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USE OF THE MANSIS SYSTEM
IN THE CENTRAL REGION

Evaluation Report

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PROGRAM EVALUATION DIVISION

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

The evaluation was conducted under the
direction of Shelley Borys.

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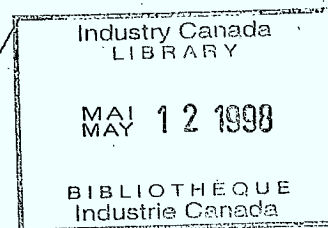
Cette évaluation a été dirigée par
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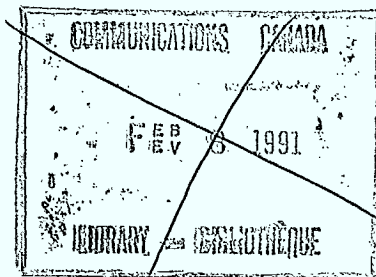
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INTEGRATED EVALUATION REPORT



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EXECUTIVE SUMMARY

This document is an integrated report on the evaluation of the use of the Mansis system in the Central Region of the Department of Communications. Mansis is a management system designed to facilitate ongoing management as well as implement change throughout an organization. It involves teaching basic managerial and job-related interpersonal skills and providing simple tools. Implementation of this system in the Central Region was completed by the end of September, 1988.

The evaluation consisted of two separate studies which were conducted in March and April of 1990. The first study was a mail survey of all employees in the Central Region who are using the Mansis system. The second study consisted of a series of group interviews with approximately half the employees of the Region. Six areas of findings are presented in this report and are highlighted below.

Results

1. Communication

It appears that the majority of employees receive regular feedback on their performance and that feedback is more frequent following the implementation of Mansis. A large majority of employees also indicated that they are receiving clear direction and, for many, this direction is clearer than the direction they were receiving two years ago. Several other indicators from the studies are described in the report. Clearly employees have a positive attitude about the level of communication in the Region.

2. Individual and Environmental Factors

It appears that some impacts of Mansis are dependent on individual employees and particular work situations. Some employees felt more confident and others perceived having greater participation in decisions. Others felt negatively about having to list their positive accomplishments and some questioned the sincerity of positive feedback.

3. Motivation

A fair conclusion from the opinions stated on this issue is that employee motivation has not been directly influenced by the use of the Mansis system. At the same time, it is important to consider whether any management system could realistically be expected to significantly influence the motivation of employees. In this respect, finding no effect on motivation is neither surprising nor problematic.

4. Changes Over Time

Between 40 and 60 percent of respondents indicated that improvements have been made in the last two years. Specifically, managers felt more confident in their abilities to manage staff, that it is easier to give direction to staff and that those employees they supervise are more receptive to direction. Employees also felt that they are receiving more feedback, and the direction they receive from their supervisors is clearer.

Comparative data from the 1988 Departmental all-employee survey also support the findings of positive change in the eighteen months following the implementation of Mansis.

5. Mansis: Specific Findings

In general, Mansis has been accepted and was credited with bringing many benefits to the workplace. Both the Mansis training and the implementation of the system itself were positively evaluated by employees. More than half the employees interviewed would choose to keep using Mansis if they were given the choice. The majority of employees would recommend the system to other areas in the Department.

6. Differences Within the Region

Overall, non-management/non-supervisory personnel were less positive about communications in general than managers or supervisors. They were also less likely to indicate that they feel things have changed in the last two years.

There also were some differences by province in attitudes and practices. These differences suggest that the implementation of Mansis has been uneven.

Conclusion

The implementation of the Mansis system in the Central Region has achieved many of the intended objectives and has brought valuable benefits to the workplace. After being in place for eighteen months, it seems that it is now time for a fine-tuning phase to eliminate some of the identified problems and to allow for streamlining and customizing of the materials. As well, it is important to ensure that employees at all levels have a clear and consistent vision of what Mansis has been brought in to do and how it should best be applied.

Recommendations

The evaluation revealed some minor problem areas primarily related to the implementation or the day-to-day mechanics of Mansis. The Regional management committee is reviewing the identified areas of concern and will be formulating a plan of action based on the recommendations of the committee members.

RÉSUMÉ À L'INTENTION DE LA DIRECTION

Le présent document est un rapport intégré sur l'évaluation de l'utilisation du système Mansis dans la région du Centre du ministère des Communications. Mansis est un système de gestion conçu pour faciliter une gestion suivie et la mise en oeuvre de changements dans toute une organisation. Ce système offre des instruments simples et comporte l'enseignement de techniques de base de gestion et l'amélioration des relations interpersonnelles en milieu de travail. La mise en oeuvre de ce système a été achevée à la fin de septembre 1988.

L'évaluation consistait en deux études séparées qui ont été menées en mars et en avril 1990. La première étude consistait en une enquête postale effectuée auprès de tous les employés de la région du Centre qui utilisent le système Mansis. La deuxième étude se composait d'une série d'entrevues de groupe avec environ la moitié des employés de la région. Les six domaines de recherche du rapport sont soulignés plus bas.

Résultats

1. Communication

Il semble que la majorité des employés reçoivent régulièrement de la rétroaction quant à leur rendement et que cette situation est plus fréquente depuis la mise en oeuvre de Mansis. Une importante majorité a aussi indiqué que les directives données étaient claires et, dans plusieurs cas, plus claires que celles données il y a deux ans. Plusieurs autres indicateurs des études sont décrits dans le rapport. Les employés ont manifestement une attitude positive quant au niveau de communication dans la région.

2. Facteurs individuels et environnementaux

Il semble que l'incidence de Mansis est fonction dans une certaine mesure de l'employé et des situations de travail particulières. Certains employés disent avoir une plus grande confiance; d'autres ont l'impression de participer davantage aux décisions. Quelques-uns n'aiment pas se voir obligés de noter leurs réalisations; d'autres mettent en doute la sincérité des observations positives.

3. Motivation

Sur ce point, il serait juste de conclure que la motivation des employés n'a pas été directement influencée par l'utilisation du système Mansis. De même, il est important de se demander s'il est réaliste de croire qu'un système de gestion quel qu'il soit puisse avoir une grande influence sur la motivation des employés. À cet égard, il n'est ni surprenant ni problématique de ne constater aucun effet sur la motivation.

4. Changements survenus au cours des dernières années

Entre 40 et 60 p. 100 des employés qui ont répondu à l'enquête conviennent que la situation s'est améliorée au cours des deux dernières années. De façon plus précise, les gestionnaires estiment qu'ils ont plus confiance en leurs capacités de gérer du personnel, qu'il est plus facile de donner des directives au personnel et que les employés qu'ils supervisent sont plus réceptifs aux directives. Les employés estiment

aussi qu'on leur fait plus d'observations et que les directives qu'ils reçoivent de leurs supérieurs sont plus claires qu'auparavant. Des données comparatives tirées de l'enquête qui avait été menée auprès de tous les employés du Ministère en 1988 corroborent aussi les conclusions selon lesquelles un changement positif serait survenu au cours des dix-huit mois qui ont suivi la mise en oeuvre de Mansis.

5. Mansis : conclusions particulières

En général, Mansis a été accepté, et on lui attribue de nombreux avantages dans le milieu de travail. La formation au système Mansis et la mise en oeuvre du système ont reçu une évaluation positive des employés. Plus de la moitié des répondants continueraient à utiliser Mansis si on leur donnait le choix. La majorité des employés seraient prêts à recommander le système aux autres secteurs du Ministère.

6. Différences à l'intérieur de la région

En général, le personnel qui n'a pas de fonctions de gestion ou de supervision avait une attitude moins positive quant aux communications que les gestionnaires ou les superviseurs. Ces employés avaient aussi moins tendance que les autres à trouver que les choses avaient changé au cours des deux dernières années.

On a aussi pu noter des attitudes et des pratiques différentes entre les provinces. Ces différences suggèrent que la mise en oeuvre de Mansis s'est effectuée de façon inégale.

Conclusion

La mise en oeuvre du système Mansis dans la région du Centre a permis d'atteindre plusieurs des objectifs fixés et offre des avantages précieux dans le milieu de travail. Le système est en place depuis dix-huit mois. Le moment semble venu de le polir afin d'éliminer certains des problèmes décelés et de permettre de rationaliser et d'adapter le système aux besoins existants. Aussi, il est important de voir à ce que les employés de tous les niveaux aient une vision claire et logique de la raison pour laquelle Mansis a été mis en oeuvre et de la meilleure manière d'appliquer le système.

Recommandations

L'évaluation a permis de détecter quelques problèmes mineurs liés surtout à la mise en oeuvre ou au fonctionnement courant du système Mansis. Le comité de gestion de la région du Centre examine actuellement les problèmes qui ont été reconnus et formulera un plan d'action basé sur les recommandations des membres du comité.

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I. INTRODUCTION

This document is an integrated report on the evaluation of the use of the Mansis system in the Central Region of the Department of Communications.

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. However, there was room for improvement in the areas of production and human resources concerns such as the quality of working life and motivation to produce good work. It was decided to focus on human resources management to address these issues. This decision was also in line with the intentions of senior management who had indicated at planning meetings that management training was needed in the Department.

There are several reasons Mansis was selected as a system for the Central Region to help to accomplish these goals. Mansis is a management system which is designed to facilitate ongoing management as well as implement change throughout an organization. First, there was a desire to not just provide management training for a few individuals, but instead to have an impact on the whole Region. The Mansis system ensures that all employees are trained on how to use the system and are aware of how human resources are to be managed in the Region. Thus, employees at all levels are able to work toward the same objectives using the same tools.

In addition, the Mansis system includes not only training, but also advice and guidance in the implementation of the system. 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 regular feedback for employees concerning how they are doing at implementing that direction.

B. Description of Mansis

The Mansis system involves teaching basic managerial and job-related interpersonal skills and providing simple tools.

The Mansis training manual clearly outlines the basic principles which comprise the Mansis system. They are presented here in order to provide a greater understanding of how the Mansis system operates. The following are the basic principles behind the Mansis system.

- "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; and,
 - 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; and
 - to ask for clarification when necessary."

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

1. Behaviourally Anchored Rating Scales, which are 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;
2. Required Behaviour Sheets, which are lists of behaviours for a specific element in a particular job and are used when there is not a range of acceptable behaviour, but only one proper way to get something done;
3. Performance Profile Pages, which 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; and,

4. Action Plans, which are plans to improve work to bring it up to performance standards and include deadlines, goals and accountabilities.

Each employee has a Mansis binder which contains all of these documents as well as their job description and any other related material. A monthly meeting is held between each employee and his or her supervisor to review the activities and concerns of the employee and 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.

C. Objectives of Implementing the Mansis system in the Central Region

There were two levels of objectives behind implementing the Mansis system in the Central Region. The first level of objectives are short-term objectives and these are as follows:

1. a single management system in place throughout the Central Region;
2. clear direction given by managers;
3. all employees trained in the management system; and,
4. a Region-wide system for all employees to do self-evaluations of their performance and to comment on the direction and feedback they receive from their immediate supervisors.

The second level is comprised of three long-term objectives for the use of the Mansis system in the Central Region which were not expected to have been fully achieved by the time of the evaluation:

1. more opportunity for communication and increased quantity of communication in the Region which contributes to improved quality of communication;
2. the use of the Mansis system to bring confidence to management by providing the necessary tools to give direction. The tools and the confidence should lead to more effective management; and,
3. the use of the Mansis system to motivate all employees as they assume personal responsibility for the tasks they have to undertake and 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.

D. Implementation of Mansis

The introduction of the Mansis system to the Central Region began in September, 1987 with presentations about the system to all managers and supervisors. One-day orientation sessions were held with all supervisors across the Region during early 1988.

The formal training began in June, 1988 with all senior Regional Managers and District Managers receiving a three-day training session. All supervisory staff in the Region received their three day training sessions in July and August. Finally, one-day training sessions for all remaining staff were held in September. Training was completed by the end of September, 1988. This is considered to be a typical timeframe for the implementation of this system.

E. Evaluation of the Use of the Mansis system in the Central Region

An evaluation assessment was prepared by the Program Evaluation Division of the Department of Communications and received senior management approval in June, 1989.¹

The following is the list of issues identified by the evaluation assessment to be addressed in the evaluation option selected by Regional senior management.

1. **Communication:** Has the implementation of the Mansis system improved the frequency of communication between employees and supervisors?
2. **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?
3. **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?
4. **Motivation:** Are employees motivated to perform well? Have they assumed greater responsibility for their tasks?
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

1. Program Evaluation Division, Department of Communications, "Use of the Mansis System in the Central Region: Evaluation Assessment", June, 1989.

employees using the system? Have all employees received training on the system? Do all employees understand how to use the system?

The evaluation of the use of the Mansis system in the Central Region consisted of two separate studies which were carried out in March and April, 1990.

Study 1: Survey of Employees²

A mail survey of all employees in the Central Region was conducted by an independent consulting firm. Questionnaires were distributed to all employees with the exception of the Government Telecommunications Agency staff who are not using the Mansis system. The information gathered was completely confidential; nothing on the survey forms identified the respondent.

The questionnaire was divided into five sections:

1. communication in the workplace;
2. functioning with the system;
3. opinions on management;
4. perceived impact of Mansis; and,
5. personal data and comments.

Several questions were included in the survey from an earlier Department-wide survey conducted in February and March of 1988 which examined employees' attitudes towards their jobs and the Department. Questions from the 1988 survey were included in the Mansis survey in order to compare responses across time. Using a unique identifier provided by respondents, questionnaires from the two surveys could be linked. In addition, attitudes in the Region as a whole could be compared across time.

In total, 119 of the 130 questionnaires distributed were returned for a response rate of 91.5 percent. This is an extremely high response rate which allows for considerable confidence in the survey findings.

Study 2: Interviews³

An interview study was conducted to supplement the information from the mail survey by dealing with different issues as well as probing further into topics covered by the survey. Specifically, the interviews focused on the following two questions which followed issues raised in the survey:

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2. Prairie Research Associates, "Use of the Mansis System in the Central Region: Survey of Employees", May, 1990.
 3. Program Evaluation Division, Department of Communications, "Use of the Mansis System in the Central Region: Interview Study", May, 1990.
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1. Communication: Has the implementation of the Mansis system increased the quantity of communication between employees and their supervisors?
2. Management: Do employees feel they are receiving clearer direction and more frequent feedback?

As well, three other topics which were not addressed in the survey were included in the interviews:

1. Individual and Environmental Factors: Has there been any impact on factors such as self-esteem and self-confidence or on the level of trust between employees and supervisors?
2. Motivation: Has there been an impact on motivation to perform well?
3. Implementation: Is there a lot of work associated with using Mansis? What have been the benefits of having Mansis in the Region? What have been the less desirable impacts? Are employees committed to Mansis?

The interviews were conducted by the Program Evaluation Division and took place in April, 1990. In total, sixty-eight employees were interviewed in sixteen separate sessions lasting from one to two hours. This represents 52.3% of all Central Region employees. Employees from three district offices and 50% of employees at the Regional Office were asked to participate in the interviews. The Regional Office employees were randomly selected from the Departmental phone book in proportion to their representation in the following four groups: managers; supervisors; clerical staff; and technical and officer-level employees (includes inspectors and communications and culture officers). The interviews were conducted separately for these four groups (except for the district office interviews where the manager and supervisor groups were combined).

II. RESULTS

This section presents the results of the two studies. More detailed descriptions of the findings are presented in the separate reports on each of the studies available from the Program Evaluation Division. This discussion highlights the results on communication (including feedback, participation and direction), individual and environmental factors, motivation, changes over time, employee perceptions about Mansis itself and differences within the Region.

A. Communication

A major focus of the survey was on perceptions of communication within the Region. For the purposes of presentation, some broad categories of types of communication have been developed:

- feedback, that is, superiors provide information to subordinates on their work performance;
- participation, that is, the flow of information in two directions between superior and subordinate; and,
- direction, that is, respondents' understanding of their job and what is expected of them.

1. Feedback

Employee reactions to the following statements about "feedback" indicate that the majority of respondents frequently experience this type of communication from their superiors. Overall, respondents indicate that feedback is quite common in the Central Region. (Each statement is followed by the percentage of respondents who agreed or strongly agreed with it.)

- ☐ *I usually know whether or not my work is satisfactory. (84.7% agreed or strongly agreed)*
- ☐ *My superior gives me credit and praise for work well done. (73.1%)*
- ☐ *My supervisor provides regular feedback on my performance. (61.5%)*
- ☐ *My supervisor rarely gives me any feedback about how well I am doing in my work. (22.0%)*
- ☐ *I often have trouble figuring out how I'm doing in this job. (15.1%)*

In the case of the statements: "My supervisor rarely gives me any feedback about how well I am doing in my work" and "I often have trouble figuring out how I'm doing in this job", over two-thirds disagreed.

The above questions on feedback were combined to create an overall indicator of whether regular feedback is received. It was found that 67.2% of all respondents scored high on this measure (indicating they do receive frequent feedback), 24.4% fell in the middle and only 8.4% scored low.⁴

In the interviews, the clerical group felt that whether they received more frequent feedback following the implementation of Mansis was really dependent on their individual supervisors. Some reported that they are definitely receiving more frequent feedback, especially positive feedback. Employees appreciated the fact that annual appraisals hold fewer surprises as feedback now occurs throughout the year.

Many employees in the technical and officers group felt they are getting more regular feedback following the implementation of Mansis, although there were some who felt there has been no change. For many, this was because they felt they have always received regular feedback. Some employees also felt there is almost too much recognition given now which causes them to question the sincerity of the recognition.

Finally, most managers and supervisors thought they were providing more frequent feedback now, although there were several who felt they hadn't changed. Managers and supervisors agreed that it was much easier to deal with problems and with difficult employees now. As well, even those who felt they were not giving more feedback now indicated that the feedback they give was much more useful.

2. Participation

The Mansis system was intended to increase the number of opportunities for the exchange of information in a structured format (i.e., meetings). Several statements measured the perceived opportunity for subordinates to communicate with superiors.

The following statements measure respondents' perception of their participation in the process of communication. Again, the percentage following each statement represents those who agreed or strongly agreed with it.

- ❑ *When I am unsure what to do, I have the opportunity to ask for clarification from my supervisor. (88.2% agreed or strongly agreed)*
- ❑ *My supervisor gives me direction, and then lets me do my job. (81.4%)*
- ❑ *My supervisor encourages me to participate in important decisions which affect my job. (76.9%)*
- ❑ *I seem to be the last person to know what is going on (15.9%)*

-
4. The creation of "overall measures" described here and elsewhere in this report utilizes a five-point scale ranging from "strongly agree" to "strongly disagree". A high score is made up of the "agree" and "strongly agree" categories, the "neutral" category is in the middle, and "disagree" and "strongly disagree" comprise the low score.
-

- ❑ *I usually hesitate to speak openly with my supervisor. (11.0%)*
- ❑ *My supervisor ignores suggestions and complaints from people at my level. (7.0%)*

The responses to these six statements were aggregated to produce an overall measure of the amount of participation employees experience in communication. It was found that 78.2% of all respondents scored high on this measure indicating a high degree of participation with 20.2% falling in the middle and only 1.7% scoring low.

Further data on perceptions of communication come from the interview study. Employees were asked to describe whether the implementation of the Mansis system has had an impact on the quantity of communication between employees and their supervisors.

The majority of employees in the clerical category who were interviewed felt that there definitely had been an improvement in the amount of communication in the Region. There was some doubt among the members of this group, however, about whether their communication does go up two levels as it is supposed to when the Mansis system is followed.

The technical and officers group had mixed feelings about the effects of Mansis on communication. For some members of this group, communication had definitely increased. Others, however, felt that communication was already good, so that Mansis had not brought about any significant change. Members of this group also expressed some doubt about whether their communication does go up two levels or whether it stops at their supervisor's desk.

Although there are some managers who felt there has been no change (typically because they feel communication was good before), most felt that communications have improved. Many felt the biggest change was having to set aside time each month to sit down with each of their employees and talk. As well, employees are learning to bring problems to their supervisor's attention; thus, supervisors are now more aware of what really goes on in their units.

3. Direction/Consultation

In terms of both direction from and consultation with superiors, respondents tended to be positive about communication. In this series of statements, most were positive and indicated they understood what their job involved.

- ❑ *I know the goals of my section well. (87.4% agreed or strongly agreed)*
- ❑ *Suggestions I make to those I supervise are usually well received. (79.7%)*
- ❑ *Management encourages me to suggest improvements. (78.3%)*
- ❑ *My supervisor makes sure I know what is expected of me. (78.0%)*
- ❑ *New tasks are explained well. (68.1%)*

The overall measure formed from the above statements on direction and consultation reveal that 81.5% scored high indicating they are receiving direction and consultation, 15.1% fell in the middle and 3.4% scored at the lower end of the scale.

Responses to other statements reinforce the finding that communication between superiors and subordinates in the Central Region is strong and clear.

- *Most of the time I know what to do in my job.* (98.3% agreed or strongly agreed)
- *I find I keep having to explain things repeatedly to those I supervise.* (5.4%)
- *My duties are so unclear that I don't know what I'm supposed to do.* (2.5%)
- *Are you aware of what your supervisor expects of you?* (90% most or all the time)

Positive perceptions of communication in the Region are also reflected in responses to questions dealing directly with communication between various employee levels in the Region. The vast majority of managers and supervisors felt the quality of communication to them from those they supervised was "good" or "extremely good". Communication from supervisors to respondents was rated "good" less often, but still the majority were positive. Communication from managers was rated "good" or "extremely good" by fewer than half the respondents. These results are corroborated with information from the interviews.

In the interview study, most of the employees in the clerical group felt they were receiving clearer direction than before Mansis was put in place. A few employees expressed concern that Mansis has not been implemented completely by all managers and that this affects the extent to which they then give clear direction: if managers use the system, they will give clear direction; managers who don't use the system, however, will not give clear direction unless that has always been part of their management style.

Around half the technical and officers group felt they are receiving clearer direction. Many employees indicated there has been no change; for some, the direction received was always good and has stayed that way; for others it never was good and has not improved.

The majority of the manager and supervisor group feel they have improved the direction they give. Mansis is credited with this change as managers have to think about what they want done and whether they are communicating this clearly to their employees. On the other hand there were some managers and supervisors who feel there has been no change. This subgroup feels they have always given clear direction and still do so, but now, in addition, they are frustrated by having to complete forms for Mansis.

4. Images of Management

A number of statements in the survey dealt with "management", both in terms of the way the Department is "managed" and how those at higher levels in the command structure are perceived to carry out their management duties.

As previously mentioned, management received high ratings for encouraging suggested improvements: over three-quarters agreed or strongly agreed with that statement. However,

there is a large minority (40%) who feel that their co-workers complain a lot about poor management and while a majority disagree, one-fifth agree that they cannot put much confidence in management.

Respondents were also asked *"To what extent does your Department have a real interest in the welfare of those who work here?"*. The majority indicated "to some extent" (44.1%) or a "great extent" (33.9%).

A series of questions asked employees to rate the level of effort devoted to various tasks by different levels of management. The respondent was asked to rate his or her immediate supervisor on ten items including feedback, direction, and opportunity for input. Other managers were rated on a similar eight item scale and the Director General on a six item scale.

Overall, respondents' immediate supervisors fared well. When rating them, over half the respondents indicated that their supervisor makes "considerable" or "tremendous" effort. Less than a third said that little or no effort was made. Other managers in the Region fared less well. Only a third rated their effort as "considerable" or "tremendous", and 30 percent indicated that they make little or no effort. These managers, however, are probably more remote from individuals and their dealings with them would be more sporadic. This being said, it is interesting that the Director General is rated approximately the same or higher than the immediate supervisor in most areas. He is also seen as devoting considerable effort to clarifying the overall goals of the Department and as giving the Region leadership to a great extent.

The fact that, in general, immediate supervisors and the Director General are rated highly should be taken as convincing evidence of communication working well in the Region. Since the immediate supervisor is the person that respondents must deal with regularly and on an on-going basis, it is crucial that he or she be rated highly if communication is to be successful in the Region. Similarly, the Director General is the "leader" in the Region, and can be seen as being responsible for the smooth functioning of the management within the Region. If he is not rated highly, then "upper management", in general, could be questioned. The fact that "other managers" are not rated highly by the majority of respondents, (while it should not be dismissed) is less crucial as it is less clear who respondents are rating in this case.

5. Summary

In general, respondents in the Central Region have a positive attitude towards the level of communication. Two-thirds rated feedback as common and effective. Eighty percent or more feel they participate in the communication process and perceive that direction is given and received well. Over 90 percent indicated they are aware of what their supervisor expects of them most of the time or always. The vast majority state that they know the goals of the Department and disagreed that they cannot put much confidence in management. Immediate supervisors and the Director General were rated highly by the majority for their efforts in the area of communications. Other managers fare less well with only a third of respondents rating their efforts high. Given these findings, employees in the Central Region are positive about the communication in the work environment.

B. Individual and Environmental Factors

Of interest here was whether employees felt there has been any impact on factors such as self-esteem and self-confidence or on the level of trust between employees and supervisors. These issues were only addressed in the interview study. Summarizing the results for any particular group is difficult as the responses to the questions about individual and environmental factors seemed entirely dependent on individual work situations.

Employees in the clerical group made some comments indicating they felt more confident now and more encouraged by management. There also were some negative comments. Some employees said the meetings made them feel their managers did not trust them to do their jobs. Related to this are comments that the meetings sometimes feel like a requirement for an employee to prove that he or she is doing his or her job and that this can feel demeaning and depressing.

For some members of the technical and officers group, using the Mansis system has increased confidence in their abilities and has led to perceptions of greater participation in decisions. The negative comments include statements concerning how it feels to have to list positive accomplishments and questioning the sincerity of positive feedback. Finally, there was some agreement that Mansis has had no effect on trust between employees and their immediate supervisors.

Many managers and supervisors felt their confidence in themselves as managers and supervisors has increased. Mansis has forced this group of employees to think through their direction and communication to staff to ensure that nothing is left out. Some members of this group also felt they are now able to communicate more easily to staff.

1. Summary

It appears as if some impacts of Mansis on factors such as self-esteem and self-confidence are dependent on individual employees and particular work situations. Some employees felt more confident and others perceived greater participation in decisions. Others felt negatively about having to list their positive accomplishments and some questioned the sincerity of positive feedback.

C. Motivation

The question of whether the implementation of Mansis has had an impact on the motivation of employees to perform well was only addressed in the interview study.

Almost all the employees interviewed in the clerical and the technical and officers groups felt that Mansis has had no effect on their motivation at work.

A mixed message emerged concerning the manager and supervisor group's perceptions. Some felt that Mansis was very successful in motivating staff who prior to Mansis had been relatively unmotivated, whereas it was difficult to improve the motivation of an employee who has always been motivated. Others stated the opposite: that Mansis has been very successful in motivating staff who were always motivated to perform well, yet there has been no effect on those employees who have never been motivated.

1. Summary

A fair conclusion from the opinions stated on this issue is that employee motivation has not been directly influenced by the use of the Mansis system. At the same time, it is important to consider whether any management system could realistically be expected to significantly influence the motivation of employees. In this respect, this finding of no effect on motivation is neither surprising nor problematic as this was a long-term rather than a short-term objective.

D. Changes Over Time

The 1988 survey⁵ found that the respondents in the Central Region tended to be much more positive than respondents in other regions of the Department of Communications. In the section comparing regional differences, the report stated that "Globally,... regions present clusters of attitudes which place them in a certain order of 'quality of the working environment.'" In this context it concluded that "Central Region would rate the highest,...". The favourable attitudes of respondents presented above, then, should not come as a surprise. However, the report warned that this "does not imply that there is no room for improvement...". This improvement appears to be taking place.

1. Compared to Two Years Ago

Several questions were included on the Mansis survey which asked the respondent to think about the present state of various aspects of the work environment "*compared to two years ago*."

The most noticeable result from the statements below is that between 40 to 60 percent agreed that things have improved in the last two years. Very few indicated things had become worse (that is, disagreed with these statements).

- *Compared to two years ago, I feel more confident in my abilities to manage employees well. (57.4% agreed or strongly agreed)*
- *Compared to two years ago, I am finding it easier to provide direction to other employees. (48.5%)*
- *Those I supervise have become more receptive to my direction in the last two years. (47.7%)*
- *Compared to two years ago, I feel I receive more feedback about my work. (48.2%)*
- *Compared to two years ago, I feel I'm receiving clearer direction from my supervisor. (39.8%)*

5. Program Evaluation Division, Department of Communications, "Human Resources Management Function Evaluation: Survey of Employees - Spring 1988, Final Report," December, 1988.

An overall rating of the perception of change shows that over 45 percent agreed that things have changed for the better in the last two years. Forty-five percent felt there has been no change and under nine percent felt things have changed for the worse.

Considering the already positive attitudes of employees of the Central Region in 1988, this should be taken as good progress. The fact that nearly half the respondents felt that communication had improved in the Central Region combined with little disagreement with the statements (indicating there is not a perception that Mansis has made things worse), provides evidence of improvement. This improvement is further demonstrated when results are compared to the 1988 Departmental survey.

2. Comparison With Previous Survey

a. Entire Sample

Several questions placed on the 1988 Departmental survey were also asked on the 1990 survey to allow comparison over time.

Compared to 1988, respondents are more positive about the work environment. Those statements for which a statistically significant change occurred are presented below, along with the percentage of employees agreeing with positive statements or disagreeing with negative statements.

	<u>MANSIS/90</u> <u>(n=114 to 119)</u>	<u>SURVEY/88</u> <u>(n=121 to 123)</u>
<i>Management encourages me to suggest improvement (% agreed)</i>	78.3	53.0
<i>I know the goals of my Department well (% agreed)</i>	72.0	55.7
<i>My supervisor ignores suggestions and complaints from people at my level (% disagreed)</i>	78.9	52.9
<i>I am confused about what this Department is supposed to do (% disagreed)</i>	81.5	65.9
<i>My duties are so unclear that I don't know what I'm supposed to do (% disagreed)</i>	97.5	83.7

The 1988 survey also asked the question: "To what extent does your Department have a real interest in the welfare of those who work here?" Respondents were much more positive in 1990 than in 1988 (33.9% vs. 18.2% indicating to a great extent).

b. Linked Responses

In the 1988 Departmental survey and the 1990 Mansis survey a series of questions were asked which established a unique code to link responses without identifying the individual.

Of the 119 individuals who returned the questionnaire, 43 were able to be linked with the previous survey, thus allowing tracking of the responses of the same employees. Again, there have been changes toward the positive.

The responses of most individuals who completed both surveys are more positive in 1990. Both individuals' understanding of Departmental goals and their roles in the Department have improved. These individuals also felt there is greater communication about duties and participation in that communication process. As well, these individuals were more likely in 1990 than in 1988 to feel that the Department has real interest in their welfare (41.9% vs. 9.3% stating to a great extent).

3. Summary

Between 40 and 60 percent of respondents indicated that improvements had been made in the last two years. Specifically, respondents who supervise others felt more confident in their abilities to manage staff, that it is easier to give direction to staff, and that those employees they supervise are more receptive to direction. Respondents in general felt they are receiving more feedback, and the direction they receive from their supervisors is clearer.

The comparisons between questions placed on both the 1988 and 1990 surveys support this more positive view. While there were not significant changes in all cases, a number of statements evoked more positive responses in 1990 than they did in 1988. For example, more respondents agreed that they understand the goals of the Department and that their duties are clear. Respondents also felt more positive about the extent to which the Department has an interest in the welfare of its workers.

These results indicate that in general, positive changes have occurred in the last two years in the management of human resources in the Central Region.

E. Mansis: Specific Findings

Part of the 1990 survey dealt specifically with the Mansis system. The questions reviewed training, implementation, and the impact of Mansis in the workplace. There also were several questions in the interview study related to this. For example, do employees feel there is a lot of work associated with using Mansis? Employees were also asked to describe what have been the best and worst things about having Mansis in the Central Region. As well, employee commitment to Mansis was assessed through a question about whether employees would continue to use Mansis if they no longer were obliged and whether they would recommend the system to other parts of the Department. Respondents' use of and attitude towards the system are reviewed in detail in this section.

1. Training/Implementation

Almost all respondents indicated that they had received Mansis training. Half the respondents thought the training was useful, while less than 20 percent thought it was not useful.

Almost three-quarters of the respondents indicated satisfaction with the implementation of Mansis in their office. Those who were not satisfied (27.3%) indicated the following reasons:

- It involves too many meetings/the process wastes too much time;
- Not all superiors are participating with equal enthusiasm;
- Management is just going through the motions;
- Mansis implementation was forced on employees from the top;
- No interest in or benefit from Mansis;
- Staff development was ineffective;
- Still need better communication at all levels;
- Lack of clear direction/objectives;
- There are not enough meetings;
- Lack of initial training.

Each of these reasons was cited by three or fewer respondents.

About 18 percent indicated that they never use their Mansis manual. Twenty-four percent use it a couple of times a year, and 59 percent use their manual once a month or more (only three people indicated they use it every week or more). Over 80 percent indicated that their manual was up to date. In thinking about their duties, over half felt the Mansis material was completely accurate, while the remaining respondents indicated that there were some omissions.

Almost 45 percent credited Mansis with improving their working relationship with their supervisor.

Over half the respondents rated the effort of their immediate supervisor in explaining the Mansis system as "considerable" or "tremendous." About 30 percent of respondents attributed this level of effort to other managers in explaining Mansis. Conversely, about 20 percent indicated their immediate supervisor puts little or no effort into explaining Mansis, while almost 40 percent of other managers are so rated.

The efforts of immediate supervisors and other managers in using Mansis was rated similarly to their effort in explaining it. Twenty percent of respondents indicated their supervisors were making little or no effort in its use, while 35 percent said they felt this way about other managers.

Respondents were asked to indicate the level of agreement with a series of statements which dealt with the usefulness of Mansis. Mansis is seen as useful by a majority of respondents. Almost 60 percent disagreed that Mansis is a waste of time, while about 20 percent agreed. The statement "*The use of Mansis has improved the office environment*" split respondents with about a third agreeing and a third disagreeing. About 30 percent credited Mansis with improving their productivity, while about 40 percent disagreed.

In the interviews, employees were asked directly whether Mansis was a lot of work. There appears to be consensus that Mansis was a lot of work in the beginning. For a significant number of employees, this work has tapered off now that they have customized and streamlined the system to suit their own needs. As well, there is a group of managers who see Mansis as involving a lot of work, but who also view this extra work as beneficial.

2. Feedback/Communication

Mansis was intended to supply a structure for feedback and communication. In two general statements in the survey linking improved communication with Mansis, half or more respondents agreed or strongly agreed.

- *The use of Mansis has provided more opportunities for me to communicate with my superiors (49.2% agreed).*
- *Because of Mansis training I am able to better communicate directions to those who work for me (63.0% agreed).*

In response to the question: "*How often do you meet with your supervisor to review job performance and provide feedback on direction?*", two-thirds indicated this happens monthly, if not more often.

Mansis appears to account for this frequency. Over half indicated that the number of meetings had increased since the introduction of Mansis. A quarter indicated there had been no change, while about 15 percent stated there were fewer meetings. Two-thirds were satisfied with the current frequency of meetings (indicating no change was necessary), while about 35 percent were evenly split between those who wanted more meetings and those who wanted fewer.

3. Training of All Regional Employees

As noted above, almost everyone had been trained in Mansis. While about 40 percent felt that "*the full contribution of Mansis has yet to be felt*", there is not a strong desire or perceived need for more Mansis training. However, about a quarter of respondents agreed that they needed more Mansis training to encourage regular use of the system.

4. Changes Brought About By Mansis

Respondents were asked in the survey to cite the greatest change they felt Mansis has brought about in the workplace. Over three-quarters of respondents provided comments. Responses were classified as negative changes resulting from Mansis (16.3% of the 92 respondents who provided comments), positive changes (67.4%), no real change (9.8%) and those who provided general or neutral comments that could not be classified (6.5%).

The negative changes brought about by Mansis were reported as:

- Too time consuming;
- Lower morale in office;
- Less communication in the workplace;
- Too much paperwork and nothing to show for it;
- Too much time spent talking, not enough doing;
- Management communicates through Mansis only because they have to.

The most common negative comments were that Mansis is very time consuming (and not worth the time spent on it) and that it has lowered the morale in respondents' offices. Each

was reported by four respondents. All other negative comments were reported by two or fewer respondents.

The reported positive changes brought about by Mansis were:

- Better communication/cooperation;
- Clearer direction;
- Regular meetings;
- Ability to provide input into office management;
- Easy on-going performance appraisals;
- Fosters discussion;
- More recognition of achievements;
- Creates more trust in management during massive reorganizational change;
- Problems quickly defined and solved;
- Everyone works, no slacking off.

A third of all respondents (n=31) who provided a comment to this question indicated that Mansis had brought about better communication and/or cooperation within the Region. The other positive comments were mentioned by eight (8.7%) or fewer respondents.

5. Most Noticeable Benefits

Employees were asked in the interviews to describe what have been the most noticeable benefits of having Mansis in the Region.

The positive aspect which came up most frequently in the clerical group was better communication: employees in this group felt they now have more of an opportunity to talk to their supervisor. Employees also saw many benefits at appraisal time because Mansis ensures that there is a record of what has been done over the year, plus a record of concerns and what has happened as a result of airing these concerns.

Employees in the technical and officers group experienced somewhat similar benefits. Employees especially liked the fact that Mansis provides a structure for dealing with conflict. It is now possible to identify problems in writing and have them acknowledged without an escalation of the problem. As well, the monthly Mansis meetings were greatly appreciated by many employees. This was viewed as having benefits for the appraisal process as well. A final positive aspect identified was getting recognition for things that were taken for granted before.

The manager and supervisor group was very clear about three specific components of Mansis which they felt were most beneficial: the Mansis change-of-behaviour procedure, the Mansis action plans, and recognition. Managers and supervisors indicated that these three aspects of Mansis were extremely useful and valuable to them in doing their jobs. As well, this group felt that Mansis had greatly facilitated the appraisal process as they now had records of each employee's performance over an entire year. Finally, several people indicated that Mansis has helped them give better direction to their staff which has, in turn, made their jobs easier.

Clearly there is a large number of benefits experienced by employees as a result of using Mansis. These ranged from more opportunities to communicate and being better able to deal with problems and conflict to ensuring that appraisals are more representative of a full year's work.

6. Less Desirable Impacts

Employees were also asked in the interviews to indicate what have been the less desirable impacts of using Mansis.

Many of the comments by the clerical group concerning the negative aspects of Mansis have already been stated in other sections. For example, many employees felt the process of trying to find something to write down for a positive accomplishment was not an efficient use of time. Others felt the artificial quality of some of the positive feedback and recognition they received was a negative aspect of Mansis. There also were some comments that the paperwork and the frequency of the meetings was somewhat burdensome.

Once again the comments of the technical and officers group closely resembled those of the clerical group. The primary concern was that the extra recognition that is being given to employees is being applied to relatively trivial tasks. The recognition needs to be more meaningful in order for it to be effective. The second cluster of negative comments about Mansis revolved around the work involved in Mansis: employees felt there was a lot of repetition between forms for Mansis and forms for other reporting systems. People also indicated that the meetings were time-consuming.

Several members of the manager and supervisor group felt the most negative aspect about Mansis was the paper burden, especially the large amount of work at the beginning. Some managers and supervisors did not like not having the flexibility to customize the system to suit their own purposes. Several employees in this group felt there was now an overflow of information circulating in the Region and that the focus on communication needed to be better defined. Finally, there were a few managers and supervisors who felt that it was not beneficial to make employees come up with lists of positive accomplishments as they could see that some of their own employees were not comfortable doing this.

Thus, the most commonly cited negative aspects revolved around the paperwork and the frequency of the meetings. There also were concerns about some artificiality of positive feedback and difficulties associated with having to list positive accomplishments.

7. Employee Commitment to Mansis

At the end of the interview sessions, employees were asked whether they would continue to use the Mansis system if they had the option to drop it. As well, employees were asked whether they would recommend Mansis to other areas within the Department of Communications.

The clerical group was fairly evenly divided between wanting to keep the system, feeling neutral about it and wanting to drop Mansis immediately. Those who were neutral indicated that the system as it currently operates needs to be streamlined. About two-thirds of this group would recommend implementing this system elsewhere in the Department although,

with the exception of one office, people in this group were not overly enthusiastic about Mansis.

The vast majority of employees in the technical and officers group would keep Mansis even if they had the option of dropping it. Within this group there was a sense of grudging acceptance of the benefits Mansis had brought to their work environments. Approximately three-quarters of this group would recommend Mansis to other groups within the Department. Several employees who endorsed more widespread implementation of Mansis felt that it should only be put in place in areas where there currently are problems with communication and management.

Slightly more than half the manager and supervisor group would keep Mansis if they had the choice. There was a stronger sense of commitment to Mansis in this group than was felt in other groups. Almost all the employees in this group would recommend the implementation of Mansis elsewhere in the Department. There was widespread acknowledgement that Mansis should be passed on in its simplified form, that it needs to be fully, consistently and uniformly implemented and that it is essential to have full senior management backing and support.

Thus, overall, more than half the employees interviewed would elect to keep using Mansis if they were given the choice. The majority of employees would recommend the system to other areas in the Department.

8. Summary

In general, Mansis has been accepted and was credited with improvements in the work environment. In almost every area -- training, implementation, and on-the-job usefulness -- Mansis was given positive reviews. Less than 20 percent thought the Mansis training was not useful. Mansis was credited with improving respondents' working relationship with their supervisors by almost 45 percent. Less than 30 percent were dissatisfied with the implementation of Mansis in their office. Less than 25 percent indicated that Mansis had not improved their working relationship with their supervisor at all. Only about 20 percent agreed that Mansis had been a waste of time for their job.

More than half the employees interviewed would choose to keep using Mansis if they were given the choice. The majority of employees would recommend the system to other areas in the Department.

Overall, Mansis has been well received in the Central Region.

F. Differences Within The Region

1. Job Category

Respondents were asked to categorize themselves as managers (n=17, 14.9%), supervisors (n=20, 17.5%), or non-management/non-supervisor (n=77, n=67.5%). When respondents were compared on the basis of job category, some differences in attitude were revealed.

For the composite variable on feedback, there was little difference among the three groups. However, 12 percent of the respondents in the non-management category disagreed with the feedback statements (that is, gave a low rating). This compares to five percent from the supervisor category and zero percent from the manager category giving a low rating to the feedback questions.

Less than half of the non-management personnel indicated that they participate in work planning to a great extent. This compares to nearly 70 percent of managers and 80 percent of supervisors.

The percentage who disagreed with negative statements about management are indicated below. While the vast majority of managers disagreed with these statements, fewer (although still the majority) of supervisors and non-management disagreed.

	<u>Manager</u>	<u>Supervisor</u>	<u>Non- Management</u>
<i>There is a lot of complaining about poor management among my co-workers (% disagreed)</i>	81.2	40.0	34.2
<i>The way things are here one can't put much confidence in management (% disagreed)</i>	93.3	60.0	54.7

Overall, non-management personnel were less likely to agree that there have been positive changes in the last two years. While 36 percent of non-management personnel agreed with the overall statement on change, over half the supervisors and over 80 percent of the managers agreed.

2. Job Category Differences on Mansis

There is a stronger regard for the Mansis system among those who manage than those who are managed. Almost all managers (88.2%) rated the training as useful as did 70 percent of supervisors. Only a third of non-management personnel rated the training as useful.

According to supervisors (75.0%) and non-management personnel (69.9%), meetings with their supervisors were predominantly monthly. Managers reported meeting monthly (40.0%) or every three months (40.0%). However, among non-management personnel, over 20 percent never use their Mansis manuals, compared to 10 percent of supervisors. All managers said they use their Mansis manuals.

The use of Mansis materials is reflected in the response to the statement: "*Mansis is a waste of time for my job.*" Almost 30 percent of the non-management personnel agreed. In general, Mansis was not perceived as positively among non-management personnel as among either supervisors or managers. The benefits of Mansis appear to be felt more strongly at the top of the management hierarchy than at the bottom. This pattern of findings was replicated in the interview study.

3. General Perceptions in Different Provinces

Respondents were asked to indicate the province (or territory) in which they worked. Twenty questionnaires were returned from Saskatchewan (16.8%), 45 from Alberta or the Northwest Territories (37.8%), and 49 from Manitoba (41.2%). In general, respondents in Saskatchewan were more positive about Mansis than the others.

In the area of communications, the response to individual statements is interesting: 17 percent of the Manitoba staff disagreed with the statement "*my supervisor makes sure I know what is expected*". This compares to two percent in Alberta and none in Saskatchewan. Similar responses are found to the statement "*My supervisor provides regular performance feedback.*" Ninety percent of the staff from Saskatchewan agreed, compared to 64 percent in Manitoba, and 44 percent in Alberta.

Overall, Saskatchewan respondents were much more positive toward the statements on feedback (90% high). The most negative attitudes were recorded in Alberta (51.1% high) with Manitoba falling in the middle with 71.4 percent rating feedback high.

The percentage who disagree with the negative statements about management are indicated below. Saskatchewan respondents are much more positive about management. Alberta respondents appear to have the most concerns.

	<u>Alberta</u>	<u>Saskatchewan</u>	<u>Manitoba</u>
<i>There is a lot of complaining about poor management among my co-workers (% disagreed)</i>	28.9	64.2	45.8
<i>The way things are here one can't put much confidence in management (% disagreed)</i>	51.1	88.9	55.3

In response to the questions on change, Manitoba respondents were the least likely to agree that there had been positive changes over the last two years (38.8%). Respondents from Alberta were slightly more positive (45.2%) whereas a large majority of respondents from Saskatchewan felt there had been positive changes (68.4%).

Employees in Saskatchewan were also more positive about the communication they received from supervisors and managers than were those in the other two provinces. While a majority in each province rated the communication from supervisors as good, Alberta and Manitoba were more likely to rate it average or poor.

In each province, communication from managers is not perceived to be as good as from supervisors, but in Alberta especially the rating is particularly poor.

4. Provincial Differences on Mansis

There appear to be different practices and attitudes with regards to Mansis in the three provinces of the Central Region.

The largest group of respondents who indicated that they never use their Mansis manual was in Manitoba. Nearly 30 percent said they had never used it, compared to 10 percent or less in Saskatchewan and Alberta. While almost three-quarters of Saskatchewan respondents and over 80 percent of Alberta respondents reported using their Mansis manual monthly or more, only a third of those in Manitoba said they use it this often.

It is not surprising then, that almost 30 percent of Manitoba respondents indicated that their manual is not up to date. This compares to less than 10 percent of respondents from the other two provinces.

Meetings to review job performance and provide feedback are less common in Manitoba. While three-quarters or more in Saskatchewan and Alberta reported meeting monthly, only half do so in Manitoba. Manitoba respondents were more likely to meet every three months.

While only one Saskatchewan respondent did not feel that Mansis had been satisfactorily implemented, at least 30 percent felt this way in Manitoba and Alberta.

In Alberta, over a third agreed that they were in need of more Mansis training to encourage regular use of the system. This compares to about 15 percent in both Saskatchewan and Manitoba. In fact, 60 percent of Manitoba respondents disagreed with this statement (compared to 45.2% in Alberta and 35.0% in Saskatchewan). While use of certain aspects of the system appear to be less common in Manitoba, more training was not viewed by respondents as the method to encourage regular use.

5. Summary

Overall, non-management/non-supervisory personnel were less positive about communications in general than managers or supervisors. They were also less likely to feel that the Mansis system was beneficial. These respondents were less likely to indicate that they feel things have changed in the last two years.

There were some differences by province in attitudes and practices. These differences were replicated in the interview study to a moderate extent and suggest that the implementation of Mansis has been uneven.

G. Suggestions for Improvement

During the interview sessions, employees were asked whether they have any suggestions for how the use of the Mansis system in the Central Region could be improved. The following is a summary of the most frequently offered suggestions.

The most popular suggestion from the clerical group was to have the Mansis meetings less frequently (suggested three or four times a year). It was also suggested that the system should be simplified, perhaps to the point where only one page is used which lists both accomplishments and problem areas rather than the forms which currently exist. Related to this is a suggestion that little things should not be listed as valid accomplishments as this trivializes the process. Finally, another frequent comment concerned the necessity of uniform implementation of Mansis across the Region.

The most popular suggestion from the technical and officers group was also to have fewer meetings (suggested bimonthly or quarterly). As well, it was suggested that the number of forms should be reduced to make the system as simple and straightforward as possible. Several employees suggested that more emphasis needs to be placed on keeping the materials up-to-date. Finally, the last common suggestion from this group parallels that from the clerical group. It was suggested that management needs to determine whether everyone in the Central Region is on the same track or if, in fact, Mansis is being implemented differently from office to office and from supervisor to supervisor. Perhaps the previous finding of doubts about the two-level transmission of communication is related to differences in the implementation of the system.

Finally, the most frequently offered suggestion from the manager and supervisor group was to have meetings less frequently (suggested bimonthly or quarterly). There was a feeling that Mansis needs to have more flexibility and that people should get away from the canned package approach. It was suggested that it should be up to each manager to use or not use whatever they like about the system or want to use. In addition, some managers felt that it doesn't make sense to focus on the forms. It was thought that whether a manager is implementing Mansis should not be evaluated on the basis of whether the Mansis binders are full and current, but rather on whether the principles of good management behind Mansis are being used.

Thus, the two most common suggestions were as follows: meetings should be held less frequently than monthly; and, there needs to be more consistency in terms of understanding what Mansis is supposed to do and how best to apply it as well as in the actual adaptation and implementation of the system.

III. CONCLUSIONS

Overall, the responses provided by the employees of the Central Region in the two studies were positive. The studies assessed respondents' perceptions about communication, management, and Mansis in general. In each area, a majority responded favourably. Mansis appears to be working in the Central Region.

In concluding, it is helpful to review the objectives behind the implementation of Mansis.

Short-Term Objectives

1. A single management system

There is great acceptance of the Mansis system among managers and supervisors. These two groups appear to have "bought in" to Mansis. The majority of non-management personnel accept Mansis and see benefits. However, there is a sizeable minority (20% to 30%) who question its usefulness. It is important to note that the non-management personnel were less positive about the effects of Mansis. Some benefits have been realised, but possibly more effort must be made to ensure this system is not abandoned at lower levels.

There appears to be greater acceptance of the system in some of the provinces. These differences should be investigated to ensure that the concept of one system in the Central Region is achieved.

2. Clear direction given by managers

The majority of respondents rated the direction given by their supervisors and managers favourably. As well, compared to two years ago, there have been improvements.

3. All employees trained in the management system

Almost all employees received Mansis training. Training in the Mansis system was perceived as being thorough. The training was thought to be useful by about half the respondents and three-quarters were satisfied with its implementation, although about a quarter felt more Mansis training was needed to encourage regular use of the system.

4. Feedback throughout the system

Feedback appears to be common. A significant number of respondents felt they are receiving more frequent feedback than they were before the implementation of Mansis.

Long-Term Objectives

The longer term objectives cannot be fully evaluated after two years. However, there are indications that the quantity of communication within the Central Region has increased since the opportunities for such communication have increased (i.e., there are more meetings) and that confidence in management is growing.

The majority of employees interviewed have found that using Mansis has brought at least some benefits to their working environments. When asked to describe the best things about having Mansis in the Region, employees listed a variety of benefits including being better able to deal with problems, being recognized for doing good work, having a clear idea of work objectives and an easier annual appraisal process. It appears, however, that acceptance of Mansis has not completely filtered through to all levels in the Central Region, as managers and supervisors were most positive about Mansis while clerical staff were least likely to see benefits. As well, there were differences in perceptions among the three provinces.

Finally, the most direct assessment of whether Mansis is perceived as useful and beneficial by the employees who use it comes from their responses to two last questions: would you keep using Mansis if you did not have to, and would you recommend Mansis to others? Overall, more than half the employees interviewed would elect to keep using Mansis if they were given the choice. The majority of employees would also recommend the system to other areas in the Department.

The implementation of the Mansis system in the Central Region has achieved many of the intended objectives. After being in place for eighteen months, it seems that it is now time for a fine-tuning phase to eliminate some of the identified problems and to allow for streamlining and customizing of the materials. As well, it is important to ensure that employees at all levels have a clear and consistent vision of what Mansis has been brought in to do and how it should best be applied.

IV. RECOMMENDATIONS

The overall results of the two studies were positive, however the evaluation did reveal some minor areas for improvement. These issues primarily concern the implementation or the day-to-day mechanics of Mansis. Further consideration is recommended for the following issues.

- It appears that Mansis is being implemented differently throughout the Region in terms of how individual managers and offices are using the system. There needs to be more consistency in understanding what Mansis is supposed to do and how best to apply it.
- Almost all groups interviewed expressed a desire for meetings to be held less frequently than monthly.
- There are some doubts about whether communication is transmitted up two levels as is supposed to happen under Mansis or whether employees' concerns stop at their immediate supervisor's level.
- While almost all employees interviewed acknowledge better communication and clearer direction, feedback should be used to give recognition for major accomplishments and not for trivial things in order for the recognition to remain meaningful.

The Regional management committee is reviewing the identified areas of concern and will be formulating a plan of action based on the recommendations of the committee members.

A. Implications for Implementation Elsewhere in the Department

This evaluation focused on the implementation of the Mansis system in the Central Region. As such, the findings do not lead to conclusions concerning under which conditions implementation of the system elsewhere in the Department would be recommended as this was not an issue under investigation. However, there are a few elements behind the successful implementation in the Central Region which may be taken as guidelines should this issue come under consideration. These elements are as follows:

1. full and enthusiastic support for the system should be demonstrated by senior management;
2. all employees should receive training from the Mansis personnel in order to ensure a uniform understanding of what the system can do and how it should be applied;
3. regular monitoring of the implementation and use of the system should be carried out to ensure that the system is being applied consistently and appropriately.

[illegible]

