36.2	40.0	54.5	40.2	39.8	36.9	42.4
22. I am clear on the ethical values expected in performing my work.	82.4	81.1	78.8	83.2	83.9	87.1	85.4	86.5	84.9	86.3	85.2	87.0
23. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	69.4	70.3	67.7	71.6	69.7	73.0	74.0	78.1	75.5	73.4	73.2	75.4
24. I believe management would take appropriate corrective action if instances of ethical misconduct were reported to them.	59.7	64.5	58.0	61.4	59.8	64.1	63.4	74.2	64.9	62.4	61.5	64.4
25. Overall, I believe the current practices and policies with respect to values and ethics are working effectively in supporting an ethical environment in my department.	55.1	60.7	55.4	56.4	55.7	56.3	61.1	72.4	63.8	61.5	57.6	61.6
26. I annually receive communication from my department about The Public Interest Disclosure (Whistleblower Protection) Act.	-	-	-	-	-	-	49.3	44.9	50.0	50.9	49.6	48.6

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Notes - Numbers 1 to 26 are survey statements asked in 2015 and 2018.

Statement 26 was rephrased in the 2018 survey.

Statements		Percentage is based on respondents who indicated "agree" or "strongly agree"												
		2018					2015							
		Overall	<30	30-39	40-49	50-59	60+	Overall	<30	30-39	40-49	50-59	60+	
27.	My department has informed me of the protections provided under The Public Interest Disclosure (Whistleblower Protection) Act.	53.2	47.0	47.9	57.2	54.7	56.8							
28.	Overall, I feel engaged at work.	53.9	56.9	50.9	54.3	56.8	64.4							
29.	I understand how my work contributes to achieving government priorities.	57.4	55.3	55.6	57.8	60.0	61.1							
30.	I am motivated by my department to help achieve its objectives.	43.6	50.6	40.4	44.8	45.7	47.7							
31.	My role and responsibilities are clearly communicated to me.	56.3	57.3	54.9	58.1	58.0	65.2							
32.	My department has established processes and procedures for employees to bring forward new ideas.	36.3	36.3	31.9	38.2	38.9	40.2							
33.	Senior leaders, beyond my direct supervisor, are accessible.	44.9	49.9	45.7	46.6	45.8	46.3							
34.	I am satisfied with my job.	57.2	57.0	51.9	57.8	60.9	74.0							
35.	I have access to informal and formal learning and development opportunities to develop my skills.	47.3	52.7	45.2	45.9	50.3	54.1							
36.	I have access to resources and supports which help respond to the needs of our clients.	46.2	53.1	44.1	45.1	47.8	52.7							
37.	I understand how my work contributes to improving outcomes for the clients of my department.	71.1	69.2	68.8	70.7	73.7	75.9							
38.	The work I do gives me a sense of accomplishment.	60.1	57.3	53.7	60.4	64.8	76.1							
39.	I enjoy the type of work I do.	72.7	70.4	67.9	72.8	76.3	86.5							
40.	I feel energized by my work.	41.9	40.0	38.1	41.7	44.7	56.5							
41.	Within my department, I have access to respectful workplace resources and supports.	72.1	73.2	71.2	73.4	72.1	76.2							
42.	The process for assigning a job classification to a position is fair and transparent.	30.1	35.2	29.1	32.9	30.0	33.0							
43.	My current job classification accurately reflects the work that I do.	51.3	51.7	51.7	51.1	52.5	57.1							
44.	At my workplace, my unique value is known and appreciated.	47.3	49.7	44.9	48.2	48.6	58.6							
45.	At my workplace, I feel included.	56.3	65.2	58.7	57.0	55.7	60.8							
46.	The Manitoba government provides opportunities to learn about diversity and inclusion-related topics.	59.0	58.3	54.7	59.2	62.7	64.4							
47.	The Manitoba government provides opportunities to learn about Truth and Reconciliation.	48.5	49.6	44.1	50.0	49.5	51.4							
48.	The Manitoba government has resources that support health and wellness in the workplace.	42.7	43.4	39.1	43.0	46.1	51.2							

Note - Numbers 27 to 48 are new 2018 survey statements.

Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"											
	2018						2015					
	Overall	<30	30-39	40-49	50-59	60+	Overall	<30	30-39	40-49	50-59	60+
49. My department provides opportunities to learn about mental health and wellness-related topics.	36.9	41.3	33.0	38.5	38.4	40.6						
50. Overall, my work makes me feel enthusiastic.	41.6	41.5	38.0	41.4	45.4	55.7						
51. Overall, my work makes me feel content.	46.2	49.9	45.5	46.5	47.6	58.2						
52. Overall, I am able to manage any work related stress.	56.9	62.9	56.8	55.8	57.8	64.9						
53. My department informs me of transformation initiatives and organizational changes.	44.1	49.6	42.1	44.2	45.4	47.4						
54. When my organization undergoes changes, I generally understand the reason for those changes and feel prepared to adapt.	36.4	40.2	34.3	37.2	38.5	39.6						
55. I clearly communicate to staff how their work contributes to the department's overall goals.	75.5	60.6	71.5	73.4	78.4	84.3						
56. I provide opportunities for staff to provide input into decisions.	91.0	87.9	90.7	92.5	89.1	94.2						
57. I encourage staff to bring forward new ideas and value innovation.	90.2	87.9	90.2	91.5	88.3	95.2						
58. I help to foster positive working relationships between my staff members.	93.0	90.9	92.1	94.7	91.5	96.2						
59. My staff have confidence in my leadership.	83.4	62.5	84.6	83.6	82.4	86.1						
60. I provide quality supervision to my staff.	83.0	72.7	79.4	83.5	83.0	90.5						
61. I ensure that essential information flows from me to my staff.	93.6	87.9	95.8	94.5	92.3	94.3						
62. My staff are in positions that fit well with their skills and interests.	71.4	60.6	64.9	71.4	72.7	82.4						
63. I provide and support learning and development opportunities for my staff.	81.7	62.5	78.9	82.7	82.9	83.8						
64. I support my staff in pursuing their individual career goals within the Manitoba government.	88.9	68.8	89.6	88.9	89.5	91.3						
65. I provide meaningful recognition for a job well done to my staff.	87.3	90.9	88.7	85.7	88.3	88.7						
66. I provide the support necessary for my staff to provide a high level of service.	84.0	78.8	80.1	84.8	83.6	88.6						
67. I encourage and support my staff in balancing their work and personal lives.	89.7	87.9	87.4	92.5	89.7	81.7						

Notes - Numbers 49 to 67 are new 2018 survey statements.

Responses to statements 55 to 67 were provided by those respondents that identified as a senior manager or manager.

Appendix 6 - Employee Engagement Agreement Scores by Years of Government Service

Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"												
	2018							2015					
	Overall	<1	2-3	4-10	11-15	16-20	20+	Overall	<3	4-10	11-15	16-20	20+
1. I know how my work contributes to the achievement of my department's goals.	66.9	79.2	70.2	66.1	63.8	64.9	69.7	83.4	87.9	83.2	82.6	81.0	82.5
2. I have opportunities to provide input into decisions that affect my work.	48.4	64.5	51.7	46.4	47.9	46.5	50.5	65.0	70.1	62.9	64.1	62.6	66.7
3. Innovation is valued in my work.	42.5	59.7	44.6	40.6	40.7	40.0	45.9	55.1	62.5	52.0	54.5	51.1	57.0
4. I have positive working relationships with my coworkers.	82.6	85.9	80.2	82.4	82.5	83.8	82.0	86.1	88.4	85.6	85.4	87.9	84.9
5. I have confidence in the senior leadership of my department.	44.7	75.4	55.7	44.0	41.1	41.0	41.1	54.0	71.1	52.1	51.9	45.2	49.6
6. I am satisfied with the quality of supervision I receive.	59.4	78.1	62.3	56.8	59.1	57.7	61.7	64.4	74.3	62.1	61.3	60.8	64.4
7. Essential information flows effectively from senior leadership to staff.	35.3	61.0	44.1	33.5	32.7	29.2	35.7	44.1	57.3	40.7	42.9	39.3	42.6
8. My job is a good fit with my skills and interests.	74.8	78.0	69.8	72.0	77.0	76.2	80.2	79.9	80.2	77.9	81.2	80.6	82.4
9. My department supports my work related learning and development.	47.5	67.1	50.9	47.4	46.3	43.1	47.9	60.4	68.8	59.9	55.3	58.7	59.7
10. I have opportunities for career growth within the Manitoba government.	34.1	59.1	41.5	34.2	32.1	27.7	32.3	46.3	63.3	46.5	39.2	39.2	41.1
11. I receive meaningful recognition for work well done.	41.6	67.6	50.4	39.6	39.9	35.7	41.1	49.0	63.3	47.3	45.7	43.9	45.1
12. I have support at work to provide a high level of service.	46.2	74.2	50.9	43.7	44.2	43.0	47.0	57.0	68.8	55.1	52.5	51.5	56.6
13. I have support at work to balance my work and personal life.	52.1	70.2	56.7	52.2	50.5	48.2	50.9	62.3	70.5	62.5	59.1	61.3	58.6
14. I am treated respectfully at work.	66.4	83.9	69.3	65.8	65.3	63.2	68.0	70.4	78.9	69.9	68.2	69.9	67.1
15. In my department, the process of selecting a person for a vacant position is fair.	37.2	62.5	48.0	35.7	34.8	33.3	36.0	40.2	53.9	37.9	37.6	36.4	37.4
16. My department values diversity.	60.2	82.8	66.1	58.4	58.9	58.7	58.1	66.2	77.0	65.8	64.3	61.8	61.8
17. My department creates a safe work environment for its employees.	65.5	84.6	69.0	64.4	63.1	63.4	65.5	74.1	82.0	73.1	72.1	71.6	72.2
18. I receive meaningful feedback on the work I do.	46.2	70.4	53.5	44.7	42.7	41.4	46.5	52.1	65.0	51.5	48.3	48.0	47.7
19. I have a reasonable workload.	45.4	66.0	53.9	46.9	41.2	38.9	43.0	53.9	67.3	53.0	48.4	49.6	50.3
20. I am held accountable for my performance.	74.7	88.3	77.4	72.1	73.3	73.8	77.4	82.9	87.2	81.0	80.9	83.7	84.0
21. In my department, poor performance is addressed so improvement can occur.	33.1	58.9	41.7	33.9	27.1	26.6	32.2	40.0	57.4	38.4	33.9	38.2	33.9
22. I am clear on the ethical values expected in performing my work.	82.4	88.3	83.7	80.2	82.2	83.6	84.2	85.4	89.8	84.5	83.0	86.1	85.3
23. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	69.4	79.1	72.5	67.8	69.0	67.6	70.5	74.0	79.6	72.2	72.6	73.4	74.1
24. I believe management would take appropriate corrective action if instances of ethical misconduct were reported to them.	59.7	81.5	64.2	56.5	58.7	56.8	61.7	63.4	76.2	60.9	59.0	61.2	61.3
25. Overall, I believe the current practices and policies with respect to values and ethics are working effectively in supporting an ethical environment in my department.	55.1	77.7	62.2	52.4	54.4	52.8	54.7	61.1	75.4	60.0	56.9	56.5	57.3
26. I annually receive communication from my department about The Public Interest Disclosure (Whistleblower Protection) Act.	-	-	-	-	-	-	-	49.3	52.2	47.1	51.1	49.9	49.3

Continued on the next page

Notes - Numbers 1 to 26 are survey statements asked in 2015 and 2018.

Statement 26 was rephrased in the 2018 survey.

Statements		Percentage is based on respondents who indicated "agree" or "strongly agree"												
		2018						2015						
		Overall	<1	2-3	4-10	11-15	16-20	20+	Overall	<3	4-10	11-15	16-20	20+
27.	My department has informed me of the protections provided under The Public Interest Disclosure (Whistleblower Protection) Act.	53.2	58.4	48.6	49.6	52.3	58.4	58.0						
28.	Overall, I feel engaged at work.	53.9	76.0	57.5	53.1	51.6	52.1	53.8						
29.	I understand how my work contributes to achieving government priorities.	57.4	71.3	60.2	56.2	55.3	56.3	57.8						
30.	I am motivated by my department to help achieve its objectives.	43.6	69.6	51.3	42.6	39.8	40.4	41.8						
31.	My role and responsibilities are clearly communicated to me.	56.3	71.1	61.6	56.0	54.2	54.7	56.6						
32.	My department has established processes and procedures for employees to bring forward new ideas.	36.3	51.4	39.3	33.6	34.9	34.3	40.0						
33.	Senior leaders, beyond my direct supervisor, are accessible.	44.9	68.0	49.0	44.3	45.1	40.8	43.2						
34.	I am satisfied with my job.	57.2	73.6	58.7	54.6	55.0	57.6	61.8						
35.	I have access to informal and formal learning and development opportunities to develop my skills.	47.3	64.2	50.6	46.6	45.8	42.1	49.4						
36.	I have access to resources and supports which help respond to the needs of our clients.	46.2	64.2	51.7	45.2	42.8	43.9	47.5						
37.	I understand how my work contributes to improving outcomes for the clients of my department.	71.1	82.7	72.8	69.0	71.9	70.4	71.4						
38.	The work I do gives me a sense of accomplishment.	60.1	75.7	61.9	57.2	58.7	59.9	63.7						
39.	I enjoy the type of work I do.	72.7	80.9	72.8	69.6	73.4	74.9	76.2						
40.	I feel energized by my work.	41.9	64.3	47.3	40.7	38.7	38.9	42.1						
41.	Within my department, I have access to respectful workplace resources and supports.	72.1	82.7	74.4	70.1	71.8	71.2	74.5						
42.	The process for assigning a job classification to a position is fair and transparent.	30.1	57.3	38.7	28.0	28.2	26.9	30.1						
43.	My current job classification accurately reflects the work that I do.	51.3	66.4	55.5	49.8	50.4	49.1	52.0						
44.	At my workplace, my unique value is known and appreciated.	47.3	67.5	52.2	44.6	44.5	44.8	50.5						
45.	At my workplace, I feel included.	56.3	74.0	63.6	55.9	55.4	56.2	53.7						
46.	The Manitoba government provides opportunities to learn about diversity and inclusion-related topics.	59.0	76.1	63.5	55.2	56.4	58.2	62.4						
47.	The Manitoba government provides opportunities to learn about Truth and Reconciliation.	48.5	60.6	52.5	46.9	46.8	46.4	48.2						
48.	The Manitoba government has resources that support health and wellness in the workplace.	42.7	56.6	49.2	42.0	41.1	38.3	42.8						

Note - Numbers 27 to 48 are new 2018 survey statements.

Appendix 6 - Employee Engagement Agreement Scores by Years of Government Service (continued)

Statements		Percentage is based on respondents who indicated "agree" or "strongly agree"												
		2018						2015						
		Overall	<1	2-3	4-10	11-15	16-20	20+	Overall	<3	4-10	11-15	16-20	20+
49.	My department provides opportunities to learn about mental health and wellness-related topics.	36.9	52.3	41.8	36.2	34.4	34.5	37.0						
50.	Overall, my work makes me feel enthusiastic.	41.6	65.3	47.8	39.9	38.2	38.1	43.6						
51.	Overall, my work makes me feel content.	46.2	69.3	52.1	44.9	43.7	43.1	47.2						
52.	Overall, I am able to manage any work related stress.	56.9	81.7	66.5	54.8	52.9	53.5	56.3						
53.	My department informs me of transformation initiatives and organizational changes.	44.1	67.0	51.9	42.6	41.0	39.5	43.8						
54.	When my organization undergoes changes, I generally understand the reason for those changes and feel prepared to adapt.	36.4	60.8	44.9	35.5	33.2	32.8	34.9						
55.	I clearly communicate to staff how their work contributes to the department's overall goals.	75.5	81.3	83.3	72.5	71.2	76.8	78.5						
56.	I provide opportunities for staff to provide input into decisions.	91.0	87.5	97.7	89.8	91.5	89.0	92.3						
57.	I encourage staff to bring forward new ideas and value innovation.	90.2	88.9	97.7	90.1	89.3	89.2	90.6						
58.	I help to foster positive working relationships between my staff members.	93.0	100.0	97.6	92.9	93.2	92.3	92.5						
59.	My staff have confidence in my leadership.	83.4	78.6	80.0	82.2	86.2	84.0	82.9						
60.	I provide quality supervision to my staff.	83.0	76.5	83.7	78.9	83.6	84.4	84.9						
61.	I ensure that essential information flows from me to my staff.	93.6	100.0	95.3	92.2	94.7	92.9	93.8						
62.	My staff are in positions that fit well with their skills and interests.	71.4	88.2	71.4	69.1	71.1	68.8	73.7						
63.	I provide and support learning and development opportunities for my staff.	81.7	86.7	82.9	79.2	83.1	82.1	81.7						
64.	I support my staff in pursuing their individual career goals within the Manitoba government.	88.9	93.8	92.7	86.4	90.6	87.0	90.0						
65.	I provide meaningful recognition for a job well done to my staff.	87.3	88.2	88.4	87.3	87.4	85.0	88.0						
66.	I provide the support necessary for my staff to provide a high level of service.	84.0	88.2	88.1	82.8	82.3	84.6	84.4						
67.	I encourage and support my staff in balancing their work and personal lives.	89.7	94.1	95.3	90.4	89.4	89.7	88.6						

Notes - Numbers 49 to 67 are new 2018 survey statements.

Responses to statements 55 to 67 were provided by those respondents that identified as a senior manager or manager.

Appendix 7 - Employee Engagement Agreement Scores by Position Type

Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"							
	2018				2015			
	Overall	Admin	Mgmt	Tech/Pro	Overall	Admin	Mgmt	Tech/Pro
1. I know how my work contributes to the achievement of my department's goals.	66.9	72.2	76.7	67.8	83.4	85.8	90.2	83.0
2. I have opportunities to provide input into decisions that affect my work.	48.4	49.9	62.7	50.9	65.0	60.7	83.6	65.2
3. Innovation is valued in my work.	42.5	47.2	56.1	43.7	55.1	54.7	72.2	53.6
4. I have positive working relationships with my coworkers.	82.6	80.7	88.4	85.6	86.1	83.1	91.9	87.7
5. I have confidence in the senior leadership of my department.	44.7	53.6	54.7	43.1	54.0	56.8	65.8	52.4
6. I am satisfied with the quality of supervision I receive.	59.4	64.2	68.1	61.9	64.4	66.5	72.4	64.4
7. Essential information flows effectively from senior leadership to staff.	35.3	41.8	43.6	34.1	44.1	46.6	57.2	41.4
8. My job is a good fit with my skills and interests.	74.8	64.6	85.5	79.3	79.9	71.9	90.1	82.5
9. My department supports my work related learning and development.	47.5	51.8	58.4	48.1	60.4	56.7	75.4	60.0
10. I have opportunities for career growth within the Manitoba government.	34.1	37.5	46.4	33.0	46.3	46.0	62.3	43.6
11. I receive meaningful recognition for work well done.	41.6	49.0	49.9	43.3	49.0	51.3	57.5	48.3
12. I have support at work to provide a high level of service.	46.2	53.1	52.2	47.6	57.0	59.9	64.4	56.8
13. I have support at work to balance my work and personal life.	52.1	59.8	53.2	56.6	62.3	64.6	65.8	63.1
14. I am treated respectfully at work.	66.4	69.2	76.8	70.4	70.4	68.8	80.2	72.0
15. In my department, the process of selecting a person for a vacant position is fair.	37.2	36.2	54.3	37.9	40.2	40.0	54.0	38.7
16. My department values diversity.	60.2	62.5	73.6	61.2	66.2	65.7	78.7	66.0
17. My department creates a safe work environment for its employees.	65.5	70.2	76.7	67.5	74.1	75.6	84.5	73.3
18. I receive meaningful feedback on the work I do.	46.2	52.5	53.8	48.6	52.1	54.2	59.2	52.5
19. I have a reasonable workload.	45.4	49.4	34.6	48.5	53.9	57.9	45.0	55.1
20. I am held accountable for my performance.	74.7	78.8	80.7	74.2	82.9	86.5	86.8	81.2
21. In my department, poor performance is addressed so improvement can occur.	33.1	40.4	38.0	32.6	40.0	46.5	41.7	37.5
22. I am clear on the ethical values expected in performing my work.	82.4	81.0	89.0	84.8	85.4	86.0	91.1	85.2
23. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	69.4	69.6	81.6	70.7	74.0	73.2	82.9	74.1
24. I believe management would take appropriate corrective action if instances of ethical misconduct were reported to them.	59.7	64.2	74.2	60.0	63.4	64.5	75.1	62.1
25. Overall, I believe the current practices and policies with respect to values and ethics are working effectively in supporting an ethical environment in my department.	55.1	59.3	67.2	56.6	61.1	62.8	71.1	60.2
26. I annually receive communication from my department about The Public Interest Disclosure (Whistleblower Protection) Act.	-	-	-	-	49.3	50.8	60.2	47.2

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Notes - Numbers 1 to 26 are survey statements asked in 2015 and 2018.

Statement 26 was rephrased in the 2018 survey.

Statements		Percentage is based on respondents who indicated "agree" or "strongly agree"							
		2018				2015			
		Overall	Admin	Mgmt	Tech/Pro	Overall	Admin	Mgmt	Tech/Pro
27.	My department has informed me of the protections provided under The Public Interest Disclosure (Whistleblower Protection) Act.	53.2	54.8	67.9	53.4				
28.	Overall, I feel engaged at work.	53.9	55.0	66.2	55.6				
29.	I understand how my work contributes to achieving government priorities.	57.4	63.2	69.0	56.5				
30.	I am motivated by my department to help achieve its objectives.	43.6	50.5	51.8	44.5				
31.	My role and responsibilities are clearly communicated to me.	56.3	60.7	62.5	58.1				
32.	My department has established processes and procedures for employees to bring forward new ideas.	36.3	40.2	48.8	36.4				
33.	Senior leaders, beyond my direct supervisor, are accessible.	44.9	52.3	53.0	42.9				
34.	I am satisfied with my job.	57.2	55.9	66.8	60.7				
35.	I have access to informal and formal learning and development opportunities to develop my skills.	47.3	49.2	60.3	48.5				
36.	I have access to resources and supports which help respond to the needs of our clients.	46.2	56.0	47.2	47.0				
37.	I understand how my work contributes to improving outcomes for the clients of my department.	71.1	73.9	78.4	73.8				
38.	The work I do gives me a sense of accomplishment.	60.1	58.8	70.5	63.3				
39.	I enjoy the type of work I do.	72.7	68.1	80.7	76.6				
40.	I feel energized by my work.	41.9	41.7	51.0	44.4				
41.	Within my department, I have access to respectful workplace resources and supports.	72.1	74.7	83.5	73.2				
42.	The process for assigning a job classification to a position is fair and transparent.	30.1	31.0	43.5	29.7				
43.	My current job classification accurately reflects the work that I do.	51.3	46.1	56.4	54.4				
44.	At my workplace, my unique value is known and appreciated.	47.3	51.4	59.0	49.9				
45.	At my workplace, I feel included.	56.3	58.6	70.3	60.1				
46.	The Manitoba government provides opportunities to learn about diversity and inclusion-related topics.	59.0	61.9	71.1	61.3				
47.	The Manitoba government provides opportunities to learn about Truth and Reconciliation.	48.5	50.8	57.7	50.4				
48.	The Manitoba government has resources that support health and wellness in the workplace.	42.7	48.2	49.4	43.9				

Note - Numbers 27 to 48 are new 2018 survey statements.

Appendix 7 - Employee Engagement Agreement Scores by Position Type (continued)

Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"							
	2018				2015			
	Overall	Admin	Mgmt	Tech/Pro	Overall	Admin	Mgmt	Tech/Pro
49. My department provides opportunities to learn about mental health and wellness-related topics.	36.9	40.1	45.0	37.9				
50. Overall, my work makes me feel enthusiastic.	41.6	42.4	51.8	43.9				
51. Overall, my work makes me feel content.	46.2	48.0	54.1	49.0				
52. Overall, I am able to manage any work related stress.	56.9	62.8	54.9	59.3				
53. My department informs me of transformation initiatives and organizational changes.	44.1	49.8	56.0	44.4				
54. When my organization undergoes changes, I generally understand the reason for those changes and feel prepared to adapt.	36.4	43.2	48.5	34.1				
55. I clearly communicate to staff how their work contributes to the department's overall goals.	75.5	62.7	77.2	73.6				
56. I provide opportunities for staff to provide input into decisions.	91.0	88.2	92.0	91.3				
57. I encourage staff to bring forward new ideas and value innovation.	90.2	86.3	90.8	90.0				
58. I help to foster positive working relationships between my staff members.	93.0	94.2	93.2	91.6				
59. My staff have confidence in my leadership.	83.4	76.6	83.1	85.4				
60. I provide quality supervision to my staff.	83.0	76.9	83.1	83.5				
61. I ensure that essential information flows from me to my staff.	93.6	90.4	93.2	94.5				
62. My staff are in positions that fit well with their skills and interests.	71.4	66.7	71.9	74.6				
63. I provide and support learning and development opportunities for my staff.	81.7	84.0	82.6	82.7				
64. I support my staff in pursuing their individual career goals within the Manitoba government.	88.9	88.2	89.1	88.4				
65. I provide meaningful recognition for a job well done to my staff.	87.3	84.6	85.3	89.6				
66. I provide the support necessary for my staff to provide a high level of service.	84.0	86.3	83.2	87.5				
67. I encourage and support my staff in balancing their work and personal lives.	89.7	88.2	88.9	90.6				

Notes - Numbers 49 to 67 are new 2018 survey statements.

Responses to statements 55 to 67 were provided by those respondents that identified as a senior manager or manager.

Appendix 8 - Employee Engagement Agreement Scores by Other Diversity Demographics

Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"															
	2018								2015							
	Overall	Women	Men	Identified differently	IND	PWD	VM	* LGB	Overall	Women	Men	Identified differently	IND	PWD	VM	LGB
1. I know how my work contributes to the achievement of my department's	66.9	68.8	68.0	55.4	64.2	67.8	79.6	69.4	83.4	85.4	81.5	68.9	83.5	79.8	88.0	81.3
2. I have opportunities to provide input into decisions that affect my work.	48.4	48.5	52.1	36.4	43.8	44.5	58.9	49.5	65.0	65.7	65.1	51.1	61.8	57.5	68.4	67.5
3. Innovation is valued in my work.	42.5	45.1	42.8	30.8	40.9	40.8	56.1	38.9	55.1	56.8	54.0	36.4	54.6	49.8	62.0	50.0
4. I have positive working relationships with my coworkers.	82.6	82.5	84.0	78.7	80.6	78.3	85.3	79.1	86.1	85.8	87.1	81.8	85.0	81.6	87.6	83.5
5. I have confidence in the senior leadership of my department.	44.7	48.4	44.0	31.3	43.7	44.4	60.3	45.0	54.0	56.0	52.9	37.8	54.4	53.8	62.8	53.3
6. I am satisfied with the quality of supervision I receive.	59.4	60.8	61.3	47.3	57.6	57.4	67.9	58.6	64.4	66.4	62.7	50.0	63.8	62.0	68.9	62.7
7. Essential information flows effectively from senior leadership to staff.	35.3	37.2	36.7	22.6	33.3	34.6	54.4	38.2	44.1	44.9	44.4	26.7	45.0	42.0	56.6	41.3
8. My job is a good fit with my skills and interests.	74.8	75.2	77.0	66.8	75.2	68.6	74.7	73.4	79.9	80.1	80.4	75.6	80.4	68.4	76.0	77.8
9. My department supports my work related learning and development.	47.5	50.5	46.7	37.0	44.9	43.4	56.4	54.1	60.4	61.8	59.6	43.2	59.8	55.6	64.4	54.5
10. I have opportunities for career growth within the Manitoba government.	34.1	36.8	33.9	23.2	32.1	28.6	48.4	35.2	46.3	48.0	45.5	33.3	50.2	40.0	57.5	41.9
11. I receive meaningful recognition for work well done.	41.6	44.2	41.2	31.8	38.1	38.0	54.5	40.9	49.0	50.7	47.8	36.4	48.5	45.0	55.0	44.6
12. I have support at work to provide a high level of service.	46.2	48.6	46.4	35.5	45.0	43.1	58.4	44.0	57.0	58.7	56.0	26.7	56.9	54.9	64.3	55.7
13. I have support at work to balance my work and personal life.	52.1	54.9	52.2	38.7	48.1	46.6	62.5	49.5	62.3	62.6	62.5	60.0	61.5	61.6	66.6	55.4
14. I am treated respectfully at work.	66.4	68.1	67.8	54.3	61.6	61.5	72.9	70.9	70.4	70.9	71.1	55.8	67.9	60.9	75.1	63.9
15. In my department, the process of selecting a person for a vacant position is fair.	37.2	37.7	39.9	26.9	34.4	31.5	49.1	36.1	40.2	40.6	41.3	20.5	38.6	34.3	47.5	40.4
16. My department values diversity.	60.2	62.1	60.7	50.7	55.3	54.4	70.1	57.4	66.2	67.9	64.6	56.8	63.4	57.0	71.9	58.9
17. My department creates a safe work environment for its employees.	65.5	66.3	66.5	57.7	60.5	59.5	73.9	58.2	74.1	74.1	75.5	51.1	71.3	64.9	80.8	69.5
18. I receive meaningful feedback on the work I do.	46.2	48.4	46.6	35.5	41.7	45.3	59.1	46.8	52.1	54.2	50.1	33.3	50.5	49.0	60.0	44.6
19. I have a reasonable workload.	45.4	44.8	50.0	32.9	46.1	41.9	56.3	50.5	53.9	52.4	56.7	53.3	55.6	50.5	63.0	52.4
20. I am held accountable for my performance.	74.7	76.6	73.7	69.4	75.0	76.1	81.8	68.8	82.9	85.3	79.8	82.2	83.5	82.6	86.8	83.3
21. In my department, poor performance is addressed so improvement can	33.1	32.6	36.5	24.6	34.8	36.3	48.8	37.5	40.0	40.8	40.1	32.6	45.8	39.9	54.1	38.8
22. I am clear on the ethical values expected in performing my work.	82.4	83.6	82.0	78.1	77.3	83.2	83.6	88.0	85.4	87.8	82.9	77.8	83.7	80.9	89.1	83.8
23. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	69.4	71.4	69.2	60.7	65.0	70.1	71.1	73.9	74.0	76.8	71.0	66.7	71.9	72.0	76.2	78.0
24. I believe management would take appropriate corrective action if instances of ethical misconduct were reported to them.	59.7	60.9	61.5	49.2	55.6	56.4	68.8	60.4	63.4	64.1	63.7	44.4	61.3	57.2	70.2	52.1
25. Overall, I believe the current practices and policies with respect to values and ethics are working effectively in supporting an ethical environment in my department.	55.1	56.3	57.0	43.8	50.2	49.3	66.0	56.5	61.1	62.5	61.0	37.8	58.7	55.8	67.9	53.0
26. I annually receive communication from my department about The Public Interest Disclosure (Whistleblower Protection) Act.	-	-	-	-	-	-	-	-	49.3	50.7	47.5	41.9	46.1	45.8	52.4	49.1

Notes - Numbers 1 to 26 are survey statements asked in 2015 and 2018.

Continued on the next page

Statement 26 was rephrased in the 2018 survey.

* The demographic selection regarding sexual orientation was initially missed in the survey when it launched on November 13, 2018. This selection was included in previous survey.

Data was collected on this demographic selection as of November 15, 2018, when the electronic survey was updated with this information.

Appendix 8 - Employee Engagement Agreement Scores by Other Diversity Demographics (continued)

		Percentage is based on respondents who indicated "agree" or "strongly agree"															
Statements		2018								2015							
		Overall	Women	Men	Identified differently	IND	PWD	VM	* LGB	Overall	Women	Men	Identified differently	IND	PWD	VM	LGB
27.	My department has informed me of the protections provided under The Public Interest Disclosure (Whistleblower Protection) Act.	53.2	55.0	52.4	48.5	51.1	47.3	56.8	41.3								
28.	Overall, I feel engaged at work.	53.9	56.5	54.7	40.8	52.6	50.1	67.0	62.2								
29.	I understand how my work contributes to achieving government priorities.	57.4	60.1	56.4	49.5	56.7	57.6	74.7	58.2								
30.	I am motivated by my department to help achieve its objectives.	43.6	46.3	44.0	30.8	43.1	45.1	60.5	56.0								
31.	My role and responsibilities are clearly communicated to me.	56.3	58.2	57.9	43.1	54.4	55.2	67.8	59.3								
32.	My department has established processes and procedures for employees to bring forward new ideas.	36.3	38.3	36.0	28.4	31.9	33.8	48.3	28.2								
33.	Senior leaders, beyond my direct supervisor, are accessible.	44.9	46.5	46.4	33.2	42.0	39.7	57.8	49.5								
34.	I am satisfied with my job.	57.2	59.3	58.8	43.5	58.4	53.0	64.3	66.1								
35.	I have access to informal and formal learning and development opportunities to develop my skills.	47.3	49.8	47.1	36.6	43.1	43.8	55.5	45.5								
36.	I have access to resources and supports which help respond to the needs of our clients.	46.2	48.7	45.9	35.9	45.4	44.1	58.9	46.2								
37.	I understand how my work contributes to improving outcomes for the clients of my department.	71.1	73.5	69.5	64.8	67.0	71.8	78.5	75.0								
38.	The work I do gives me a sense of accomplishment.	60.1	62.1	61.0	48.6	59.1	57.1	69.4	56.4								
39.	I enjoy the type of work I do.	72.7	73.6	74.4	63.8	73.7	69.8	75.1	67.3								
40.	I feel energized by my work.	41.9	43.9	42.5	31.2	43.4	36.3	58.1	37.3								
41.	Within my department, I have access to respectful workplace resources and supports.	72.1	73.1	73.8	62.9	68.7	66.3	77.3	68.2								
42.	The process for assigning a job classification to a position is fair and transparent.	30.1	30.4	32.3	22.5	31.5	25.3	44.4	25.5								
43.	My current job classification accurately reflects the work that I do.	51.3	50.1	54.7	46.4	52.0	42.1	60.2	51.4								
44.	At my workplace, my unique value is known and appreciated.	47.3	50.1	47.1	35.0	45.3	41.6	59.0	47.3								
45.	At my workplace, I feel included.	56.3	58.8	57.5	41.9	50.8	48.8	65.9	60.2								
46.	The Manitoba government provides opportunities to learn about diversity and inclusion-related topics.	59.0	62.8	56.2	51.3	49.7	56.3	67.1	57.8								
47.	The Manitoba government provides opportunities to learn about Truth and Reconciliation.	48.5	51.9	44.8	45.6	38.0	45.5	55.6	43.9								
48.	The Manitoba government has resources that support health and wellness in the workplace.	42.7	43.0	45.3	32.4	40.5	41.1	53.5	31.5								

Note - Numbers 27 to 48 are new 2018 survey statements.

Continued on the next page

* The demographic selection regarding sexual orientation was initially missed in the survey when it launched on November 13, 2018. This selection was included in previous survey. Data was collected on this demographic selection as of November 15, 2018, when the electronic survey was updated with this information.

Appendix 8 - Employee Engagement Agreement Scores by Other Diversity Demographics (continued)

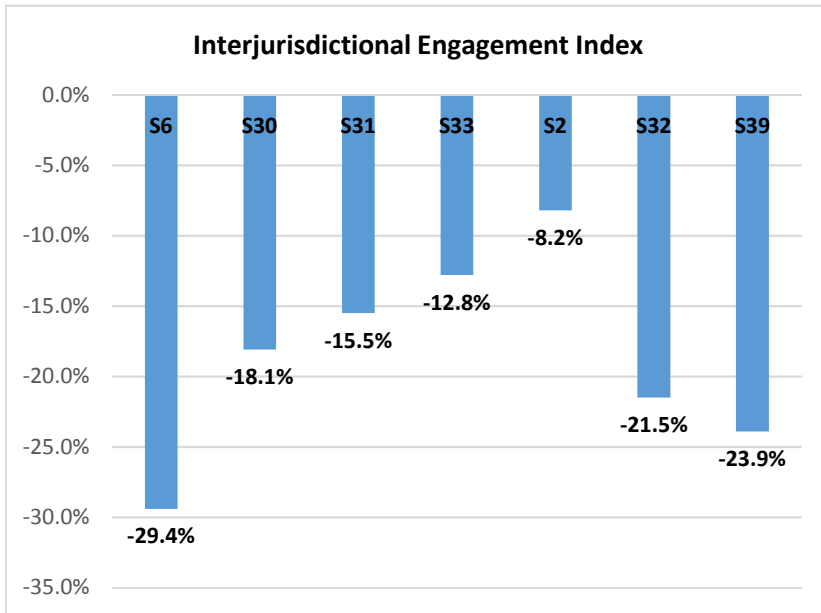
Statements	Percentage is based on respondents who indicated "agree" or "strongly agree"															
	2018								2015							
	Overall	Women	Men	Identified differently	IND	PWD	VM	* LGB	Overall	Women	Men	Identified differently	IND	PWD	VM	LGB
49. My department provides opportunities to learn about mental health and wellness-related topics.	36.9	38.7	37.1	28.1	33.5	31.8	46.8	30.0								
50. Overall, my work makes me feel enthusiastic.	41.6	43.3	43.6	28.6	42.1	37.9	56.2	44.5								
51. Overall, my work makes me feel content.	46.2	48.4	48.0	31.0	48.5	40.3	58.7	50.5								
52. Overall, I am able to manage any work related stress.	56.9	56.9	60.3	45.8	57.1	48.7	68.4	51.8								
53. My department informs me of transformation initiatives and organizational changes.	44.1	47.1	43.2	33.2	40.3	44.3	60.9	44.5								
54. When my organization undergoes changes, I generally understand the reason for those changes and feel prepared to adapt.	36.4	38.7	36.4	25.8	37.4	36.5	51.9	36.1								
55. I clearly communicate to staff how their work contributes to the department's overall goals.	75.5	73.8	76.6	80.6	77.1	77.3	83.3	82.4								
56. I provide opportunities for staff to provide input into decisions.	91.0	89.9	92.3	90.7	91.5	88.2	94.4	94.1								
57. I encourage staff to bring forward new ideas and value innovation.	90.2	89.0	91.4	90.5	88.9	91.9	89.0	88.2								
58. I help to foster positive working relationships between my staff members.	93.0	93.2	92.6	93.3	91.0	96.1	95.5	88.2								
59. My staff have confidence in my leadership.	83.4	81.5	84.9	88.4	82.8	83.3	90.3	94.1								
60. I provide quality supervision to my staff.	83.0	80.2	85.7	84.5	82.6	80.3	89.7	88.2								
61. I ensure that essential information flows from me to my staff.	93.6	93.1	94.0	96.0	94.2	90.8	95.4	82.4								
62. My staff are in positions that fit well with their skills and interests.	71.4	70.2	72.7	68.9	78.1	76.4	79.6	50.0								
63. I provide and support learning and development opportunities for my staff.	81.7	81.4	81.8	85.1	83.7	82.2	85.2	87.5								
64. I support my staff in pursuing their individual career goals within the Manitoba government.	88.9	88.2	90.2	84.9	86.9	93.1	88.1	87.5								
65. I provide meaningful recognition for a job well done to my staff.	87.3	87.0	87.6	87.8	88.4	92.0	92.7	88.2								
66. I provide the support necessary for my staff to provide a high level of service.	84.0	81.6	86.5	82.7	81.2	86.8	88.0	76.5								
67. I encourage and support my staff in balancing their work and personal lives.	89.7	90.3	89.4	86.7	87.7	94.6	89.0	73.3								

Notes - Numbers 49 to 67 are new 2018 survey statements.

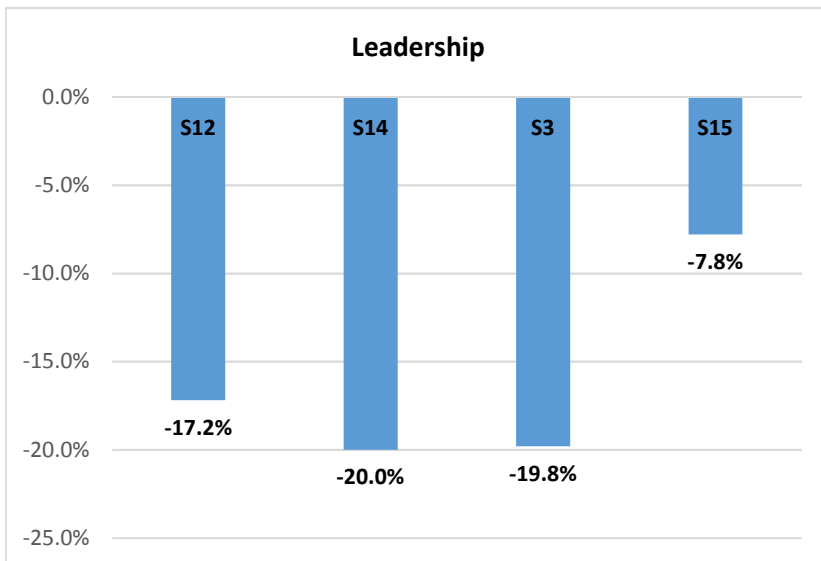
Responses to statements 55 to 67 were provided by those respondents that identified as a senior manager or manager.

* The demographic selection regarding sexual orientation was initially missed in the survey when it launched on November 13, 2018. This selection was included in previous survey. Data was collected on this demographic selection as of November 15, 2018, when the electronic survey was updated with this information.

Appendix 9 - Percentage Increase / Decrease of Selected Statements Compared With 2015 Values



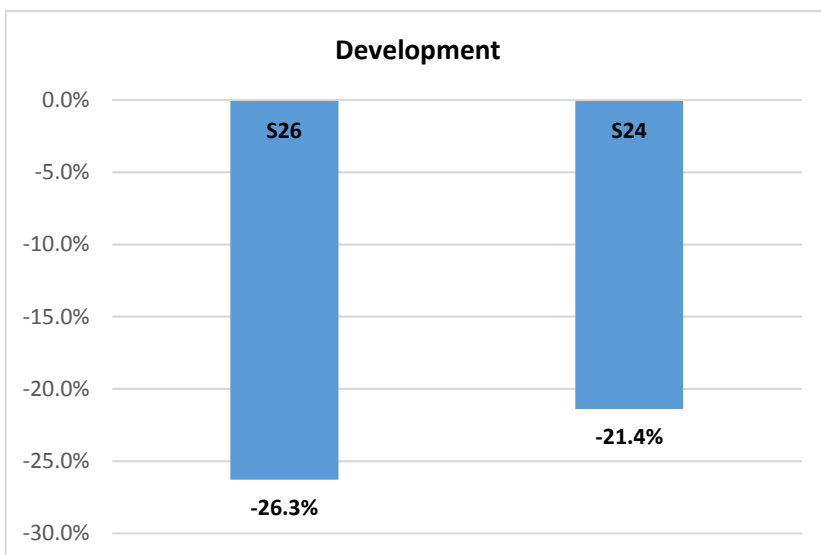
Statement	
S6	I am satisfied with my department.
S30	Overall, I am satisfied in my work as a Manitoba government employee.
S31	I am proud to tell people I work for the Manitoba government.
S33	I would prefer to stay with the Manitoba government, even if offered a similar job elsewhere.
S2	I am inspired to give my very best.
S32	I would recommend the Manitoba government as a great place to work.
S39	Overall, I feel valued as a Manitoba government employee.



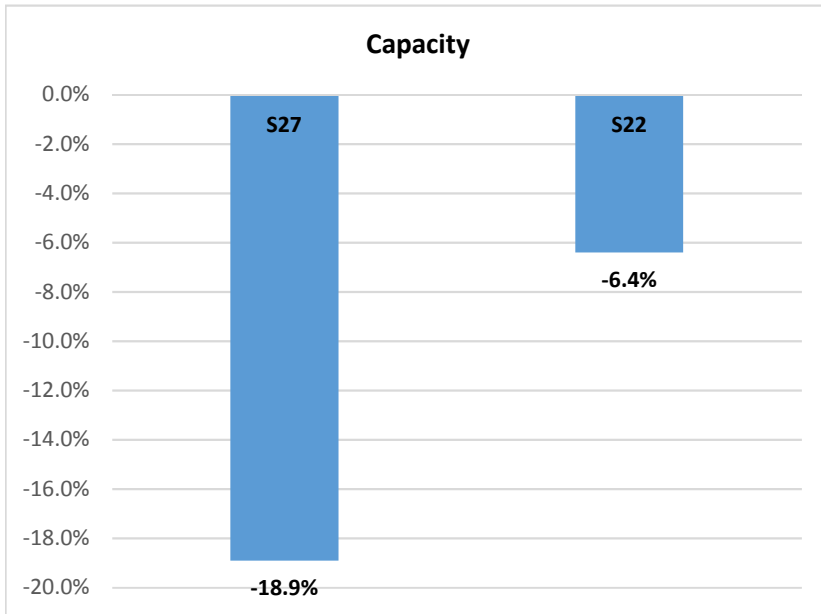
Statement	
S12	I have confidence in the senior leadership of my department.
S14	Essential information flows effectively from senior leadership to staff.
S3	I know how my work contributes to the achievement of my department's goals.
S15	I am satisfied with the quality of supervision I receive.

The following statements are new in 2018:

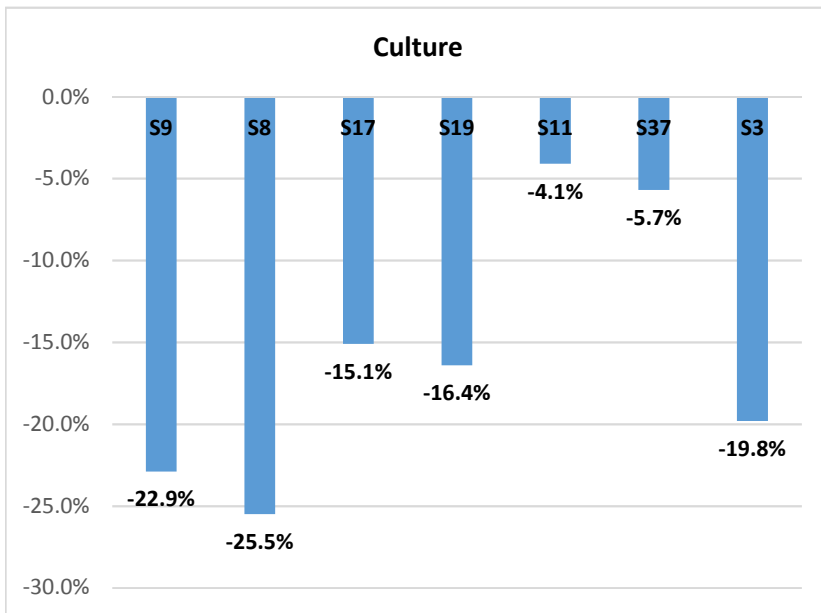
1. My role and responsibilities are clearly communicated to me.
2. Senior leaders, beyond my direct supervisor, are accessible.



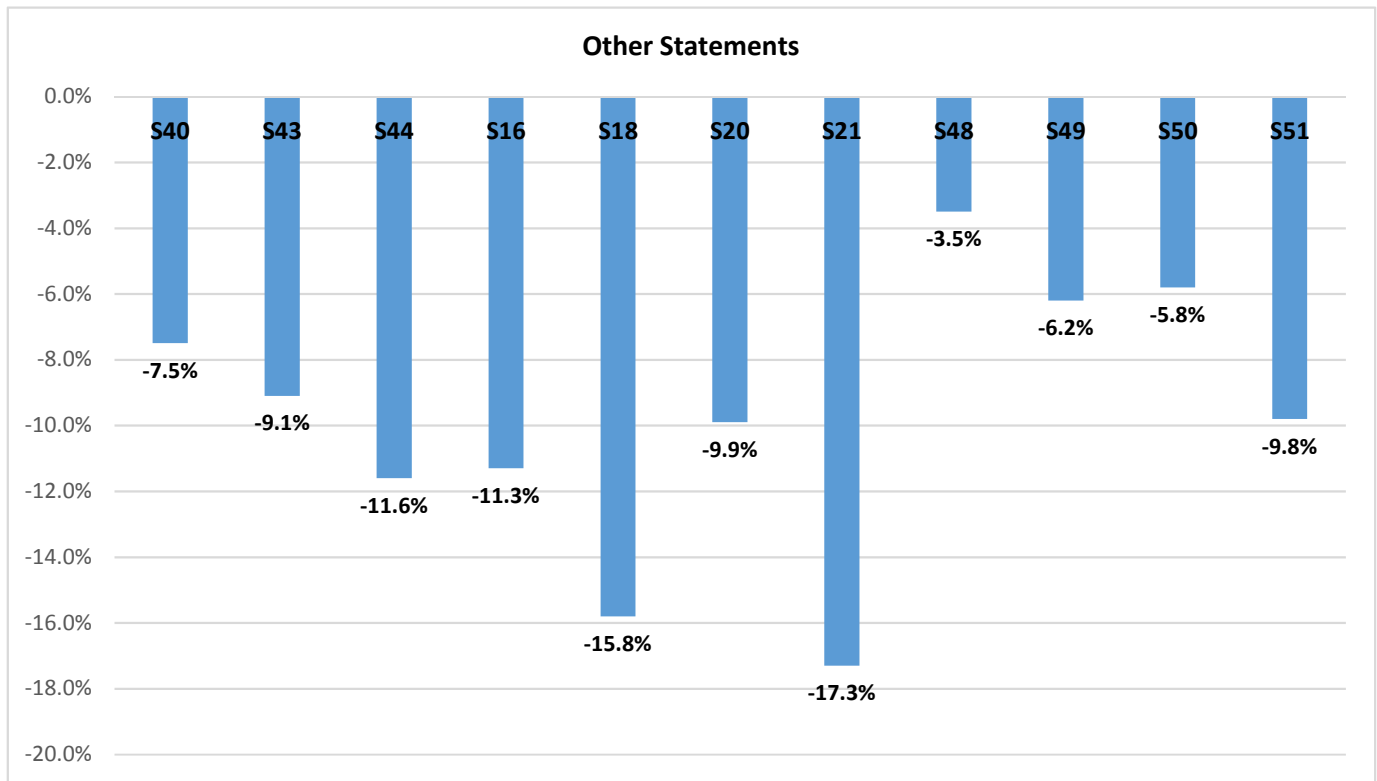
Statement	
S26	I have opportunities for career growth within the Manitoba government.
S24	My department supports my work related learning and development.



Statement	
S27	I have support at work to provide a high level of service.
S22	My job is a good fit with my skills and interests.
The following statements are new in 2018:	
1. I have access to resources and supports which help respond to the needs of our clients.	
2. I understand how my work contributes to improving outcomes for the clients of my department.	



Statement	
S9	Innovation is valued in my work.
S8	I have opportunities to provide input into decisions that affect my work.
S17	I receive meaningful recognition for work well done.
S19	I have support at work to balance my work and personal life.
S11	I have positive working relationships with my coworkers.
S37	I am treated respectfully at work.
S3	I know how my work contributes to the achievement of my department's goals.



Statement	
S40	In my department, the process of selecting a person for a vacant position is fair.
S43	My department values diversity.
S44	My department creates a safe work environment for its employees.
S16	I receive meaningful feedback on the work I do.
S18	I have a reasonable workload.
S20	I am held accountable for my performance.
S21	In my department, poor performance is addressed so improvement can occur.
S48	I am clear on the ethical values expected in performing my work.
S49	If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.
S50	I believe management would take appropriate corrective action if instances of ethical misconduct were reported to them.
S51	Overall, I believe the current practices and policies with respect to values and ethics are working effectively in supporting an ethical environment in my department.

Note - The statement "I annually receive communication from my department about The Public Interest Disclosure (Whistleblower Protection) Act" was rephrased in the 2018 survey and cannot be compared to 2015 values.