



Government of Canada
Department of Communications

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Ministère des Communications



USE OF THE MANSIS SYSTEM
IN THE CENTRAL REGION

Evaluation Assessment

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1989

JUNE, 1989

PROGRAM EVALUATION DIVISION



United Way

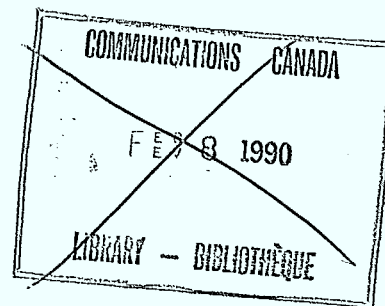
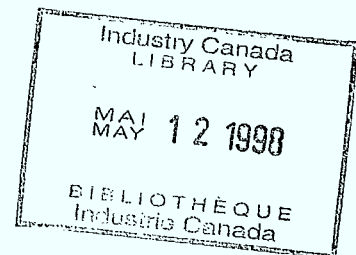


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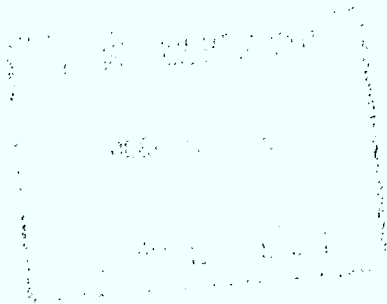
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PROGRAM EVALUATION SERIES

This evaluation assessment report was
prepared by the Program Evaluation
Division of the Department of
Communications, Canada.

Ce rapport préparatoire d'évaluation a été
mis au point par la Division de
l'évaluation des programmes du Ministère
des Communications du Canada.

EXECUTIVE SUMMARY

This document is an evaluation assessment study of the Mansis system as it is used in the Central Region of the Department of Communications. Mansis is a system for ongoing management of an organization as well as for implementing change.

A number of reasons for conducting an evaluation of the Mansis system as implemented in the Central Region are presented. An evaluation of the use of the Mansis system has been requested by the Regional Director General of the Central Region, which indicates that there is a willing client for this evaluation. As well, the survey of all employees conducted in February and March, 1988 and the mission exercise resulted in an action plan with several recommendations focused on improving human resources management. As a result, there has been considerable attention paid to the management of employees in the Department. The use of Mansis in the Central Region has been recognized as a pilot project for the rest of the Department and thus, there has been interest expressed by senior management in the effects of its implementation. For these reasons, it is essential to determine the impacts and effects of the use of the system in the Central Region through an objective evaluation.

This report provides a description of the use of the Mansis system in the Central Region including discussions of the background situation in the Region, the implementation of Mansis and resources associated with the program. Also included is a logic chart of the activities, outputs, impacts and objectives of the program. Seven evaluation issues are then identified. The identified issues focus on the impact of the use of the Mansis system in terms of individual factors such as self-esteem and job satisfaction, communication between employees and managers, images of management, employee motivation, existence and knowledge of performance standards, attitudes toward the implementation of Mansis and alternatives to this system.

Three studies have been suggested to examine these issues. Four options are suggested:

1. That no evaluation be carried out.
2. That a mail survey of all employees in the Central Region be conducted.
3. That in addition to the mail survey, additional interviews be carried out with a representative sample of Central Region employees in order to obtain more detailed information.
4. That as well as a mail survey and additional interviews, a literature review be performed to address the issue of alternatives to the Mansis system.

The Program Evaluation Division recommends that Option 3 be conducted.

RÉSUMÉ POUR LA DIRECTION

Le présent document est une étude préparatoire à l'évaluation du système Mansis utilisé par la Région du centre au ministère des Communications. A titre d'information, Mansis est un système permanent de gestion et qui permet aussi d'apporter des changements à une organisation selon les besoins.

La fonction des ressources humaines a reçu beaucoup d'attention au cours des dernières années au ministère des Communications. Il s'agit de se rappeler le sondage auprès de tous les employés du ministère réalisé au cours des mois de février et mars de l'année dernière. Egalement, la Région du centre a mis sur pied le système Mansis qui reflète encore une fois le soucis qu'a la haute direction à l'égard de son personnel. Le rapport préparatoire fait état de plusieurs raisons pour lesquelles ce programme devrait être évalué. La première est que l'évaluation a un client, c'est-à-dire, que ce rapport a été préparé à la requête du directeur général de la Région du centre. En deuxième lieu, l'implantation du système Mansis est à titre expérimental et, étant donné l'intérêt de la haute direction dans ce projet, il est d'importance d'en évaluer les effets de façon objective et scientifique.

Le rapport préparatoire décrit l'utilisation du système Mansis dans la Région du centre et élabore sur le contexte régional, la mise en oeuvre de Mansis et les ressources utilisées par le programme. Il comprend un diagramme montrant les activités, les produits, les effets et les objectifs du programme. Sept points à évaluer sont ensuite établis. Ces points concernent surtout l'effet de l'utilisation du système Mansis sur des facteurs individuels tels que l'estime de soi et la satisfaction professionnelle, la communication entre employés et gestionnaires, l'image projetée par la direction, la motivation des employés, l'existence et la connaissance des normes de rendement, l'accueil réservé à Mansis et les options en cas d'abandon de ce système.

Trois études ont été suggérées pour examiner les différents points et quatre approches différentes sont envisagées :

1. Ne pas faire d'évaluation.
2. Procéder à une enquête postale auprès de tous les employés de la Région du centre.
3. Parallèlement à l'enquête postale, faire des entrevues avec un échantillon représentatif d'employés de la Région du centre afin d'obtenir de l'information plus détaillée.
4. Parallèlement à l'enquête postale et à des entrevues, effectuer une étude documentaire en vue de trouver des solutions de rechange.

La Direction de l'évaluation des programmes recommande la troisième option.

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I. INTRODUCTION

This document is an evaluation assessment study of the Mansis system as it is used in the Central Region of the Department of Communications.

A. Rationale for Conducting an Evaluation

There are several reasons for conducting an evaluation of the Mansis system as implemented in the Central Region.

An evaluation of the use of the Mansis system has been requested by the Regional Director General of the Central Region, which indicates that there is a willing client for this evaluation.

As well, the survey of all employees conducted in February and March, 1988 and the mission exercise which occurred shortly thereafter resulted in an action plan with several recommendations focused on improving human resources management. As a result, there has been considerable attention paid to the management of employees in the Department. The use of Mansis in the Central Region has been recognized as a pilot project for the rest of the Department and thus, there has been interest expressed by senior management in the effects of the implementation.

It is therefore essential to determine the impacts and effects of the use of the system in the Central Region through an objective evaluation.

B. Structure of the Report

The second section of this report provides a description of the Mansis system as implemented in the Central Region. This section includes discussions of the background situation in the Region, the implementation of Mansis and resources associated with the program.

The third section discusses the program logic (the path from activities to objectives) and the evaluation issues. The fourth section presents possible evaluation studies, options and a recommended plan.

II. DESCRIPTION OF THE PROGRAM

A. Background

An informal assessment of the overall situation in the Central Region was conducted by the Regional Director General during the spring and summer of 1987. This appraisal revealed that the overall outputs of the Region were good. At the same time, however, it was felt that there was a general sense across the Region that things were good enough. Despite this complacency, room for improvement existed in both production and human resources areas.

Downsizing across the public service reinforced the motivation to increase production in the Region. During a period of restraint it is especially critical to get the most possible from employees, both in terms of quantity as well as quality. Thus, a goal became to find a management improvement program which would have a positive impact on employees' capabilities to produce good work and thereby increase production in the Region.

In addition, there were human resources considerations to be made. For example, job satisfaction, quality of working life and general motivation to do good work were seen as important components of the situation in the Region. It was felt that improvements should be made in this area as well.

It was decided to focus on human resources management to address these points. This was also in line with the intentions of senior management who had indicated at planning meetings that management training was needed in the Department.

The next step then became finding a system which would help to accomplish these goals.

B. Why Mansis was Chosen

There are several reasons behind the selection of Mansis as a system to bring about improvements in the Region.

A primary reason is that the ultimate goal was not to provide management training for a few individuals but instead, to have an impact on the way the whole Region was run. This is consistent with the Mansis approach. The Mansis system does not place the emphasis on training for only a few managers as it is a fully integrated system. Management and all staff are trained on how to use the system. Therefore, no employee is left in a situation where he or she does not know what management is doing in terms of human resources management. Instead, employees of all levels are able to work towards the same objectives using the same tools. In fact, the use of the system becomes a policy for the organization.

In addition, the Mansis system does not only give training, but it also provides advice and guidance in the implementation of the system inclusive with the implementation package. This is unlike courses where select individuals go away for a period of time and upon return have no further contact with course officials.

Finally, the emphasis in Mansis is on giving clear direction and on establishing a system of feedback for employees on how they are doing at implementing that direction.

Considering the above goals, it appeared that the Mansis emphasis was appropriate for the Central Region situation.

C. Description of Mansis

The Mansis system provides senior management with an across-the-board management system to bring about change. It involves teaching basic managerial and job-related interpersonal skills and providing simple and effective tools.

The training manual clearly outlines the basic principles which comprise the Mansis system. These are as follows:

- "a. The System is designed to be simple, and considered by many to be structured common sense.
- b. If given a chance and clear direction, most people want to do good work.
- c. Nobody can read the boss' mind.
- d. It is important for all employees to receive feedback on their performance so they are not kept in the dark. This feedback should not be infrequent but ongoing.
- e. When managing people, management must focus on the employee's behaviour, not attitudes, feelings or personality.
- f. Both managers and employees need to be up front with one another. There should be no game playing in a work situation. When people are treated like adults they more often act and respond like adults.
- g. Management must be specific when dealing with employees especially with respect to job expectations and performance standards.
- h. When work doesn't meet the required performance standards, action plans need to be developed to improve this work.
- i. It is the responsibility of both the employee and the supervisor to monitor the employee's performance.
- j. It is a supervisor's or manager's responsibility:
 - ❑ to make sure the employee knows and understands the performance standards
 - ❑ to make sure that the employee knows explicitly what's expected
 - ❑ to give the employee the opportunity to learn any necessary skills
 - ❑ to work with the employee to solve and/or prevent performance problems
 - ❑ to give recognition to the employee for good work.
- k. It is the employee's responsibility:
 - ❑ to do his/her job as responsibly as possible
 - ❑ to monitor how the job is being done and take corrective action when necessary
 - ❑ to ask for help when job problems arise

- ❑ to keep the boss informed about the employee's job performance
- ❑ to ask for clarification when necessary."

A major focus in Mansis is on behaviour. This is clearly reflected in the tools which are utilized. These tools include:

- i Behaviourally Anchored Rating Scales - rating scales created for a specific element in a particular job where there is a range of behaviour which could be acceptable for that element.
- ii Required Behaviour Sheet - a list of behaviours for a specific element in a particular job. An RBS is used when there is not a range of acceptable behaviour, but only one proper way to get something done.
- iii Performance Profile Pages - these provide an opportunity for employees to write down the positive things they have accomplished, as well as to identify any problems they might be having and any areas they feel they need to improve.
- iv Action Plans - these are plans to improve work to bring it up to performance standards and include deadlines, goals and accountabilities.

A monthly meeting is held with each employee and his/her supervisor to review any or all of the above documents.

The results of using the Mansis system, as described in the Mansis training documentation, are expected to include clear job duties for all employees, measurable performance standards and fast performance feedback.

D. Implementation of Mansis

In September of 1987, all managers in the Central Region received two presentations: one on traditional management training and one on Mansis. These presentations were subsequently evaluated by the managers. While they found both presentations interesting, they wanted to hear more about Mansis.

All supervisors in the Region then received a one-day presentation on Mansis and once again the presentation was evaluated. Most employees stated that they wanted more information about the Mansis system.

In December, 1987 a commitment to the improvement of human resources management in the Central Region was made by the Regional Director General and his management team. This was presented in a document entitled "Direction '88-89" which is a priority framework indicating the broad directions for the Region in many different areas including human resources.

To initiate the training, one-day orientation sessions were held with all supervisors across the Region during January, February and March of 1988.

A meeting was held with senior officials of the Department and the CEO of Mansis in February, 1988. At this time it was decided that the Department would contribute to the cost of Mansis.

The formal training began in June, 1988 with all senior regional managers and district directors receiving a three-day training session. All supervisory staff in the Region received their training in July and August (also three-day sessions). Finally, three one-day training sessions for all staff were held in September. Thus, all employees in the Central Region were trained on how the Mansis system operates and this training was completed by the end of September, 1988.

E. Resources

The cost of the contract with the Mansis Corporation was \$52,850. This figure includes the orientation and training sessions and all consultations before and during implementation. It also includes a coaching audit following implementation to ensure that all employees are using the system correctly and to identify problems and suggest possible solutions. As well, there were additional costs of \$1,371 which include printing, manuals and training room rentals. This brings the total cost to \$54,221.

As there are 155 employees in the Central Region, this works out to an average cost of \$349.81 per employee for the Mansis training without including travel costs.¹ To help assess this cost, figures were obtained from DGHR for comparison purposes. While this should be considered a rough comparison only, the average cost for a course taken by an employee in the National Capital Region is \$403.55.²

F. Objectives of the Implementation of the Mansis system in the Central Region

There are two types of objectives behind the implementation of the Mansis system in the Central Region. The first can be referred to as implementation issues and these are as follows:

1. The Region will have a single management system in place throughout the Region.
2. Managers will have the tools, skills and the training to give clear direction.
3. All employees will have received skills training and training on using the tools.

-
1. Travel costs are especially a factor in the Central Region as it spans such a large geographical area. Although different sessions were held in Winnipeg and Edmonton, it was still necessary for many employees to travel to participate in the program training. The total cost of travel was \$34,650.
 2. The average per diem cost of a course in the National Capital Region is \$161.42 and the average course lasts around 2.5 days.
-

4. All staff will be very much a part of the process as a system of feedback is built in: the Region will have a system for all employees to do a self-evaluation and to give feedback on the direction and feedback they receive.

Second, there are three long-term objectives for the use of the Mansis system in the Central Region:

1. Communication in the Region will become high quality and open.
2. The use of the Mansis system will bring confidence to management as they will have the necessary tools to provide direction. The tools and the confidence should lead to more effective management.
3. The use of the Mansis system will motivate all employees as they will assume personal responsibility for the tasks they have to undertake and will have the opportunity to sit down with their bosses and show them what they've done themselves to fix problems. This should lead to a high performance level in the Region.

G. Survey of Employees and the Department Mission

The implementation of Mansis in the Central Region was already past the planning stages and just into the orientation sessions when a Departmental survey was administered. Although Mansis and the survey are independent events, they are nonetheless dealing with many of the same issues. Thus, a brief discussion of this initiative is included.

The survey of all Departmental employees was conducted in February and March of 1988. The survey assessed employees' attitudes about their jobs and working for the Department. Topics covered in the survey included job satisfaction, loyalty and opinions of management. The results of this survey were presented to all employees during the summer of 1988.

Some of the findings for the Central Region include the following, for example: 58% of all employees in the Central Region were satisfied with their jobs, 74% felt that they were able to develop personally on the job through exposure to new experiences and 72% stated that they are able to use their skills and abilities on the job and thus work to their potential. At the same time, only 50% of employees in the Central Region said that they have confidence in management.

One finding which received considerable discussion was that employees across the Department hold a negative image of all levels of management. Employees indicated that managers were devoting little or no effort to a variety of management activities such as providing clear direction, giving feedback or communicating information about group or Department priorities.

Several recommendations focusing on management resulted. These recommendations include assessing management training needs, focusing on people management skills in performance assessments of managers and regular and effective communication between managers and employees who are not only one level down, but also two levels down.

There also were some recommendations which focused on the responsibilities of employees so as to facilitate the establishment of a "social contract" between management and employees. These responsibilities include participating in work planning, thinking through training and career analysis and expressing contentment and frustrations openly with superiors. Several of these recommendations appear to be covered in the Mansis system.

The Departmental mission exercise occurred at roughly the same time as the survey process. A document entitled "Challenge for Change" was published by DGHR and presented a Departmental action plan focusing on solutions to problems raised through both the mission exercise and the survey. Once again, many of the recommended actions are covered by the Mansis system.

As a result of these processes as well as a general focus on human resources, the implementation of the Mansis system in the Central Region has been viewed as a pilot project for the whole Department.

III. PROGRAM LOGIC AND EVALUATION ISSUES

A. Program Logic

Diagram 1 presents the Department's interpretation of the logic model of activities, outputs, impacts and objectives for the Mansis system.

The activities of the Mansis system are as follows:

- ❑ teaching interpersonal skills such as motivating employees, recognizing good work and dealing with discipline issues
- ❑ teaching managerial skills including clarification of the roles of a manager
- ❑ training all employees in the use of the Mansis system (including training of an inhouse coordinator and meetings with managers to develop performance standards)
- ❑ providing tools to be used in utilizing the system
- ❑ establishing an infrastructure for a system of feedback
- ❑ consultation with and coaching of senior management (including organizational analysis, clarification of senior management's role and development and delivery of letters, memos and policies from the Regional Director General concerning Mansis)
- ❑ providing a coaching audit following implementation which consists of series of meetings to examine the use of the system and identify problem areas.

These activities are expected to have the following outputs:

- ❑ training sessions for employees at all levels
- ❑ individual meetings for consultation and coaching
- ❑ an infrastructure which regulates the provision of feedback and which can be used for operationalizing management goals and objectives
- ❑ management which has the tools and skills (interpersonal and administrative) to provide direction, to coach employees to achieve their performance standards, to evaluate their progress at doing so and to resolve performance problems when standards are not being met
- ❑ clear job requirements for all employees
- ❑ measurable performance standards
- ❑ a personal performance database which is known and available to each employee and his or her supervisors.

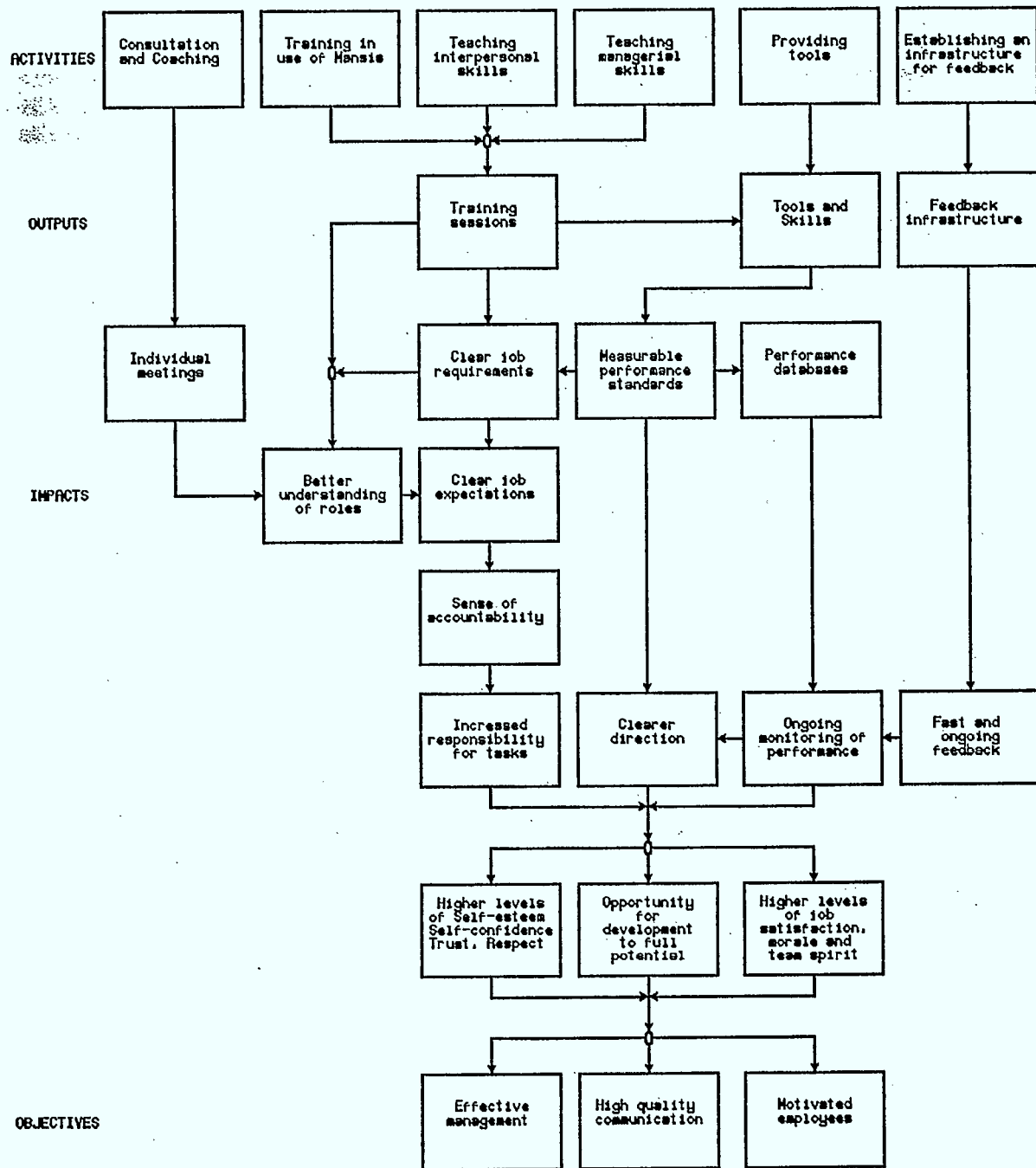
These outputs are then expected to have the following impacts:

- ❑ a better understanding of the role of management as well as employees' own roles
- ❑ clear job expectations for all employees including heightened employee expectations of management as well as clear job priorities
- ❑ a heightened sense of accountability on the part of all employees
- ❑ employees feeling an increased degree of responsibility for their tasks
- ❑ fast and ongoing feedback
- ❑ the provision of clearer direction
- ❑ ongoing monitoring of performance by both the employees and their supervisors
- ❑ a higher level of job satisfaction
- ❑ an environment which is open and non-threatening and hence, conducive to employees developing to their full potential
- ❑ increased levels of self-esteem, self-confidence, trust and respect
- ❑ increased morale and team spirit.

Finally, these impacts are anticipated to contribute to the attainment of the following broad objectives:

- ❑ employees who are motivated to perform well
- ❑ high quality communication between management and employees
- ❑ effective management who are confident in their abilities to manage.

DIAGRAM 1. MANSIS SYSTEM PROGRAM LOGIC



B. Evaluation Issues

The Office of the Comptroller General has outlined four generic evaluation issues to be considered in an evaluation. These are as follows:

1. **Program Rationale:** To what extent are the objectives and mandate of the program still relevant? Are the activities and outputs of the program consistent with its mandate and plausibly linked to the attainment of the objectives and the intended impacts and effects?
2. **Impacts and Effects:** What impacts and effects, both intended and unintended, resulted from carrying out the program? In what manner and to what extent does the program complement, duplicate, overlap or work at cross-purposes with other programs?
3. **Objectives Achievement:** In what manner and to what extent were appropriate program objectives achieved as a result of the program?
4. **Alternatives:** Are there more cost-effective alternative programs which might achieve the objectives and intended impacts and effects? Are there more cost-effective ways of delivering the existing program?

The implementation of the Mansis system presents some unique evaluation concerns. For example, the program rationale is not at issue in this evaluation. As well, implementation issues (the first type of objectives) have recently been examined by Mansis personnel through a Mansis System Coaching Audit (see Appendix 1). These issues may or may not have to be examined in this evaluation depending on the quality of the data from the audit.

The following is a list of issues to be addressed by the evaluation of the use of the Mansis system.

- 1) **Individual and Environmental Factors:** How has the Mansis system impacted on individual factors such as the self-esteem, job satisfaction and self-confidence of all levels of employees? Have trust and respect between employees and supervisors been affected? How has the environment changed? Is the environment more conducive to the personal development of employees?
- 2) **Communication:** Has the implementation of the Mansis system improved the level and quality of communication between employees and supervisors? Is communication more frequent, open and effective?
- 3) **Management:** How has the Mansis system influenced employees' perceptions of management? Do employees feel they are receiving clearer direction and more frequent feedback? Do managers feel more confident in their abilities to manage employees well?
- 4) **Motivation:** Are employees motivated to perform well? Have they assumed greater responsibility for their tasks? Are employees more motivated to expand and/or diversify their contribution to the Department?

- 5) **Standards:** Do employees feel that their job duties are spelled out clearly? Do concrete and measurable performance standards exist for all employees? Are employees more aware of what is expected of them?
- 6) **Implementation:** Do employees feel that Mansis is an intrusive system? Is any work related to Mansis viewed as worth the effort? Are all Central Region employees using the system? Have all employees received training on the system? Do all employees understand how to use the system?
- 7) **Alternatives:** Are there more cost-effective alternative management systems which might achieve the objectives and intended impacts?

IV. EVALUATION STUDIES AND OPTIONS

A. Evaluation Criteria and Methods

Appendix 2 presents criteria that could be used to address each of the evaluation issues and the methods which could be used to collect data relative to the criteria. This is by no means a definitive work plan for the evaluation, but should instead be considered indicative of the necessary studies.

B. Evaluation Studies

Three evaluation studies are presented.

Study #1: Survey of employees in the Central Region

Purpose

This mail survey would assess the effects of the use of Mansis on Central Region employees. Topics covered would include factors which were assessed in the Departmental survey such as job satisfaction, images of management, motivation and feelings of responsibility, for example. Responses would be compared to those from the first survey to give an indication of change in attitudes in the Central Region. Other issues which would be addressed would include amount and quality of communication, clarity of job roles and requirements, self-esteem and self-confidence. Finally, some questions would also be included which would provide information on attitudes toward the actual implementation of Mansis in the Central Region.

Schedule of Activities and Estimated Cost if Contracted

Review of issues with DOC officials	1 person-day
Development of survey instrument	5 person-days
Data collection and input	5 person-days
Data analysis	4 person-days
Report writing	5 person-days

20 person-days

Calculated with an average of \$500 per person-day, this survey is estimated to cost \$10,000. The time frame from start to finish is 12 weeks.

Study #2: Interview Study with Central Region Employees

Purpose

This study would supplement the information provided by the survey of all Central Region employees. A representative sample of employees would be interviewed about the effects the use of Mansis has had on them as well as their attitudes toward the system. The interviews would provide more detailed information than the survey and would allow for the inclusion of issues which might not have been discussed in the survey.

Schedule of Activities and Estimated Cost if Contracted

Design of interview schedule	2 person-days
Interviewing	5 person-days
Data analysis	4 person-days
Report writing	4 person-days

15 person-days

Calculated with an average of \$500 per person-day, this study is estimated to cost \$7,500 plus an estimated \$1000 for travel. The time-frame from start to finish is 4 weeks.

Study #3: Literature Review of Management Systems

Purpose

This study would address the evaluation issue of whether there are more cost-effective alternative programs which might achieve the objectives and unintended impacts and effects.

Schedule of Activities and Estimated Cost if Contracted

Literature review	10 person-days
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Calculated with an average of \$500 per person-day, this study is estimated to cost \$5000. The time-frame from start to finish is 3 weeks.

C. Evaluation Options

There are four evaluation options presented.

OPTION 1: No evaluation

The first option is to not have an evaluation of the use of Mansis in the Central Region at this time.

Advantages

The advantages of not conducting an evaluation of the use of Mansis are that this option will not cost anything, the human resources of the Program Evaluation Division will be freed up for other work and the employees of the Central Region will not be faced with another survey just over one year after the first one.

Disadvantages

The disadvantage of not conducting an evaluation of the use of Mansis is that no information will be available concerning the impacts and effects of Mansis in the Central Region.

OPTION 2: Survey of Employees

The second option is to conduct a survey of all employees in the Central Region (Study #1).

Advantages

The advantage of conducting a survey of employees is that it will provide a good source of information about the effects of the use of Mansis in the Central Region.

Disadvantages

The disadvantage of conducting a survey of all employees is that it will cost \$10,000. As well, this option will not provide the supplementary information which would be attained through individual interviews, nor will it address the issue of alternatives to the Mansis system.

OPTION 3: Survey of Employees and Interviews

The third option is to conduct a survey (Study #1) and to interview a representative sample of all employees (Study #2).

Advantages

The advantage of this option is that it will provide a richer source of information than simply conducting the survey alone.

Disadvantages

This option will cost \$8,500 more than Option 2, resulting in a total cost of \$18,500. As well, this option will not address the issue of alternatives.

OPTION 4: Survey of Employees, Interviews and Literature Review

The fourth option is to conduct a survey (Study #1), interview a representative sample of employees (Study #2) and complete a literature review (Study #3).

Advantages

The advantage of this option is that it will generate information relevant to how the Mansis system compares to other management system programs above and beyond whatever information concerning alternatives is volunteered during the employee interviews.

Disadvantages

This option will cost \$5,000 more than Option 3, resulting in a total cost of \$23,500.

D. Recommendation

The recommendation of the Program Evaluation Division is to proceed with Option 3 as it will provide comprehensive data about the Mansis system as it is implemented in the Central Region. Study #2 will be conducted within the Program Evaluation Division person-year allocation.

APPENDIX 1: MANSIS SYSTEM COACHING AUDIT

A coaching audit of the implementation of the Mansis system in the Central Region has recently been conducted. The following are the Terms of Reference for this audit:

1. Performance Profiles

- ☐ review the regular use of Performance Profiles to date
- ☐ review the use of the Miscellaneous Recognition Profile
- ☐ check on the number of specific behaviours identified on the Recognition Profiles
- ☐ check on the number of specific behaviours identified on the Developmental Profiles and check for action plans and worksheets

2. Interpersonal Skills

- ☐ motivation: documentation on Recognition Profile
- ☐ change: proper documentation on Developmental Profile
 - use of change worksheet
 - use of action plan forms
- ☐ discipline: complete documentation and use of worksheet
- ☐ performance update meeting: completed cards, properly used

3. BARS/RBS

- ☐ completion
- ☐ specific behaviour
- ☐ reviewed for currency
- ☐ employee familiar with their BARS or RBS and has current vision

4. Employee Orientation

- ☐ all employees oriented and understand process
- ☐ general employee reaction

5. Performance Update Meeting

- ☐ review proper use of card
- ☐ number of behaviours cited
- ☐ use of requests for help or direction
- ☐ resolution of requests for help or direction
- ☐ management review of supervisors' employee update cards

APPENDIX 2: EVALUATION CRITERIA/METHOD TABLE

ISSUE	INDICATOR	METHOD
1) INDIVIDUAL AND ENVIRONMENTAL FACTORS		
How has the use of the Mansis system impacted on individual factors such as the self-esteem, job satisfaction and self-confidence of all levels of employees?	Self-ratings of self-esteem, job satisfaction, self-confidence, personal development.	Survey
Have trust and respect between employees and supervisors been affected?	Self-ratings of trust and respect.	Survey and Interviews
How has the environment changed? Is the environment more conducive to the personal development of employees?	Ratings of the quality of the environment.	Survey and Interviews
2) COMMUNICATION		
Has the implementation of the Mansis system improved the level and quality of communication between employees and supervisors? Is communication more frequent, open and effective?	Qualitative and quantitative ratings of communication.	Survey and Interviews
3) MANAGEMENT		
How has the use of the Mansis system influenced employees' perceptions of management?	Ratings of management.	Survey
Do employees feel they are receiving clearer direction and more frequent feedback?	Comparative assessments of direction and feedback.	Survey and Interviews
Do managers feel more confident in their abilities to manage employees well?	Self-ratings of management skills.	Survey and Interviews

4) MOTIVATION

Are employees motivated to perform well?	Self-ratings of motivation.	Survey
Have employees assumed greater responsibility for their tasks?	Self-ratings of responsibility.	Survey
Are employees more motivated to expand and/or diversify their contribution to the Department?	Self-ratings of motivation.	Survey

5) STANDARDS

Do employees feel that their job duties are spelled out clearly?	Self-ratings of clarity.	Survey
Do concrete and measurable performance standards exist for all employees?	Ratings by supervisors.	Survey
Are employees more aware of what is expected of them?	Ratings by employees.	Survey

6) IMPLEMENTATION

Do employees feel that Mansis is an intrusive system?	Ratings of intrusiveness.	Survey
Is any work related to Mansis viewed as worth the effort?	Ratings of amount of work and assessment of its value.	Surveys and Interviews
Are all employees using the system?	Assessment of utilization.	Survey and Audit
Have all employees received training on the system?	Number of employees trained.	Survey and Audit
Do all employees understand how to use the system?	Ratings of comprehension.	Survey and Audit

7) ALTERNATIVES

Are there more cost-effective alternative management systems which might achieve the objectives and intended impacts?

Comparison of Mansis to other managementsystems in terms of structure, objectives and cost.

Literature review

[illegible]

