



USE OF THE MANSIS SYSTEM
IN THE CENTRAL REGION:
SURVEY OF EMPLOYEES

Background Study

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PROGRAM EVALUATION DIVISION

Prairie Research Associates Inc

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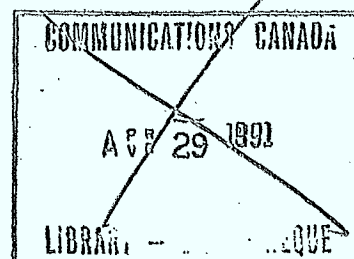
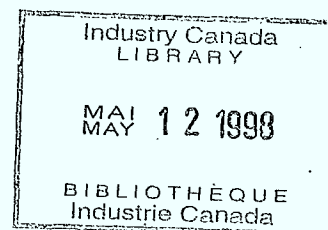
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CENTRAL REGION
MANSIS EVALUATION 2

FINAL REPORT,

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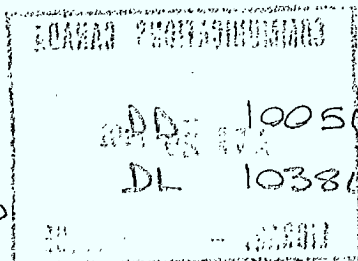


This is one of two Background Studies that form part of the evaluation of the use of the Mansis system in the Central Region.

This study was conducted by Prairie Research Associates Inc. for the Program Evaluation Division of the Department of Communications, Canada.

La présente est une des deux études de fond portant sur l'évaluation de l'utilisation du système Mansis dans la Région du centre.

L'étude a été entreprise par la firme Prairie Research Associates Inc. pour le compte de la Division de l'évaluation des programmes du ministre des Communications.



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EXECUTIVE SUMMARY

PROCESS

- o A 1989 evaluation assessment study of Mansis as implemented in the Central Region of the Department of Communications reviewed four possible evaluation options. It concluded that combining a survey of all employees with a representative sample of in-person staff interviews would "provide comprehensive data about the Mansis system..."
- o Prairie Research Associates Inc. was engaged to undertake the survey portion of the evaluation, while the interviews were conducted in-house by the Program Evaluation Division.
- o Distribution of the questionnaires, developed in close consultation with the Department of Communications, took place the first week of March 1990. About two weeks later, a follow-up letter from Prairie Research Associates Inc. was circulated to all employees in the Central Region. A third mailing was unnecessary, because of the very high response rate.
- o In total 119 of 130 questionnaires distributed were returned, representing a response rate of 91.5 percent.

FINDINGS

- o These results represent the findings from the employee survey only.

COMMUNICATIONS

- o 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 on the questionnaire measured the opportunity for subordinates to communicate with superiors and the perceived importance of such interchanges.
- o In general, respondents were positive about the amount and quality of the feedback they received.
- o Using a composite rating of feedback, two-thirds of respondents indicated that feedback was high.
- o Overall, almost 80 percent indicated that they participate in regular communications with their superiors.
- o Over half indicated that they participate in planning their work with their supervisor to a great extent.
- o The vast majority of respondents indicated that their supervisors make sure that they have direction, yet respondents also feel that they can make suggestions and, in fact, feel that management encourages such participation.
- o Over 80 percent were positive about the direction and consultation in the Central Region.

- o Almost 60 percent of respondents indicated that their supervisors give them specific goals to direct them in performing their job.
- o Over 80 percent of respondents thought the communication to them from those they supervise was good or extremely good. Almost two-thirds thought the communication from their supervisor was good or extremely good. Less than 40 percent thought the communication from other managers was good or extremely good.

DEPARTMENTAL GOALS

- o Overall, almost 80 percent rated their understanding of Department goals as high.

IMAGES OF MANAGEMENT

- o Almost 40 percent agreed that: *"There is a lot of complaining about poor management among my co-workers."* About 20 percent also agreed that *"The way things are here one can't put much confidence in management."*
- o The various levels of management were rated by respondents on their efforts in communication with staff. Overall, 55 percent rated their immediate supervisors highly. Less than 40 percent gave managers, other than their immediate supervisors, a high rating. The Director-General was given a high rating by 60 percent of respondents.

CHANGES OVER TIME

- o Between 40 and 60 percent of those who responded agreed that things had changed for the better in the last two years. For example, almost 60 percent of respondents felt more confident in their ability to manage employees well, and 40 percent felt they were receiving clearer direction from their supervisors than they did two years ago.
- o Included on the 1990 Mansis survey were a number of questions from a 1988 Departmental survey. In general, respondents were more positive in 1990 than in 1988. For example, in 1988, 19 percent of all respondents thought that the Department was interested in the welfare of its workers to a great extent. In 1990, 34 percent thought the extent of the Department's interest was great.

MANSIS

- o With the exception of two individuals, all respondents indicated they had Mansis training. Half the respondents rated the training as useful, while less than 20 percent considered it not very useful. Three-quarters were satisfied with the implementation of Mansis in their office.
- o About 20 percent indicated they never use their Mansis manual, while almost 60 percent use it once a month or more.
- o Almost 45 percent credited Mansis with improving their working relationship with their supervisor.
- o Almost 60 percent disagreed that Mansis is a waste of time, while 20 percent agreed. The

statement *"The use of Mansis has improved the office environment"* split respondents almost equally. About 30 percent credited Mansis with improving their productivity.

- o Almost half agreed that Mansis has provided more opportunities to communicate with superiors. Almost two-thirds meet monthly with their supervisor to receive feedback and direction.
- o Two-thirds felt they were better able to communicate direction to their staff.
- o Three-quarters of respondents provided comments to the open-ended questions on the greatest change brought about by Mansis. Over two-thirds of these changes were positive.

DIFFERENCES BY JOB CATEGORY

- o Non-management personnel were less likely than other groups to feel that there had been positive changes in the last two years.
- o Non-management staff were slightly less likely to be positive about Mansis. They were less likely than supervisors or managers to use their Mansis manual. They were more negative about the impact of Mansis, both personally, and in the work place. For example, almost 30 percent of non-management thought Mansis was a waste of time (compared to 15 percent of supervisors and none of managers).

DIFFERENCES BY PROVINCE

- o Respondents in Saskatchewan were more positive about all aspects of communication than those in Alberta and Manitoba.
- o Overall, respondents in Saskatchewan were also more favourably disposed to the Mansis system. For example, in Manitoba and Alberta, 30 percent or more felt that Mansis had not been implemented to their satisfaction (compared to 5 percent in Saskatchewan.)

CONCLUSIONS

- o This survey attempted to measure respondents' perceptions about communication, management, and Mansis. In each area, the responses provided by the employees of the Central Region were generally positive. There appears to be variation in attitudes among the managerial levels and the offices in each province.
- o There is great acceptance of the Mansis system among managers and supervisors. These two groups appear to have "bought in." The majority of non-management personnel generally accept Mansis and see benefits. However, there is a sizeable minority (20% to 30%) who question its usefulness.
- o Although all these changes cannot be attributed to the Mansis management system directly (after all the Region ranked highest in work environment in 1988), it appears to have played a role. The attitudes of respondents and the improvements in these attitudes since 1988 must, at least in part, result from the new management system. Mansis appears to be performing as intended. There remain some segments of the personnel who have yet to be convinced that the system is working.

RÉSUMÉ À L'INTENTION DE LA DIRECTION

LE PROCESSUS

- o Dans le cadre d'une étude préparatoire à l'évaluation du système Mansis, présentement en vigueur dans la Région du Centre du ministère des Communications, on a examiné quatre formules d'évaluation possibles. L'étude de 1989 a abouti à la conclusion qu'une enquête auprès de tous les employés, accompagnée d'une série d'entrevues avec un échantillon représentatif du personnel, fournirait des données complètes sur le système Mansis.
- o La société Prairie Research Associates Inc. a été chargée de l'enquête; les entrevues ont été menées sur le plan interne par la Division de l'évaluation des programmes.
- o Les questionnaires, élaborés en étroite collaboration avec le ministère des Communications, ont été distribués durant la première semaine de mars 1990. Environ deux semaines plus tard, on a fait circuler auprès de tous les employés de la Région du Centre une lettre de suivi de Prairie Research Associates Inc. Vu le taux de réponse très élevé, il n'a pas été nécessaire de procéder à un troisième envoi.
- o En tout, 119 des 130 questionnaires distribués ont été retournés, ce qui représente un taux de réponse de 91,5 p. 100.

LES RÉSULTATS

- o Les résultats qui suivent représentent uniquement les réponses des employés à l'enquête.

LES COMMUNICATIONS

- o Mansis avait pour objet d'accroître le nombre d'occasions d'échanges d'information selon une formule structurée autour de réunions. Plusieurs énoncés du questionnaire visaient à mesurer les possibilités qu'avaient les subalternes de communiquer avec leurs supérieurs ainsi que l'importance qu'ils attachaient à ces échanges.
- o Dans l'ensemble, les employés ont une attitude positive quant à la quantité et à la qualité des commentaires qu'ils reçoivent.
- o Selon un indice composite de cette information, les deux tiers des répondants estiment qu'elle est de bonne qualité.
- o En tout, près de 80 p. 100 indiquent qu'ils ont des communications régulières avec leurs supérieurs.
- o Plus de la moitié indiquent qu'ils participent dans une large mesure à la planification de leur travail avec leur superviseur.
- o La grande majorité des répondants déclarent que leur superviseur veille à ce qu'ils aient des directives claires; néanmoins, ils sentent aussi qu'ils peuvent faire des suggestions et même que la direction encourage ce genre de participation de la part des employés.

- o Plus de 80 p. 100 ont une attitude positive quant à l'orientation et aux consultations qui existent dans la Région du Centre.
- o Près de 60 p. 100 des répondants indiquent que leur superviseur leur donne des buts précis à atteindre dans leur travail.
- o Plus de 80 p. 100 estiment que les communications de leurs subalternes lorsqu'ils s'adressent à eux sont bonnes ou très bonnes. Près des deux tiers pensent que les communications de leurs supérieurs lorsqu'ils s'adressent à eux sont bonnes ou très bonnes. Moins de 40 p. 100 jugent que les communications des autres gestionnaires lorsqu'ils s'adressent à eux sont bonnes ou très bonnes.

LES BUTS DU MINISTÈRE

- o Dans l'ensemble, près de 80 p. 100 estiment qu'ils comprennent bien les buts du Ministère.

L'IMAGE DE LA DIRECTION

- o Près de 40 p. 100 des répondants sont d'accord avec l'énoncé : *"Mes collègues se plaignent beaucoup de la mauvaise gestion"*. Environ 20 p. 100 sont aussi d'avis que : *"À en juger par la façon dont les choses fonctionnent ici, on ne peut pas faire tellement confiance à la direction"*.
- o Les répondants ont évalué les efforts que font les divers paliers de gestion pour communiquer avec le personnel. En tout, 55 p. 100 donnent une évaluation positive à leur superviseur immédiat. Moins de 40 p. 100 donnent une bonne évaluation aux gestionnaires autres que leur superviseur immédiat. Quant au Directeur général, il reçoit une évaluation positive de 60 p. 100 des répondants.

LES CHANGEMENTS SURVENUS AU COURS DES DERNIÈRES ANNÉES

- o Entre 40 et 60 p. 100 de tous les employés qui ont répondu à l'enquête conviennent que la situation s'est améliorée au cours des deux dernières années. Par exemple, près de 60 p. 100 estiment qu'ils ont davantage confiance en leurs capacités de gestion et 40 p. 100 trouvent qu'ils reçoivent des directives plus claires de leur superviseur qu'il y a deux ans.
- o L'enquête de 1990 sur Mansis comprenait un certain nombre de questions tirées d'une enquête ministérielle effectuée en 1988. Dans l'ensemble, l'attitude des répondants est plus positive en 1990 qu'en 1988. Par exemple, en 1988, 19 p. 100 de tous les répondants pensaient que le Ministère s'intéressait beaucoup au bien-être de ses employés; en 1990, ce pourcentage est passé à 34 p. 100.

MANSIS

- o À l'exception de deux personnes, tous les répondants disent avoir reçu une formation sur Mansis. La moitié estime que cette formation a été utile, tandis que moins de 20 p. 100 ne la trouvent pas très utile. Les trois quarts se disent satisfaits de la mise en oeuvre de Mansis à leur bureau.

- o Environ 20 p. 100 indiquent qu'ils ne se servent jamais de leur manuel de Mansis, alors que près de 60 p. 100 s'en servent au moins une fois par mois.
- o Près de 45 p. 100 des répondants estiment que Mansis a amélioré leurs relations de travail avec leur superviseur.
- o Presque 60 p. 100 des répondants ne sont pas d'accord avec l'énoncé que Mansis est une perte de temps, tandis que 20 p. 100 sont d'accord. En ce qui concerne l'énoncé : "L'utilisation de Mansis a amélioré le milieu de travail", les répondants sont divisés presque également. Environ 30 p. 100 estime que Mansis a amélioré leur productivité.
- o Près de la moitié des répondants conviennent que grâce à Mansis, ils ont eu davantage l'occasion de communiquer avec leurs supérieurs. Près des deux tiers rencontrent leur superviseur tous les mois pour recevoir ses commentaires et ses directives.
- o Les deux tiers estiment qu'ils sont mieux en mesure de communiquer des directives à leurs subalternes.
- o Les trois quarts ont répondu à la question à développement sur le changement le plus important que l'utilisation de Mansis a apporté. Plus des deux tiers des changements signalés sont positifs.

LES DIFFÉRENCES SELON LES CATÉGORIES D'EMPLOI

- o Les employés n'appartenant pas à la catégorie de la gestion ont moins tendance que les autres à trouver qu'il s'est produit des changements positifs durant les deux dernières années.
- o Les employés n'appartenant pas à la gestion sont aussi un peu moins portés à avoir une attitude positive au sujet de Mansis. Ils ont moins tendance que les superviseurs et les gestionnaires à employer leur manuel de Mansis. Ils ont une attitude plus négative sur les effets du système; tant d'un point de vue personnel qu'en ce qui a trait au milieu de travail. Par exemple, près de 30 p. 100 des répondants n'appartenant pas à la gestion trouvent que Mansis est une perte de temps (par rapport à 15 p. 100 des superviseurs et aucun des gestionnaires).

LES DIFFÉRENCES SELON LES PROVINCES

- o Les répondants de la Saskatchewan ont une attitude plus positive sur tous les aspects des communications que ceux de l'Alberta et du Manitoba.
- o Dans l'ensemble, les répondants de la Saskatchewan sont également plus favorables que les autres à Mansis. Par exemple, au Manitoba et en Alberta, 30 p. 100 ou plus jugent que le système n'a pas été mis en oeuvre de façon satisfaisante (par rapport à 5 p. 100 en Saskatchewan).

CONCLUSIONS

- o L'enquête visait à mesurer la façon dont les répondants percevaient les communications, la direction et Mansis. Dans l'ensemble, les réponses données par les employés de la Région du Centre sont positives, dans chacun de ces domaines. Les attitudes semblent varier entre les divers paliers de gestion et les bureaux des différentes provinces.
- o Mansis est très bien accueilli par les gestionnaires et par les superviseurs. Ces deux groupes semblent convaincus de son utilité. La majorité des autres employés acceptent le système dans l'ensemble et lui reconnaissent des avantages. Cependant, une minorité assez importante, soit de 20 à 30 p. 100, doute de son utilité.
- o Bien que tous les changements ne puissent être attribués directement à Mansis (la Région s'était déjà placée au premier rang pour le milieu de travail en 1988), le système semble tout de même y avoir contribué. L'attitude des répondants et son amélioration depuis 1988 résultent certainement, du moins dans une certaine mesure, du nouveau système de gestion. Mansis semble fonctionner comme on l'avait souhaité. Certains groupes d'employés doivent encore être convaincus que le système fonctionne vraiment bien.

1.0 INTRODUCTION

In 1988 the Central Region of the Department of Communications adopted Mansis as its management system. Mansis is an integrated system of management that emphasises clear direction and a system of feedback. Unlike other systems that send selected members of management for training, Mansis trains all staff and management in the system's use. Thus there is an understanding at every level what management is "doing in terms of human resources management."

In June 1989 the Program Evaluation Division of the Department of Communications produced an evaluation assessment study of the Mansis system as implemented in the Central Region of the Department.¹ The document stated that: "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." The Evaluation Assessment reviewed four possible evaluation options and concluded that combining a survey of all employees with a representative sample of in-person interviews with staff would "provide comprehensive data about the Mansis system..."

Prairie Research Associates Inc. was engaged to undertake the survey portion of the evaluation, while the interviews were conducted in-house by the Program Evaluation Division. This report represents the findings from the employee survey.

This report provides an overview of the findings. The next section describes the methodology and other pertinent background information. Section 3 reviews the questions from the survey that did not deal directly with Mansis, but with communications in general in the Central Region. Section 4 compares responses to questions asked on both this survey and another earlier one, while section 5 examines the findings which deal directly with Mansis. Section 6 presents the findings from bivariate analyses by job category and province. Section 7 reviews the findings and draws conclusions.

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

2.0 BACKGROUND AND METHODOLOGY

2.1 Background

As a result of an informal assessment of the management situation in the Central Region in the summer of 1987, it was discovered that there was "room for improvement...in both production and human resources areas." It was decided that management training was needed. After a review of some possible approaches, Mansis was chosen for implementation. The Mansis system was favoured because it

"...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."

One-day orientation sessions were held in early 1988 for all supervisors. The formal training began in June of that year and by the fall, all staff were trained in the operation of Mansis.

The objectives of the management system were two-fold. The first objective dealt with "implementation issues." By implementing Mansis, it was thought that:

- 1) a single management system would be in place in the Central Region;
- 2) clear direction would be given by managers;
- 3) all employees would be trained in the management system; and,
- 4) there would be feedback throughout the system.

The second objective was long term:

- o There would be more opportunity for communication and this will increase the quantity of communication in the Region.
- o "The use of Mansis 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."
- o "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 have done themselves to fix problems. This should lead to a high performance level in the Region."

2.2 Methodology

Prairie Research Associates Inc. designed the survey in close consultation with the Program Evaluation Division and the Central Region of the Department of Communications. The questionnaire (the English version of the questionnaire is found in Appendix 1; the French version in Appendix 2) was distributed through the internal mail of the Central Region. Each distribution package contained a survey with a cover letter from the Director-General and a self-

addressed, pre-stamped envelope for return to Prairie Research Associates Inc. The information gathered was completely confidential; nothing on the survey forms identified the respondent. Packages were not individually addressed, and were simply distributed to all employees.²

The distribution took place the first week of March 1990. About two weeks later, a follow-up letter from Prairie Research Associates Inc. (see Appendix 3) was circulated to all employees in the Central Region. The letter requested those who had not returned the questionnaire to do so.

A third mailing was thought to be unnecessary, because of the very high response rate. In total, 119 of 130 questionnaires distributed were returned for a response rate of 91.5 percent.

In designing the survey, several questions were included from an earlier Department-wide survey conducted in February and March of 1988. This survey concentrated on employees' attitudes towards their jobs and the Department. Questions from the 1988 survey were included on 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. As well, attitudes of the region as a whole could be compared over time.³

² With the exception of the Government Telecommunications Agency (GTA) staff who are not using the Mansis system.

³ The Department of Communications supplied a SAS data set with the information from the 1988 survey for this comparison.

3.0 GENERAL FINDINGS

The questionnaire was divided into five sections:

- o Communication in the workplace;
- o Functioning with the system;
- o Opinion on management;
- o Perceived impact of Mansis; and,
- o Personal data/comments.

Although each section was uniquely identified, each also often touched on the same broad issues: communication, including feedback and direction; attitudes to management; and, the Mansis system.

For the sake of clarity the results of all questions are not reported within this document.⁴ The questions chosen for presentation are representative of overall findings. Also, for the purposes of this report, some of the findings have been grouped into broad categories of analysis.

Those questions dealing specifically with Mansis are discussed in Section 5. Below, we address questions on communication and management within the Region in general.

3.1 Communication

Several questions were used to measure perceptions of communication within the Region. Communication means to impart information, but it is also suggestive of many other issues. For the purposes of this report some broad categories of communication have been developed:

- Feedback, that is, superiors provide information to subordinates as to their work performance.
- Participation, that is, the flow of information in two directions between superior and subordinate.
- Direction, that is, respondents' understanding of their job and what is expected of them.

Feedback

The following statements about "feedback" indicate that the majority of respondents 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.)

⁴ Over 90 variables resulted from this survey. Appendix 3 provides the results of all questions.

- o *I usually know whether or not my work is satisfactory. (84.7%)*
- o *My superior gives me credit and praise for work well done. (73.1%)*
- o *My supervisor provides regular feedback on my performance. (61.5%)*
- o *My supervisor rarely gives me any feedback about how well I am doing in my work. (22.0%)*
- o *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.

Figure 1 graphically demonstrates respondents' perception of the "feedback." The average responses to the above statements were combined to create this scale.⁵

Rating of Feedback
(Constructed From Five Variables)

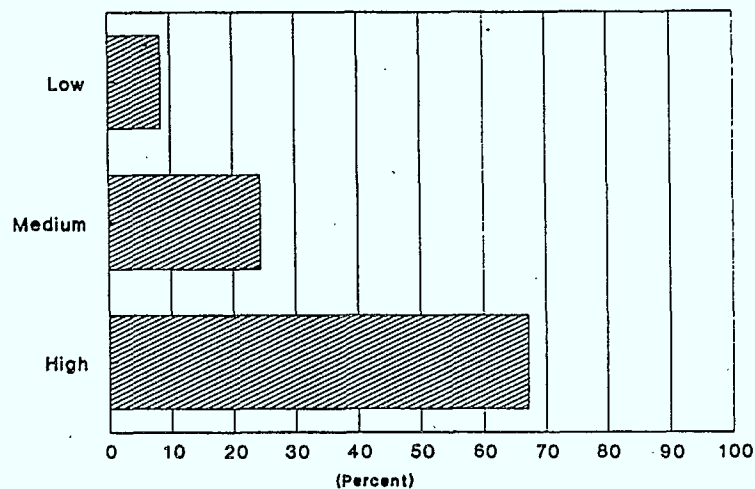


FIGURE 1

⁵ These questions were grouped as a result of factor analysis on all agree/disagree statements in the questionnaire. In each case, respondents were asked to indicate the level of agreement on a scale of 1 to 5, where 1 was "strongly disagree" and 5 was "strongly agree". Mean responses for each respondent were calculated for the group of statements and then classified as low (1 or 2), medium (3), or high (4 or 5). Each of the five questions is given equal weight in the calculation. Scales were standardized so that respondents who "disagreed" with negative statements (such as, "I often have trouble figuring out how I'm doing in this job") were assigned the same value on the scale as those who "agreed" with positive statements (such as, "I usually know whether or not my work is satisfactory").

The positive responses to the statements on feedback are supported by the extent to which respondents get "direct" feedback on their performance. Respondents were asked to rate the extent to which they get direct feedback. Half indicated that there was a great deal of feedback (that is, they indicated a "4" or "5" on the 5 point scale. See Figure 2.)

Extent of Direct Feedback On Performance

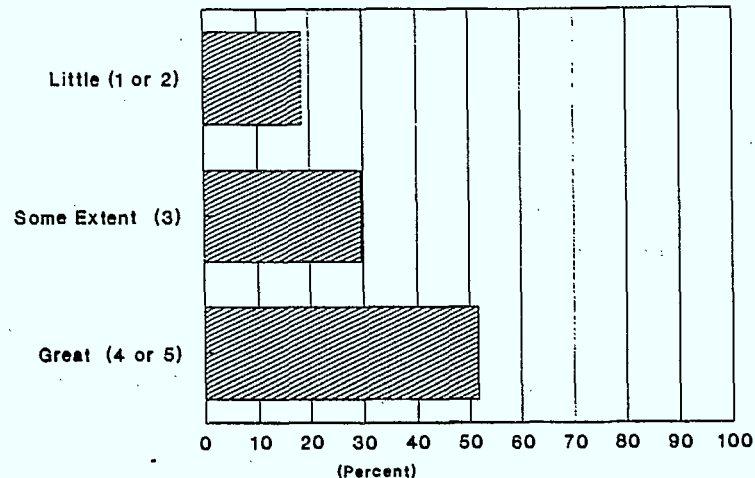


FIGURE 2

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.

- o When I am unsure what to do, I have the opportunity to ask for clarification from my supervisor. (88.2%)
- o My supervisor gives me direction, and then lets me do my job. (81.4%)
- o My supervisor encourages me to participate in important decisions which affect my job. (76.9%)
- o I seem to be the last person to know what is going on (15.9%)
- o I usually hesitate to speak openly with my supervisor. (11.0%)
- o My supervisor ignores suggestions and complaints from people at my level. (7.0%)

About 80 percent indicated that they do not hesitate to speak openly with their supervisor (81.4% disagreed or strongly disagreed), nor do they feel that the supervisor ignores their suggestions or complaints (79.7%).

The responses to these six statements were aggregated to produce the scale in Figure 3.

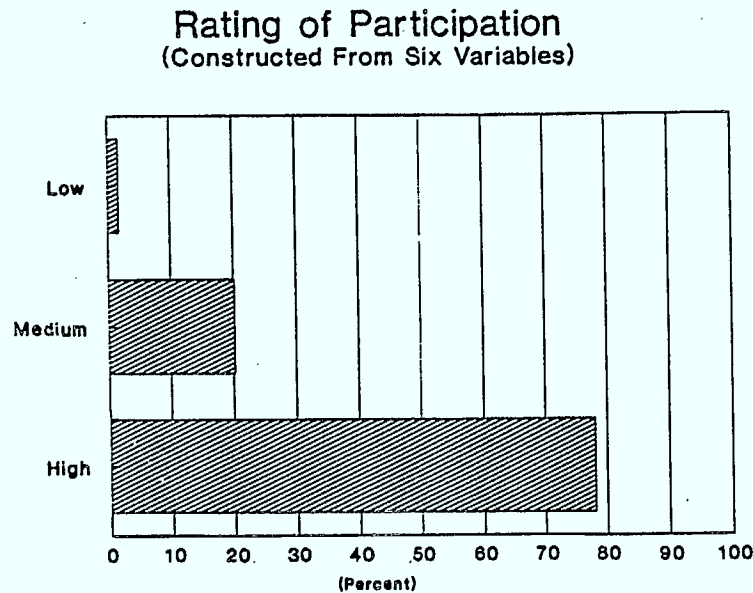


FIGURE 3

Figure 4 shows respondents' perceptions of their involvement in planning the work. Again, a majority of respondents indicated that they feel they participate in planning their work to a great extent (53.4%).

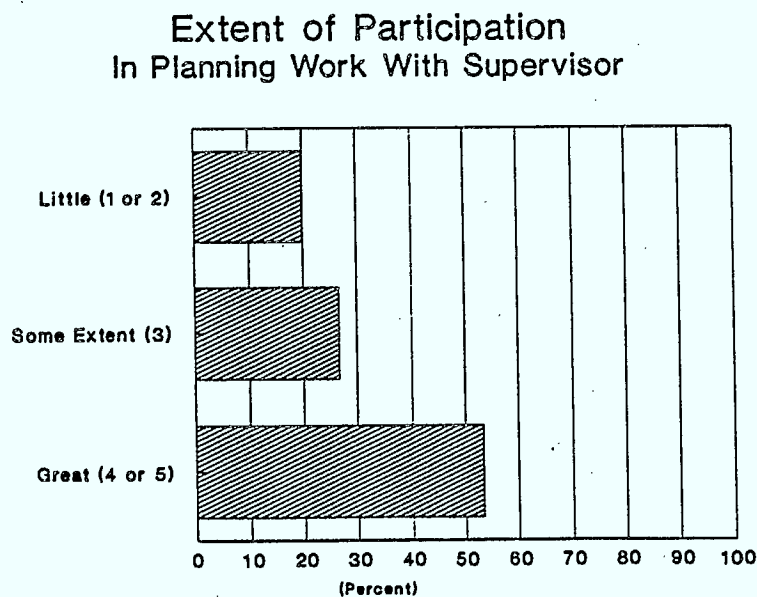


FIGURE 4

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.

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

The majority of those who supervise others indicated that they feel their direction is well received, while those receiving the direction indicated they know what is expected of them. The vast majority feel they are encouraged to make suggestions for improvements. This suggests that the direction given is flexible and superiors are willing to listen to subordinates as to how things could be done.

Figure 5 shows the grouped average response to the above statements on direction and consultation.

Rating of Direction
(Constructed From Five Variables)

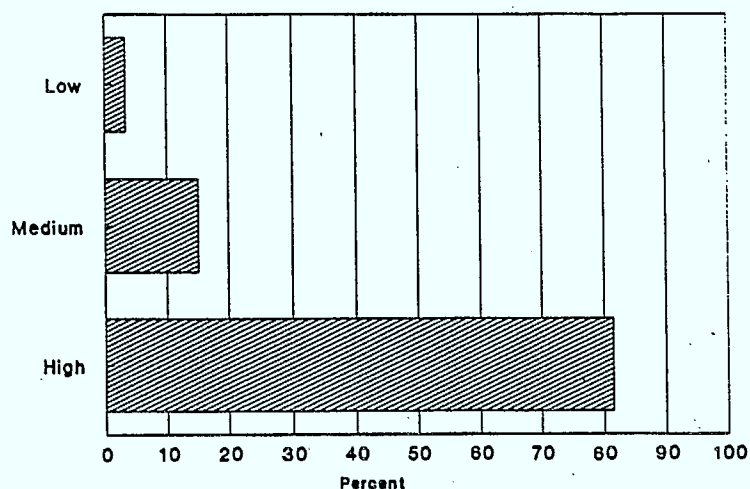


FIGURE 5

The majority of respondents believe that lack of direction is not a problem in the Region, and further, that the direction given enhances their work environment. As Figure 6 shows, the majority indicate that to a great extent their supervisor has given them specific goals to direct them in performing their job.

Extent Supervisor Gives Goals to Direct Your Job

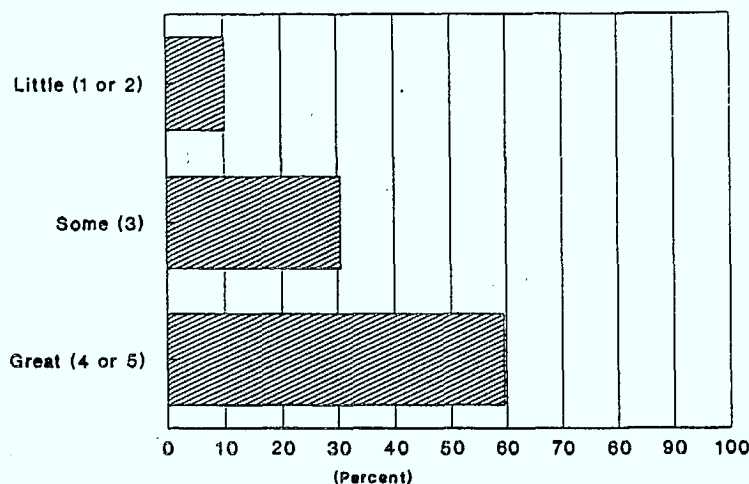


FIGURE 6

Other Indicators

An element of job satisfaction is a clear understanding of what is expected of an employee. Part of this comes from on-the-job direction from superiors. This is demonstrated with the responses to the question: "Are you aware of what your supervisor expects of you?" Over 90 percent indicated that they were aware of what their supervisor expects, either most of the time or all the time (Figure 7).

Aware of What Supervisor Expects of You

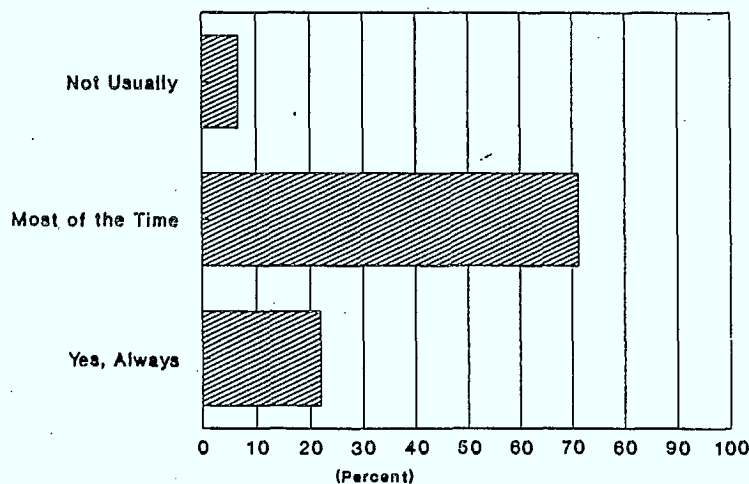


FIGURE 7

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

- o *Most of the time I know what to do in my job.* (98.3% agreed or strongly disagreed)
- o *I find I keep having to explain things repeatedly to those I supervise.* (5.4%)
- o *My duties are so unclear that I don't know what I'm supposed to do.* (2.5%)

This positive nature of these indicators of communication is reflected in the questions dealing directly with communication between various employee levels in the Region. As Figure 8 shows, the vast majority feel the communication from those they supervised was "good" or "extremely good".⁶ 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.

Rating of Communication
to You

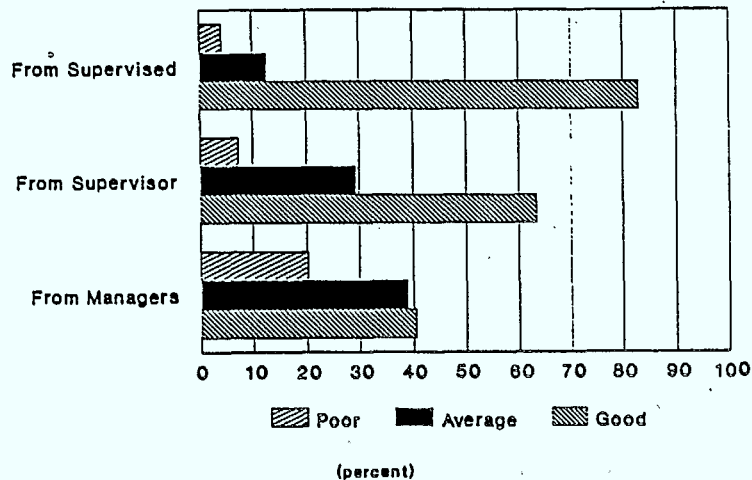


FIGURE 8

⁶ Sixty-nine respondents indicated they did not supervise anyone or did not respond to the question.

3.2 Understanding of Department Goals

Communication of the goals of the Department or group within the Department is an important part of an employee understanding his/her place in the organization and developing a "team" feeling. Included in the questionnaire was a set of statements that dealt with the effectiveness of communicating goals of the Department.

The purposes of the Department appear to be well understood, since the majority feel they know the goals of the Department well, and conversely, few feel confused as to what the Department is supposed to do.

- o *I know the goals of my Department well. (72.0% agreed or strongly disagreed)*
- o *I am confused about what this Department is supposed to do. (7.6%)*
- o *It is not clear to me what my work group is supposed to achieve. (2.5%)*

3.3 Images of Management

A number of statements dealt with "management", that rather nebulous concept of both the way the Department is "managed" and how those at higher levels in the command structure are perceived to carry out their management duties. Often "management" is not so much the people one knows, but the way things are done within the Department.

As previously mentioned, management gets a high rating for encouraging suggested improvements: over three-quarters (78.3%) agreed or strongly agreed with that statement. However, there is a large minority 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.

- o *There is a lot of complaining about poor management among my co-workers. (39.7% agreed, 40.5% disagreed)*
- o *The way things are here one can't put much confidence in management. (21.1% agreed, 58.8% disagreed)*

Figure 9 shows the response to the statement on departmental interest in its employees. Respondents were 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%).

Extent of Department's Interest in Welfare of Workers

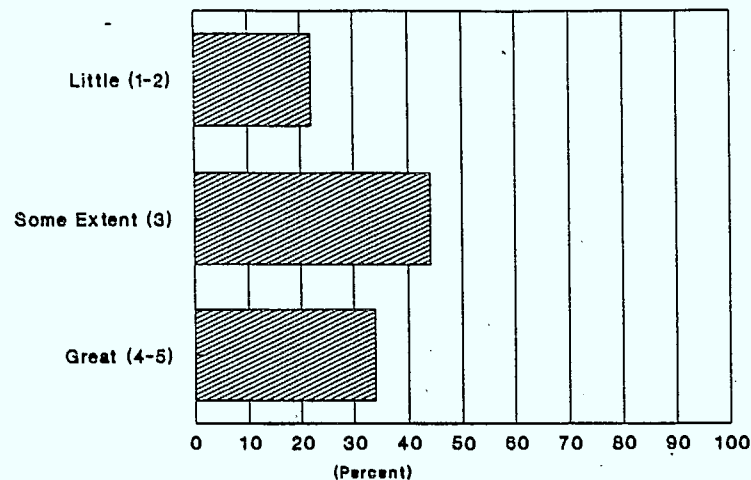


FIGURE 9

A series of questions asked employees to rate the level of effort devoted to various tasks by different levels of management. The levels were: "your immediate supervisor", "other managers in your region", and "the Director-General."

The respondent was asked to rate his/her immediate supervisor on 10 items including feedback, direction, and opportunity for input.⁷ Other managers were rated on a similar eight item scale⁸ and the Director-General on a six item scale.⁹

⁷ See questionnaire Appendix 1, questions 50 to 59.

⁸ Questions 62 to 68.

⁹ Questions 71 to 76.

Overall, respondents' immediate supervisors fared well. When rating them, over half of 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.¹⁰ This being said, it is interesting that the Director-General is rated higher (although the scale is based on fewer, and slightly different, statements) than the respondents' immediate supervisor (Figure 10).

Rating of Communication Effort

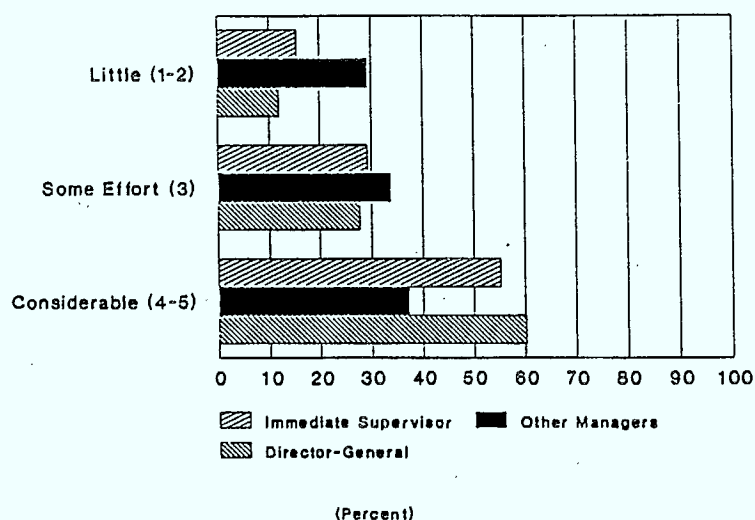


FIGURE 10

¹⁰ In fact, between 30 and 40 percent of the respondents did not rate other managers, most likely because of limited exposure to them.

Table 1 presents those common statements which were made about all three levels of management.

TABLE 1
How much effort does each devote to:
(percent - considerable or tremendous effort)

	Immediate Supervisor	Other Managers	Director General
Making things clear?	61.2	34.9	59.0
Providing information on the priorities of the group?/ of the Department?*	56.1	46.6	63.2
Explaining the purpose of the work?/programs in the Region?**	52.7	35.1	60.7
Providing feedback/opportunity for feedback?***	51.7	31.6	51.4
Creating enthusiasm about the work?	34.5	21.3	48.1

* For the Director-General and other managers the information provided was about the Department.

** For the Director-General "explaining" was programs.

*** For the Director-General the "effort" was in providing the opportunity for feedback in general.

The Director-General is rated highly in most areas. He is also seen as devoting considerable effort to clarifying the overall goals of the Department (Table 2).

TABLE 2
How much effort does the Director-General devote to
clarifying the overall goals of the Department?
(percent)

Little Effort	11.2
Some Effort	26.2
Considerable Effort	62.6

The Director-General was also rated as giving the Region leadership to a great extent by over half the respondents (Figure 11).

Extent to Which Director-General Gives Region Leadership

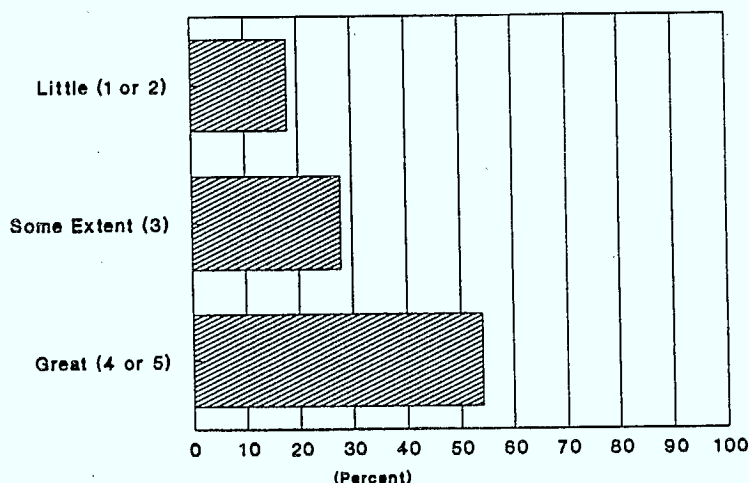


FIGURE 11

The fact that, in general, immediate supervisors and the Director-General are rated highly should be taken as important 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/she be rated highly if communication is to be successful in the Region. Similar, 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/she 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. Over a quarter did not even rate "other managers" and it is less clear who respondents are rating in this case.

3.4 Summary

In general, respondents in the Central Region have a positive attitude towards the level of communication. Two-thirds rate feedback as high. 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 almost 60 percent disagreed that they cannot put much confidence in management. Immediate supervisors and the Director-General are 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.

4.0 CHANGES OVER TIME

The 1988 survey¹¹ 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.

4.1 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 in 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).

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

¹¹ Program Evaluation Division, Department of Communications, "Human Resources Management Function Evaluation: Survey of Employees - Spring 1988, Final Report," December 1988.

Figure 12 provides an overall rating of the perception of change (mean of the responses to the five statements above). Over 45 percent agreed that things have changed for the better in the last two years.

Changes in the Last Two Years
(Constructed from Five Variables)

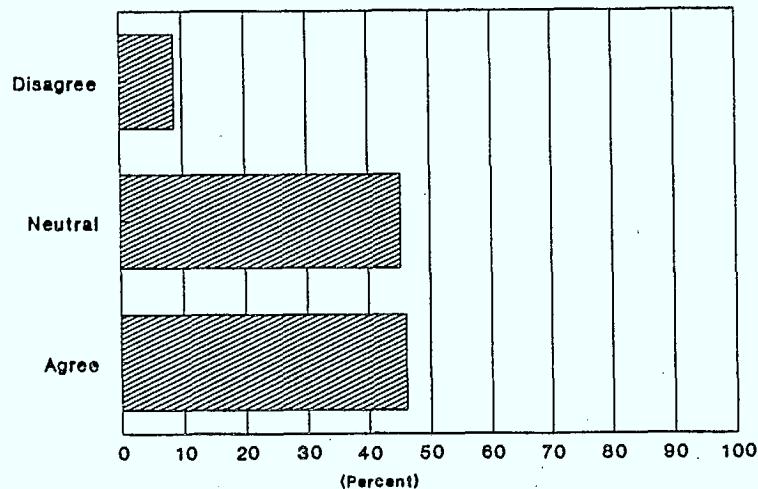


FIGURE 12

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 of the respondents felt that communication had improved in the Central Region combined with the fact that there is little disagreement (and thus there is not the 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.

4.2 Comparison With Previous Survey

4.2.1 Entire Sample

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

Overall, the trend has been toward the positive. Compared to 1988, respondents are more positive about the work environment. Table 3 presents the results for the entire sample of the Central Region. The mean response is provided for each statement. The average can range between 1 and 5. The higher the value, the more likely respondents agreed or strongly agreed with the statements. The lower the value, the more likely they disagreed or strongly disagreed. (Appendix 5 shows the actual percentage for both 1988 and 1990.)

Only those statements which had a statistically significant change are included.¹² The mean response for statements that were positive are higher (i.e., closer to 5, strongly agree) in 1990 than 1988. For the statements that were negative, the mean is significantly lower (i.e., closer to 1, strongly disagree) in 1990 than in 1988.¹³

TABLE 3
Mean response
(Entire Sample - Significant Change)

	MANSIS/90 (n=114 to 119)	SURVEY/88 (n=121 to 123)
Management encourages me to suggest improvement*	3.87	3.36
I know the goals of my Department well	3.74	3.41
My supervisor ignores suggestions and complaints from people at my level*	2.10	2.75
I am confused about what this Department is supposed to do*	1.98	2.28
My duties are so unclear that I don't know what I'm supposed to do*	1.55	1.89

¹² Two methods were used to test statistical significance: a t-test and a Z-Score. For each of the statements listed the change was statistically significant. Although other statements are not presented here, the changes that did occur (although not statistically significant) are almost always positive in direction.

¹³ Some of the statements used in 1988 were modified on the 1990 survey. Those statements with changes are marked with an asterisk (*). Appendix 5 provides a listing of the question texts for those questions that were changed. We cannot measure if changes in responses result from the change in wording. Caution should be used in interpreting the results.

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?" Figure 13 shows this difference. Respondents were more positive in 1990 than in 1988.¹⁴

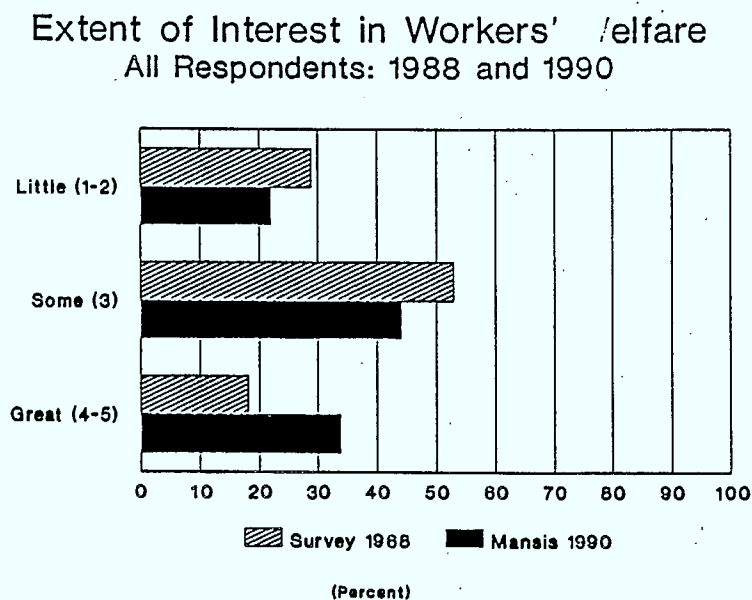


FIGURE 13

4.2.2 Linked Responses

On the 1988 Departmental survey and the 1990 Mansis survey a series of questions were asked, establishing a unique code to link responses without identifying the individual.

¹⁴ The mean response in 1990 was 3.10 compared to 2.82 in 1988. Using a t-test this is a significant difference.

Of the 119 individuals who returned the questionnaire, we were able to link 43 with the previous survey,¹⁵ thus allowing us to track the same responses of the same employees. Again, there have been changes toward the positive (See Table 4).¹⁶

TABLE 4
Mean response
(43 Linked Responses - Significant Differences)

	MANSIS/90 (n=40 to 43)	SURVEY/88 (n=43)
I know the goals of my Department well	3.69	3.25
My supervisor ignores suggestions and complaints from people at my level*	2.0	2.46
I am confused about what this Department is supposed to do*	2.0	2.35
My duties are so unclear that I don't know what I'm supposed to do*	1.46	1.98

The responses of some individuals who answered the questions in 1988 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 of duties and participation in that communication process.

¹⁵ On the 1990 survey, 22 respondents did not provide this information, and 10 did not in 1988. Ten responses were similar to those in 1988, but one or two characters were different and therefore a match could be inferred, but not guaranteed to be correct. The remaining 44 respondents provided responses which could not be linked.

¹⁶ These statements were included because each is statistically significant at the one percent level, with the exception of "I know the goals of my Department well" which has a prob. value of .0263.

As with the Region as a whole, those individuals were more likely in 1990 than in 1988 to feel that the Department has real interest in their welfare (see Figure 14).

Extent of Interest in Workers' Welfare Linked Respondents: 1988 and 1990

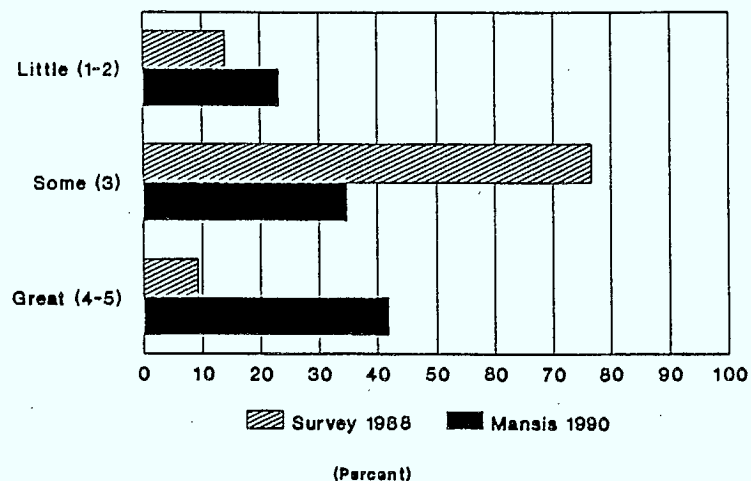


FIGURE 14

There has been a large increase in the perception of common respondents to the 1988 and 1990 surveys on the effort of "other managers" (called "other superiors" in the 1988 survey). In 1988, about 16 percent rated these managers' effort as "considerable" or "tremendous", compared to over 40 percent in 1990 (Figure 15).

Rating of Communication Effort Other Managers (Linked: 1988/1990)

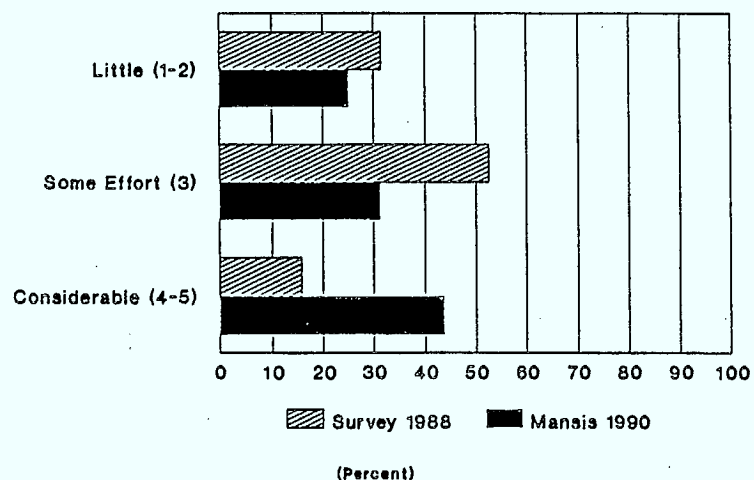


FIGURE 15

This is an interesting change to note, but this study can offer no explanation for this change by these linked respondents.

4.3 Summary

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

The comparisons between questions placed both, on 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 their duties are clearer. 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.

5.0 MANSIS - SPECIFIC FINDINGS

In previous sections we have examined the responses to questions on communication in general. Part of the 1990 survey dealt specifically with the Mansis system. The questions reviewed training, implementation, and the impact of Mansis in the workplace. Below, we review in detail, respondents' use of and attitude towards the system. In general, respondents were positive about Mansis.

5.1 Training/Implementation

Almost all respondents indicated that they had had Mansis training (one respondent said "no", another did not answer the question). Half the respondents thought the training was useful, while less than 20 percent thought it was not useful (see Figure 16).

Usefulness of Mansis Training

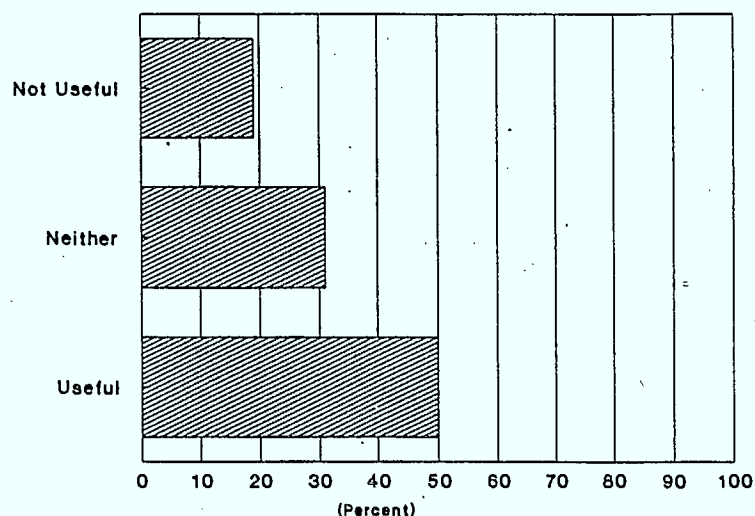


FIGURE 16

Almost three-quarters of the respondents (72.7%) 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 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 20 percent (17.4%) indicated that they never use their Mansis manual. Twenty-five 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 (83.3%) indicated that their manual was up to date. In thinking about their duties, over half felt the Mansis material was completely accurate (56.6%), while the remaining respondents (43.4%) indicated that there were some omissions.¹⁷

Almost 45 percent (43.9%) credited Mansis with improving their working relationship with their supervisor (see Figure 17).

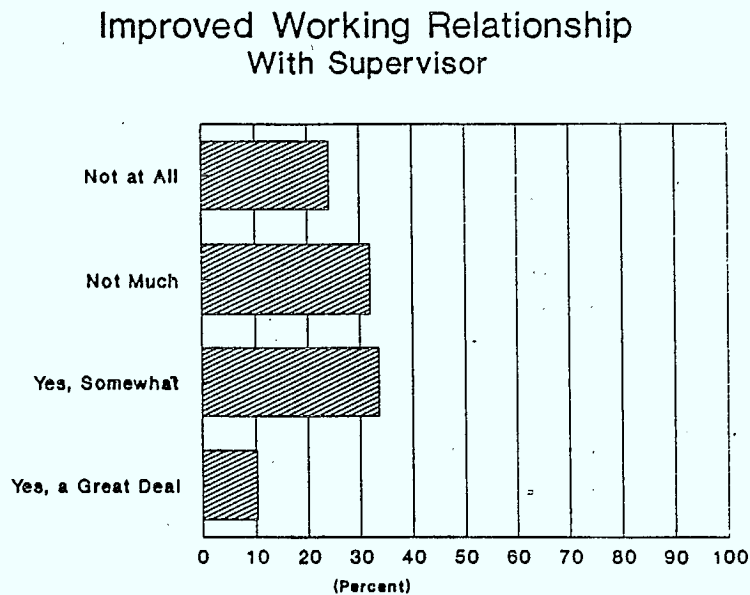


FIGURE 17

¹⁷ Twenty people did not respond to this question.

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 assigned 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 (Table 5).

TABLE 5
How much effort do your superiors devote to:
explaining how the Mansis system is supposed to work?
(percent)

	Immediate Supervisor -----	Other Managers -----
Little Effort	22.4	39.1
Some Effort	23.3	31.3
Considerable Effort	54.3	29.7

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 (Table 6).

TABLE 6
How much effort do your superiors devote to:
using the Mansis system personally in their dealings with staff?
(percent)

	Immediate Supervisor -----	Other Managers -----
Little Effort	21.8	34.5
Some Effort	31.3	32.7
Considerable Effort	47.0	32.7

Respondents were asked to indicate the level of agreement with a series of statements which dealt with the usefulness of Mansis. As Table 7 shows, 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 (37.0%) and a third disagreeing (33.6%). About 30 percent (27.3%) credited Mansis with improving their productivity, while about 40 percent (38.7%) disagreed (Table 7).

TABLE 7
Mansis Statements
(percent)

	<u>Disagree</u>	<u>Neither</u>	<u>Agree</u>
Mansis has been a waste of time for my job	57.6	19.5	22.9
The use of Mansis has improved the office environment	33.6	29.3	37.1
Because of the use of Mansis I feel my productivity has improved	48.7	23.9	27.3

5.2 Feedback/Communication

Mansis was intended to supply the structure for feedback and communication. In two general statements linking improved communication with Mansis, half or more respondents agreed or strongly agreed (see Table 8).

TABLE 8
Mansis and Communication
(percent)

	<u>Disagree</u>	<u>Neither</u>	<u>Agree</u>
The use of Mansis has provided more opportunities for me to communicate with my superiors	29.6	21.2	49.2
Because of Mansis training I am able to better communicate directions to those who work <u>for</u> me	16.7	20.4	63.0

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 (see Figure 18).

Frequency of Meetings to Review Performance/Feedback

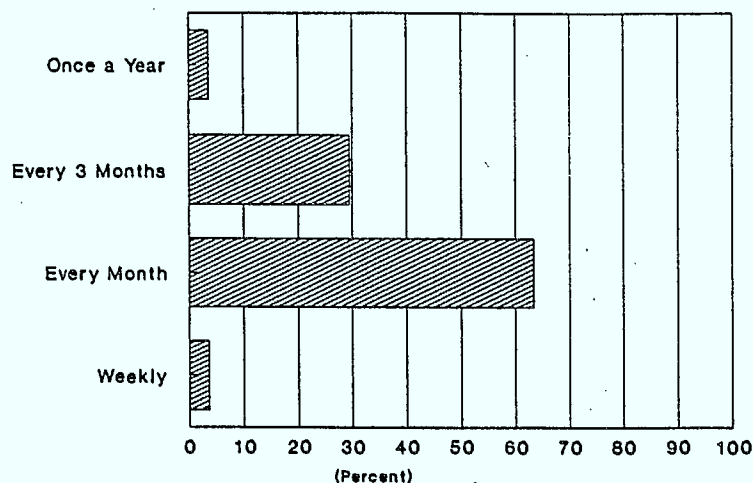


FIGURE 18

Mansis appears to account for this increase. Over half indicate 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 (Figure 19).

Number of Meetings

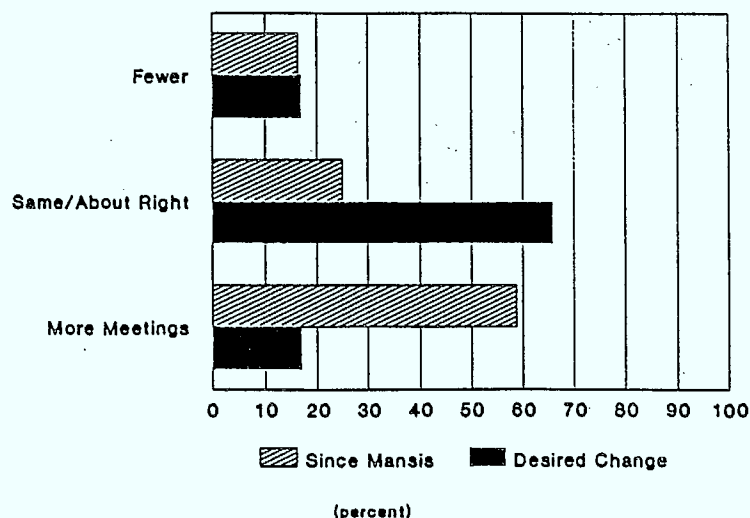


FIGURE 19

5.3 One Management System

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 (23.4%) agreed that they needed more Mansis training to encourage regular use of the system (see Table 9).

TABLE 9
Use of Mansis
(percent)

	Disagree	Neither	Agree
We need more Mansis training to encourage regular use of the system	48.7	27.8	23.4
The full contribution of Mansis has yet to be felt	28.9	29.8	41.2

5.4 Changes Brought About By Mansis

Respondents were asked 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 (representing 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.

5.5 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 is 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.

Overall, Mansis has been well received in the Central Region and has been accepted by employees.

6.0 DIFFERENCES WITHIN THE REGION

6.1 Job Category

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

For the grouped variable on feedback, there is 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). While the majority of managers gave the feedback statements a high rating, they were more likely to rate it medium (or neutral) than the other two groups (see Figure 20).

Feedback (Grouped Variable)
By Job Classification

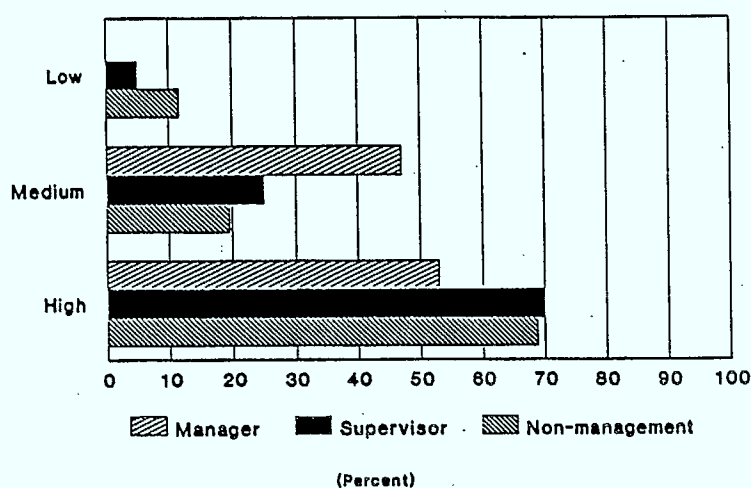


FIGURE 20

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 (see Figure 21).

Extent of Participation in Work Planning By Job Classification

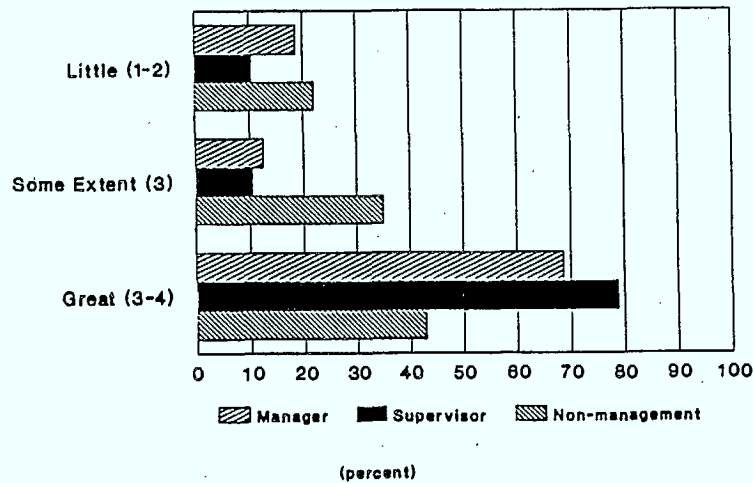


FIGURE 21

Table 10 shows the percentage who disagreed with these negative statements about management. While the vast majority of managers disagreed with these statements, fewer (although still the majority) of supervisors and non-management disagreed.

TABLE 10
Management Rating
(percent disagree)

	Manager	Supervisor	Non- Management
<i>There is a lot of complaining about poor management among my co-workers</i>	81.2	40.0	34.2
<i>The way things are here one can't put much confidence in management</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 (Figure 22). While 36 percent of non-management personnel agreed with the statement on change, over half the supervisors and over 80 percent of the managers agreed.

Changes in Last Two Years (Grouped)
By Job Classification

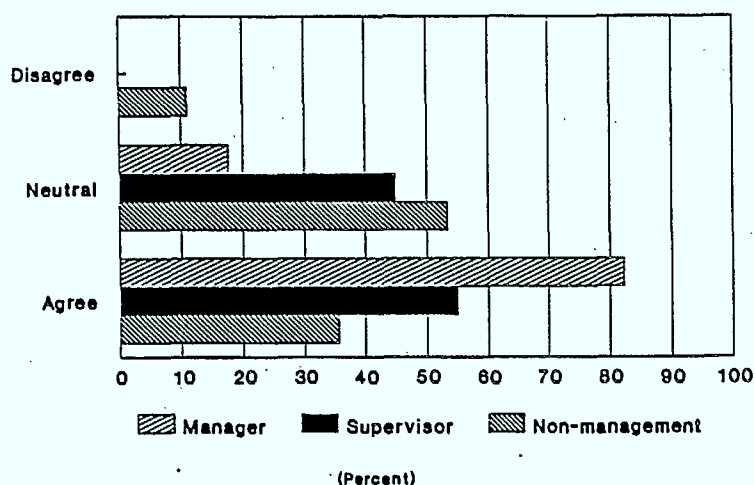


FIGURE 22

Being at the bottom of a hierarchy of command often means that one has less input, less opportunity to participate in decisions, and less knowledge about things in the workplace. This feeling of powerlessness may contribute to attitudes about communication and management.

6.1.1 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 (36.5%) of non-management 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 (21.9%) never use their Mansis manuals, compared to 10 percent (n=2) 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 when compared to supervisors and managers. The benefits of Mansis appear to be felt more often at the top of the management hierarchy than at the bottom. Tables 11 to 13 show these differences. In each case, non-management personnel are less likely to agree with these statements.

TABLE 11
"Mansis has been a waste of time for my job"
(percent)

	<u>Disagree</u>	<u>Neither</u>	<u>Agree</u>	
Manager	94.1	5.9	0.0	n=17
Supervisor	80.0	5.0	15.0	n=20
Non-management	44.7	26.3	28.9	n=76

TABLE 12
"The use of Mansis has improved the office environment"
(percent)

	<u>Disagree</u>	<u>Neither</u>	<u>Agree</u>	
Manager	0.0	18.7	81.2	n=16
Supervisor	25.0	40.0	35.0	n=20
Non-management	40.0	29.3	30.7	n=75

TABLE 13
"Because of the use of Mansis
I feel my productivity has improved"
(percent)

	<u>Disagree</u>	<u>Neither</u>	<u>Agree</u>	
Manager	17.6	35.3	47.1	n=17
Supervisor	30.0	40.0	30.0	n=20
Non-management	57.3	18.7	24.0	n=75

Among all staff levels, almost half indicated that Mansis has improved their relationship with their supervisors, either a great deal, or somewhat (Figure 23).

Mansis Improve Relationship With Supervisor By Job Classification

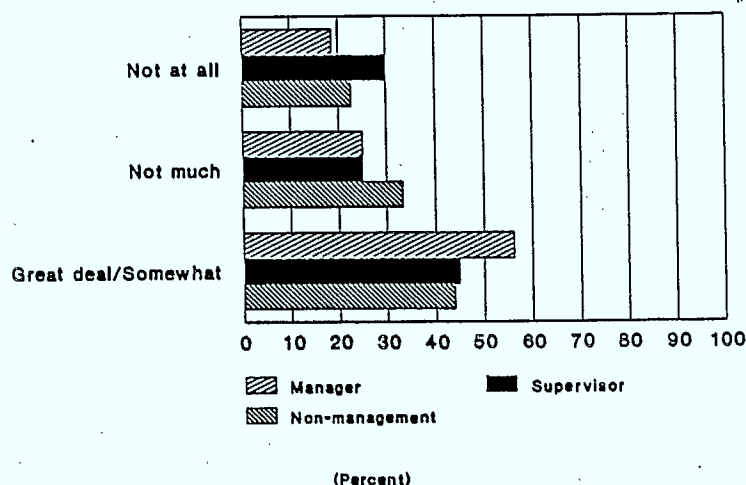


FIGURE 23

6.2 Provincial Perception

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%).¹⁸ In general, respondents in Saskatchewan were more positive about Mansis in their responses.

In the area of communications, the response to individual statements is interesting: 17 percent (n=8) of the Manitoba staff disagreed with the statement "my supervisor makes sure I know what is expected". This compares to two percent (n=1) 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.

¹⁸ Five respondents did not supply the province in which they work, accounting for the remaining 4.2 percent.

Overall, Saskatchewan respondents were much more positive toward the statements on feedback. The most negative attitudes were recorded in Alberta (Figure 24).

Feedback (Grouped Variable) By Province

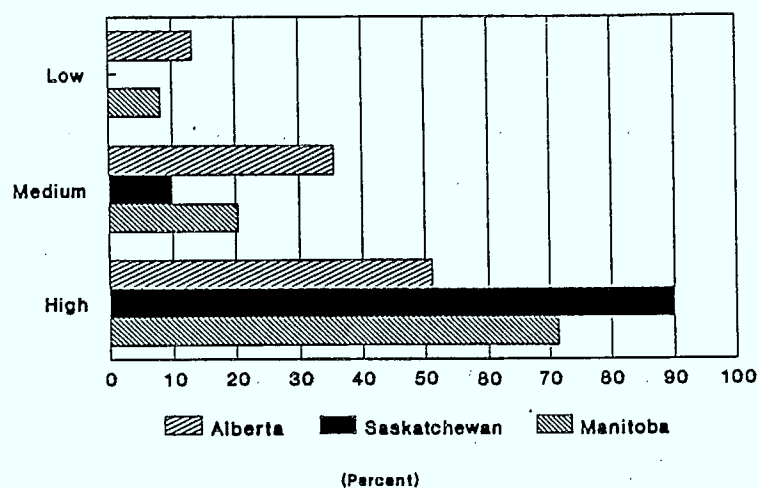


FIGURE 24

Table 14 shows the percentage who disagree with these negative statements about management. Saskatchewan respondents are much more positive about management. Alberta respondents appear to have the most concerns.

TABLE 14
Management Rating By Province
(percent disagree)

	Alberta	Saskatchewan	Manitoba
<i>There is a lot of complaining about poor management among my co-workers</i>	28.9	64.2	45.8
<i>The way things are here one can't put much confidence in management</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 changes over the last two years (Figure 25).

Changes in Last Two Years (Grouped) By Province

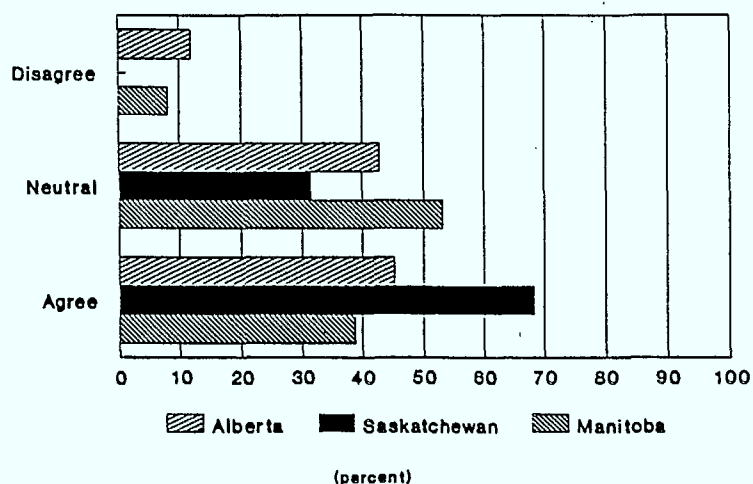


FIGURE 25

Employees in Saskatchewan were 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 (Table 15).

TABLE 15
Rating of Communications
From Supervisors
(Percent)

	Poor	Average	Good
Alberta	12.8	33.3	53.8
Saskatchewan	0.0	5.3	94.7
Manitoba	4.3	40.0	58.7

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 (Table 16).

TABLE 16
Rating of Communications
From Managers
(Percent)

	Poor	Average	Good
Alberta	34.1	34.1	31.8
Saskatchewan	5.0	45.0	50.0
Manitoba	14.3	40.8	44.9

6.2.1 Provincial Differences on Mansis

There appears 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 (see Figure 26).

Use Mansis Manual
By Province

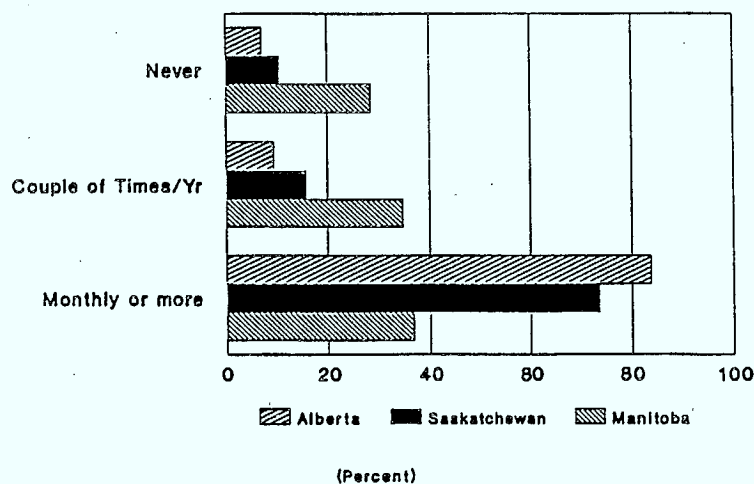


FIGURE 26

It is not surprising then, that almost 30 percent of Manitoba respondents (27.7%) indicated that their manual is not up to date. This compares to less than 10 percent of respondents from the other two provinces.

While half or more of respondents indicated that their supervisor spent considerable effort explaining Mansis, Alberta and Manitoba respondents were less impressed. A third of Alberta respondents indicated their supervisor spent little effort, while a third of Manitoba respondents stated that their supervisor spent some effort to explain Mansis (Table 17).

TABLE 17
Effort Explaining Mansis
(Percent)

	Little	Some	Considerable	
Alberta	33.3	13.3	53.3	n=45
Saskatchewan	10.0	15.0	75.0	n=20
Manitoba	17.4	32.6	50.0	n=46

Meetings to review job performance and provide feedback are less common in Manitoba. While three-quarters or more in Saskatchewan (75.0%) and Alberta (82.9%) reported meeting monthly, only half do so in Manitoba (48.9%). Manitoba respondents were more likely to meet every three months (48.9%).

While only one Saskatchewan respondent did not feel that Mansis had been satisfactorily implemented, at least 30 percent felt this way in Manitoba (30.4%) and Alberta (35.0%).

In Alberta, over a third (35.7%) 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 reported as the method to encourage regular use.

6.3 Summary

Overall, non-management/non-supervisor 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 are some differences by province in attitudes and practices. These differences suggest that the implementation of Mansis has been uneven. A review of practices in the various provinces may be necessary to understand the cause of these differences in attitude.

7.0 CONCLUSION

Overall, the responses provided by the employees of the Central Region were positive. This survey measured respondents' perceptions about communication, management, and Mansis. In each area, a majority responded favourably. There does appear to be variation across the management hierarchy and among the provinces.

In concluding, we review the goals of the implementation of Mansis.

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%) which 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 the concept of one system in the Central Region is achieved.

Clear direction would be given by managers

The ratings supplied by the majority of respondents as to the direction given by their supervisors and managers were favourable. As well, compared to two years ago, there have been improvements.

All employees would be trained in the management system

The 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.

There would be feedback throughout the system

Feedback appears to be common. Respondents are more favourable about it now than they were in 1988.

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 likely increased since the opportunities (i.e., there are more meetings) for such communication have increased;
- confidence in management is growing;
- employee motivation is higher.

APPENDIX 1
QUESTIONNAIRE - ENGLISH VERSION



March 1990

To: All Central Region Employees

Almost two years ago, we introduced Mansis, a new management system designed to provide ongoing management as well as to implement change within the Central Region. After two years of using this system, it is important to understand what impact its use has had on you. For this reason we are providing you with the opportunity to comment on Mansis.

The enclosed survey is designed to obtain your comments and opinions about the implementation of the system and your general opinions about the workplace. I am asking for your cooperation in completing and returning these questionnaires. When the study has been completed, we will get back to you with the results and there will be further opportunities to discuss them and explore solutions to any problems which you identify. I assure you that we will provide follow-up to address any problem the survey and the subsequent consultations may reveal.

I guarantee that the information you provide will remain absolutely confidential. To help ensure this, we have contracted with Prairie Research Associates (PRA) Inc. in Winnipeg to collect and analyze the data. Only the researchers at PRA will handle the individual surveys and in this way your anonymity will be assured.

Your participation is very important to this study. Please try to complete this questionnaire soon, preferably within the next week. The questionnaire takes only about 10 minutes to complete.

Mail your completed questionnaire in the enclosed self addressed stamped envelope. If you have any questions concerning this survey, please contact (collect) Kerry Dangerfield at Prairie Research Associates at (204) 488-2912 or me at (204) 983-4081.

Thank you for your cooperation.

Yours truly,

Roger Collet
Director-General
Central Region

FRANÇAIS AU VERSO

PLEASE READ EACH QUESTION CAREFULLY. EVEN THOUGH SOME QUESTIONS MAY APPEAR REPETITIVE, AS A GROUP THEY ARE DESIGNED TO PROVIDE A COMPLETE PICTURE OF HOW ALL EMPLOYEES PERCEIVE THEIR WORK ENVIRONMENT.

(If there is any question which does not apply, leave it blank)

SECTION ONE: GENERAL BACKGROUND ON COMMUNICATION IN THE WORKPLACE

THIS SECTION OF THE SURVEY DEALS WITH COMMUNICATION WITHIN THE WORKPLACE.

	STRONGLY DISAGREE	DISAGREE	NEITHER	AGREE	STRONGLY AGREE
(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)					
1. Most of the time I know what to do in my job	1	2	3	4	5
2. My duties are so unclear that I don't know what I'm supposed to do	1	2	3	4	5
3. I am confused about what this Department is supposed to do	1	2	3	4	5
4. My superior gives me credit and praise for work well done	1	2	3	4	5
5. When I am unsure what to do, I have the opportunity to ask for clarification from my supervisor	1	2	3	4	5
6. Compared to two years ago, I am finding it easier to provide direction to other employees	1	2	3	4	5
7. My supervisor encourages me to participate in important decisions which affect my job	1	2	3	4	5
8. I usually hesitate to speak openly with my supervisor	1	2	3	4	5

STRONGLY
DISAGREE

DISAGREE

NEITHER

AGREE

STRONGLY
AGREE

(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)

- | | | | | | |
|--|---|---|---|---|---|
| 9. I often have trouble figuring out how I'm doing in this job | 1 | 2 | 3 | 4 | 5 |
| 10. Those I supervise have become more receptive to my direction in the last two years | 1 | 2 | 3 | 4 | 5 |
| 11. Management encourages me to suggest improvements | 1 | 2 | 3 | 4 | 5 |
| 12. My supervisor makes sure I know what is expected of me | 1 | 2 | 3 | 4 | 5 |
| 13. I know the goals of my section well | 1 | 2 | 3 | 4 | 5 |
| 14. I seem to be the last person to know what is going on | 1 | 2 | 3 | 4 | 5 |
| 15. My supervisor provides regular feedback on my performance | 1 | 2 | 3 | 4 | 5 |
| 16. It is not clear to me what my work group is supposed to achieve | 1 | 2 | 3 | 4 | 5 |
| 17. New tasks are explained well | 1 | 2 | 3 | 4 | 5 |
| 18. I know the goals of my Department well | 1 | 2 | 3 | 4 | 5 |
| 19. There is a lot of complaining about poor management among my co-workers | 1 | 2 | 3 | 4 | 5 |

20. In general, how would you rate the communication TO YOU from those you supervise? (CIRCLE)

EXTREMELY POOR	1
POOR	2
AVERAGE	3
GOOD	4
EXTREMELY GOOD	5
DON'T SUPERVISE ANYONE	6

21. In general, how would you rate communications FROM SUPERVISORS to you? (CIRCLE)

EXTREMELY POOR	1
POOR	2
AVERAGE	3
GOOD	4
EXTREMELY GOOD	5

22. In general, how would you rate communications FROM MANAGERS to you? (CIRCLE)

EXTREMELY POOR	1
POOR	2
AVERAGE	3
GOOD	4
EXTREMELY GOOD	5

SECTION TWO: SCOPE OF ACTION

THIS SECTION DEALS WITH HOW YOU ARE ABLE TO FUNCTION IN YOUR PRESENT POSITION.
(If there is any question which does not apply, leave it blank)

	STRONGLY DISAGREE	DISAGREE	NEITHER	AGREE	STRONGLY AGREE
(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)					
23. My supervisor rarely gives me any feedback about how well I am doing in my work	1	2	3	4	5
24. Suggestions I make to those I supervise are usually well received	1	2	3	4	5
25. My supervisor ignores suggestions and complaints from people at my level	1	2	3	4	5
26. Compared to two years ago, I feel I'm receiving clearer direction from my supervisor	1	2	3	4	5
27. I usually know whether or not my work is satisfactory	1	2	3	4	5
28. The way things are here one can't put much confidence in management	1	2	3	4	5
29. My supervisor gives me direction, and then lets me do my job	1	2	3	4	5
30. I find that I keep having to explain things repeatedly to those I supervise	1	2	3	4	5
31. Compared to two years ago, I feel I receive more feedback about my work	1	2	3	4	5
32. My supervisor deals with me honestly	1	2	3	4	5
33. Compared to two years ago, I feel more confident in my abilities to manage employees well.	1	2	3	4	5

34. Are you aware of what your supervisor expects of you? (CIRCLE)

YES, ALWAYS	1
YES, MOST OF THE TIME	2
NOT USUALLY	3
NO, NEVER	4

To what extent do the following complicate your communicating with management?

NOT AT ALL

TO A GREAT
EXTENT

(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)

35. Unclear direction from management	1	2	3	4	5
36. Inadequate training (personally)	1	2	3	4	5
37. Insufficient time to explain things	1	2	3	4	5
38. Supervisors too busy to explain	1	2	3	4	5
39. Questions about job not tolerated	1	2	3	4	5

To what extent do the following complicate your communicating with those you supervise?

NOT AT ALL

TO A GREAT
EXTENT

(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)

40. Unclear direction from management	1	2	3	4	5
41. Inadequate training (personally)	1	2	3	4	5
42. Insufficient time to explain things	1	2	3	4	5
43. Unmotivated staff					
44. Questions about job not tolerated	1	2	3	4	5

For each of the following statements indicate to what extent they are true.

To what extent does (do) ... NOT AT ALL TO A GREAT
EXTENT

(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)

- | | | | | | |
|---|---|---|---|---|---|
| 45. you get direct feedback on your performance? | 1 | 2 | 3 | 4 | 5 |
| 46. your Department have a real interest in the welfare of those who work here? | 1 | 2 | 3 | 4 | 5 |
| 47. the Director-General give your Region leadership? | 1 | 2 | 3 | 4 | 5 |
| 48. your supervisor give you specific goals to direct you in performing your job? | 1 | 2 | 3 | 4 | 5 |
| 49. you participate in planning your work with your supervisor? | 1 | 2 | 3 | 4 | 5 |

SECTION THREE: PERCEPTIONS ABOUT MANAGEMENT

FIRST, THINK ABOUT YOUR IMMEDIATE SUPERVISOR. HOW MUCH EFFORT WOULD YOU SAY YOUR IMMEDIATE SUPERVISOR DEVOTES TO THE FOLLOWING ASPECTS OF THE JOB ENVIRONMENT? (Try to answer each question. However, if an item does not apply, leave it blank.)

How much effort does your IMMEDIATE SUPERVISOR devote to:

NO EFFORT

TREMENDOUS
EFFORT

(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)

- | | | | | | |
|---|---|---|---|---|---|
| 50. making things clear? | 1 | 2 | 3 | 4 | 5 |
| 51. organizing the work? | 1 | 2 | 3 | 4 | 5 |
| 52. providing comments on performance? | 1 | 2 | 3 | 4 | 5 |
| 53. explaining the purpose of the work? | 1 | 2 | 3 | 4 | 5 |
| 54. giving direction to you? | 1 | 2 | 3 | 4 | 5 |

How much effort does your IMMEDIATE SUPERVISOR devote to:

NO EFFORT

TREMENDOUS
EFFORT

(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)

- | | | | | | |
|--|---|---|---|---|---|
| 55. creating enthusiasm about the work? | 1 | 2 | 3 | 4 | 5 |
| 56. providing feedback on the work? | 1 | 2 | 3 | 4 | 5 |
| 57. resolving employee grievances? | 1 | 2 | 3 | 4 | 5 |
| 58. providing information on the priorities of the group? | 1 | 2 | 3 | 4 | 5 |
| 59. providing opportunity for input by you? | 1 | 2 | 3 | 4 | 5 |
| 60. explaining how the Mansis system is supposed to work to you? | 1 | 2 | 3 | 4 | 5 |
| 61. using the Mansis system personally in his/her dealings with you? | 1 | 2 | 3 | 4 | 5 |

Let's turn to OTHER MANAGERS WITHIN YOUR REGION. (Try to respond to each question, but if an item does not apply to you, or you have no knowledge, leave it blank.)

How much effort do OTHER MANAGERS WITHIN YOUR REGION devote to:

NO EFFORT

TREMENDOUS
EFFORT

(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)

- | | | | | | |
|---|---|---|---|---|---|
| 62. making things clear? | 1 | 2 | 3 | 4 | 5 |
| 63. organizing the work? | 1 | 2 | 3 | 4 | 5 |
| 64. explaining the purpose of the work? | 1 | 2 | 3 | 4 | 5 |
| 65. creating enthusiasm about the work? | 1 | 2 | 3 | 4 | 5 |
| 66. providing feedback on the work? | 1 | 2 | 3 | 4 | 5 |

How much effort do OTHER MANAGERS WITHIN YOUR REGION devote to:

NO EFFORT

TREMENDOUS
EFFORT

(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)

- | | | | | | |
|--|---|---|---|---|---|
| 67. providing information on the priorities of the Department? | 1 | 2 | 3 | 4 | 5 |
| 68. providing opportunity for input by their staff? | 1 | 2 | 3 | 4 | 5 |
| 69. explaining how the Mansis system is supposed to work? | 1 | 2 | 3 | 4 | 5 |
| 70. using the Mansis system personally in their dealings with their staff? | 1 | 2 | 3 | 4 | 5 |

FINALLY, THINK ABOUT THE DIRECTOR-GENERAL. HOW MUCH EFFORT WOULD YOU SAY HE DEVOTES TO THE FOLLOWING ASPECTS OF THE JOB ENVIRONMENT? (Try to respond to each question, but if an item does not apply to you, or you have no knowledge, leave it blank.)

How much effort does the DIRECTOR-GENERAL devote to:

NO EFFORT

TREMENDOUS
EFFORT

(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)

- | | | | | | |
|--|---|---|---|---|---|
| 71. making things clear? | 1 | 2 | 3 | 4 | 5 |
| 72. explaining the purpose of the programs in the Region? | 1 | 2 | 3 | 4 | 5 |
| 73. creating enthusiasm about the work? | 1 | 2 | 3 | 4 | 5 |
| 74. providing information on the priorities of the Department? | 1 | 2 | 3 | 4 | 5 |
| 75. creating opportunity for staff to provide feedback in general? | 1 | 2 | 3 | 4 | 5 |
| 76. clarifying the overall goals of the Department? | 1 | 2 | 3 | 4 | 5 |

SECTION FOUR: THE MANSIS SYSTEM

NOW WE WOULD LIKE YOU TO THINK ABOUT THE MANSIS SYSTEM. PLEASE CIRCLE THE RESPONSE WHICH COMES CLOSEST TO YOUR OWN PERCEPTIONS ABOUT THE IMPLEMENTATION AND USE OF MANSIS.

77. Have you had Mansis training? (CIRCLE)

YES	1
NO	2 (GO TO QUESTION 95)

78. How useful was Mansis training? (CIRCLE)

NOT VERY USEFUL				VERY USEFUL	
1	2	3	4	5	

79. How often do you use your Mansis manual? (CIRCLE)

NEVER	1
A COUPLE OF TIMES A YEAR	2
EVERY MONTH	3
EVERY WEEK OR MORE	4

80. Right now, is your manual up to date? (CIRCLE)

YES	1
NO	2 PLEASE EXPLAIN _____

81. Think carefully about your duties. How accurate is your Mansis material? (CIRCLE)

COMPLETELY ACCURATE	1
SOME IMPORTANT OMISSIONS	2
VERY INACCURATE	3

82. How often do you meet with your supervisor to review job performance and provide feedback on direction?
(CIRCLE THE RESPONSE WHICH COMES CLOSEST)

NEVER	1
ONCE A YEAR	2
EVERY THREE MONTHS	3
EVERY MONTH	4
WEEKLY	5

83. Since the introduction of Mansis, what change in frequency of meetings with your supervisor would you say has occurred? (CIRCLE)

FAR FEWER MEETINGS		NO CHANGE		MANY MORE MEETINGS
<hr/>				
1	2	3	4	5

84. What change in frequency of meetings with your supervisor would you like? (CIRCLE)

FAR FEWER MEETINGS		NO CHANGE		MANY MORE MEETINGS
<hr/>				
1	2	3	4	5

Please consider each of the following statements and circle the response which comes closest to your own belief.

STRONGLY DISAGREE DISAGREE NEITHER AGREE STRONGLY AGREE

(CIRCLE THE RESPONSE WHICH IS CLOSEST TO YOUR OWN FEELING)

- | | | | | | |
|---|---|---|---|---|---|
| 85. Mansis has been a waste of time for my job | 1 | 2 | 3 | 4 | 5 |
| 86. The use of Mansis has provided more opportunities for me to communicate with my superiors | 1 | 2 | 3 | 4 | 5 |
| 87. Because of Mansis training I am able to better communicate directions to those who work <u>for</u> me | 1 | 2 | 3 | 4 | 5 |
| 88. We need more Mansis training to encourage regular use of the system | 1 | 2 | 3 | 4 | 5 |
| 89. The full contribution of Mansis has yet to be felt | 1 | 2 | 3 | 4 | 5 |
| 90. The use of Mansis has improved the office environment | 1 | 2 | 3 | 4 | 5 |
| 91. Because of the use of Mansis I feel my productivity has improved | 1 | 2 | 3 | 4 | 5 |

92. Overall, would you say that the use of Mansis has improved your working relationship with your supervisor?
(CIRCLE)

YES, A GREAT DEAL	1
YES, SOMEWHAT	2
NOT MUCH	3
NOT AT ALL	4

93. Has the Mansis system been implemented in your office to your satisfaction?

YES

1 (GO TO QUESTION 94)

NO

2

IF NO - what has prevented the successful implementation of the system?

94. What is the greatest change in the workplace brought about by the use of Mansis?

SECTION FIVE: GENERAL BACKGROUND

95. In which province do you work? (CHECK)

Alberta (or N.W.T) _____

Saskatchewan _____

Manitoba _____

96. Are you male or female? (CHECK)

MALE _____

FEMALE _____

97. How long have you worked for this department? (CHECK)

1 year or less _____

2 to 5 years _____

6 to 10 years _____

Over 10 years _____

98. In which job category are you classified? (CHECK)

Manager _____

Supervisor _____

Non-Management/supervisor _____

WE MAY WISH TO FOLLOW UP THIS SURVEY IN THE FUTURE. WE ARE INTERESTED IN BEING ABLE TO MATCH YOUR ANSWERS FROM THAT SURVEY WITH THE ANSWERS YOU HAVE PROVIDED HERE. ONLY IN THIS WAY CAN WE EVALUATE HOW WELL THE SYSTEM IS WORKING. THE FOLLOWING QUESTIONS ARE DESIGNED TO CREATE A UNIQUE CODE FOR YOU, BUT WHICH WILL NOT ALLOW US TO INFER YOUR IDENTITY. YOU ARE THE ONLY ONE WHO CAN RECREATE THE CODE IN THE FUTURE AND THEREFORE CONFIDENTIALITY IS ASSURED.

99. Year of birth 19 _____

100. What are the first two letters of your mother's first name? _____

101. What are the first two letters of your father's first name? _____

102. What are the first two letters of your mother's maiden name? _____

103. Finally, 1) Do you have any suggestions for improvement in communications within the workplace?
2) Is there anything that bothers you about the implementation and/or use of Mansis?

THANK YOU FOR YOUR ASSISTANCE
PLEASE RETURN THE QUESTIONNAIRE IN THE ENCLOSED STAMPED ENVELOPE

APPENDIX 2
QUESTIONNAIRE - FRENCH VERSION



Mars 1990

A tous les employés de la Région centrale

Il y a près de deux ans, nous avons lancé Mansis, un nouveau système conçu pour assurer une gestion permanente et mettre en oeuvre des changements dans la Région centrale. Après ces deux ans, il importe de comprendre les répercussions de son utilisation. C'est pourquoi nous vous donnons l'occasion de formuler vos observations sur Mansis.

Le questionnaire d'enquête ci-joint vous donne l'occasion d'exprimer vos commentaires et vos opinions sur la mise en oeuvre du système et votre point de vue sur les lieux de travail. Je fais appel à votre collaboration pour que vous remplissiez et retourniez ces questionnaires. A la fin de l'étude, nous nous communiquerons les résultats et vous aurez de nouveau l'occasion d'en discuter et d'explorer des solutions aux problèmes que vous aurez mentionnés. Soyez certains que nous assurerons un suivi pour régler les problèmes que le sondage et les consultations subséquentes peuvent révéler.

Je puis vous garantir que l'information que vous fournirez demeurera absolument confidentielle. Pour nous en assurer, nous avons passé un contrat avec la société Prairie Research Associates (PRA) Inc. de Winnipeg qui recueillera et analysera les données. Seuls les chercheurs de la PRA traiteront les questionnaires remplis de manière à en préserver l'anonymat.

Votre participation est très importante pour cette étude. Je vous prie de remplir le questionnaire sans délai, d'ici une semaine de préférence. Une dizaine de minutes devraient suffire.

Une fois le questionnaire rempli, veuillez le retourner par la poste dans l'enveloppe-réponse affranchie ci-jointe. Si vous avez des questions concernant l'enquête, n'hésitez pas à communiquer (à frais virés) avec Kerry Dangerfield de la société Prairie Research Associates au numéro (204) 488-2912 ou avec moi-même au numéro (204) 983-4081.

Je vous remercie de votre collaboration et vous prie d'agréer mes meilleures salutations.

Le directeur général,
Région du Centre,

Roger Collet

ENGLISH ON REVERSE

VEUILLEZ LIRE CHAQUE QUESTION ATTENTIVEMENT. MÊME SI CERTAINES QUESTIONS PEUVENT SEMBLER RÉPÉTITIVES, PRISES COLLECTIVEMENT, ELLES ONT ÉTÉ CONÇUES POUR REPRÉSENTER FIDÈLEMENT LA FAÇON DONT L'ENSEMBLE DES EMPLOYÉS PERÇOIVENT LEUR MILIEU DE TRAVAIL.

(Si certaines questions sont sans objet pour vous, n'y répondez pas)

SECTION UN : VUE D'ENSEMBLE DES COMMUNICATIONS DANS LE MILIEU DE TRAVAIL

CETTE SECTION DE L'ENQUÊTE CONCERNE LES COMMUNICATIONS DANS LE MILIEU DE TRAVAIL

			NI		
			D'ACCORD		
FORTEMENT	EN		NI EN		FORTEMENT
EN DÉSACCORD	DÉSACCORD	DÉSACCORD	D'ACCORD	D'ACCORD	D'ACCORD

(Encerclez le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|----|--|---|---|---|---|---|
| 1. | La plupart du temps, je sais ce que j'ai à faire dans mon travail | 1 | 2 | 3 | 4 | 5 |
| 2. | Mes fonctions sont si vagues que je ne sais pas ce que je dois faire | 1 | 2 | 3 | 4 | 5 |
| 3. | Je ne suis pas certain(e) de ce que le Ministère est censé faire | 1 | 2 | 3 | 4 | 5 |
| 4. | Mon supérieur porte à mon crédit le travail bien fait et m'en félicite | 1 | 2 | 3 | 4 | 5 |
| 5. | Quand je ne suis pas sûr(e) de ce que je dois faire, je peux demander des éclaircissements à mon surveillant | 1 | 2 | 3 | 4 | 5 |
| 6. | Comparativement à il y a deux ans, je trouve plus facile de donner des directives à d'autres employés | 1 | 2 | 3 | 4 | 5 |
| 7. | Mon supérieur m'encourage à prendre part aux décisions importantes qui touchent mon emploi | 1 | 2 | 3 | 4 | 5 |

NI
 D'ACCORD
 NI EN
 FORTEMENT
 EN DÉSACCORD DÉSACCORD DÉSACCORD D'ACCORD D'ACCORD

(Encerclez le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|-----|---|---|---|---|---|---|
| 8. | J'hésite habituellement à parler ouvertement à mon supérieur | 1 | 2 | 3 | 4 | 5 |
| 9. | J'ai souvent de la difficulté à déterminer si je m'acquitte bien ou mal de mon travail | 1 | 2 | 3 | 4 | 5 |
| 10. | Mes subalternes sont devenus plus réceptifs à mes directives au cours des deux dernières années | 1 | 2 | 3 | 4 | 5 |
| 11. | La direction m'encourage à suggérer des améliorations | 1 | 2 | 3 | 4 | 5 |
| 12. | Mon supérieur s'assure que je sais ce qu'on attend de moi | 1 | 2 | 3 | 4 | 5 |
| 13. | Je connais bien les objectifs de ma section | 1 | 2 | 3 | 4 | 5 |
| 14. | Il semble que je sois la dernière personne à savoir ce qui se passe | 1 | 2 | 3 | 4 | 5 |
| 15. | Mon supérieur me parle régulièrement de la qualité de mon travail | 1 | 2 | 3 | 4 | 5 |
| 16. | Je ne suis pas certain de ce que mon groupe est censé réaliser | 1 | 2 | 3 | 4 | 5 |
| 17. | Les nouvelles tâches sont bien expliquées | 1 | 2 | 3 | 4 | 5 |
| 18. | Je connais bien les objectifs de mon Ministère | 1 | 2 | 3 | 4 | 5 |
| 19. | Mes collègues se plaignent beaucoup de la mauvaise gestion | 1 | 2 | 3 | 4 | 5 |

20. Dans l'ensemble, comment qualifieriez-vous la communication de vos subalternes lorsqu'ils s'adressent A VOUS? (ENCERCLEZ)

TRÈS MAUVAISE	1
MAUVAISE	2
PASSABLE	3
BONNE	4
TRÈS BONNE	5
JE NE SUPERVISE PERSONNE	6

21. Dans l'ensemble, comment qualifieriez-vous la communication DE VOS SUPÉRIEURS lorsqu'ils s'adressent à vous? (ENCERCLEZ)

TRÈS MAUVAISE	1
MAUVAISE	2
PASSABLE	3
BONNE	4
TRÈS BONNE	5

22. Dans l'ensemble, comment qualifieriez-vous la communication DES GESTIONNAIRES lorsqu'ils s'adressent à vous? (ENCERCLEZ)

TRÈS MAUVAISE	1
MAUVAISE	2
PASSABLE	3
BONNE	4
TRÈS BONNE	5

SECTION DEUX : CHAMP D'ACTION

CETTE SECTION CONCERNE LA FAÇON DONT VOUS POUVEZ FONCTIONNER DANS VOTRE POSTE ACTUEL.

(Si une question est sans objet, n'y répondez pas)

		NI			
		D'ACCORD			
FORTEMENT	EN	NI EN		FORTEMENT	
EN DÉSACCORD	DÉSACCORD	DÉSACCORD	D'ACCORD	D'ACCORD	

(Encerclez le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|-----|---|---|---|---|---|---|
| 23. | Mon supérieur ne me parle presque jamais de la qualité de mon travail | 1 | 2 | 3 | 4 | 5 |
| 24. | Les suggestions que je fais à mes subalternes sont ordinairement bien reçues | 1 | 2 | 3 | 4 | 5 |
| 25. | Mon supérieur ne tient pas compte des suggestions et des plaintes des gens de mon niveau | 1 | 2 | 3 | 4 | 5 |
| 26. | Comparativement à il y a deux ans, je reçois des directives plus claires de mon supérieur | 1 | 2 | 3 | 4 | 5 |
| 27. | Je sais ordinairement si mon travail est satisfaisant ou pas | 1 | 2 | 3 | 4 | 5 |
| 28. | À en juger par la façon dont les choses fonctionnent ici, on ne peut pas faire tellement confiance à la direction | 1 | 2 | 3 | 4 | 5 |
| 29. | Mon superviseur me donne des directives, puis me laisse faire mon travail | 1 | 2 | 3 | 4 | 5 |
| 30. | Je dois constamment réexpliquer les choses à mes subalternes | 1 | 2 | 3 | 4 | 5 |

NI
 D'ACCORD
 NI EN
 FORTEMENT EN
 EN DÉSACCORD DÉSACCORD DÉSACCORD D'ACCORD D'ACCORD

(Encerclez le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 31. | Comparativement à
il y a deux ans, je
reçois plus de
commentaires sur mon
travail | 1 | 2 | 3 | 4 | 5 |
| 32. | Mon supérieur a des
rapports francs avec moi | 1 | 2 | 3 | 4 | 5 |
| 33. | Comparativement à
il y a deux ans, j'ai
davantage confiance dans
mes capacités de gestion | 1 | 2 | 3 | 4 | 5 |

34. Savez-vous ce que votre supérieur attend de vous? (ENCERCLEZ)

- | | |
|--------------------------|---|
| OUI, TOUJOURS | 1 |
| OUI, LA PLUPART DU TEMPS | 2 |
| HABITUELLEMENT PAS | 3 |
| NON, JAMAIS | 4 |

Dans quelle mesure les situations suivantes compliquent-elles vos communications avec la direction?

AUCUNEMENT

DANS UNE LARGE
MEASURE

(Encerclez le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 35. | Directives vagues de la
direction | 1 | 2 | 3 | 4 | 5 |
| 36. | Manque de formation
(personnelle) | 1 | 2 | 3 | 4 | 5 |
| 37. | Manque de temps pour
expliquer le travail | 1 | 2 | 3 | 4 | 5 |

AUCUNEMENT

DANS UNE LARGE
MEASURE

(Encerclez le chiffre qui correspond le mieux à votre perception)

38. Supérieurs trop occupés pour donner des explications 1 2 3 4 5

39. Questions sur le travail non tolérées 1 2 3 4 5

Dans quelle mesure les situations suivantes compliquent-elles vos communications avec vos subalternes?

AUCUNEMENT

DANS UNE LARGE
MEASURE

(Encerclez le chiffre qui correspond le mieux à votre perception)

40. Directives vagues de la direction 1 2 3 4 5

41. Manque de formation (personnelle) 1 2 3 4 5

42. Manque de temps pour expliquer le travail 1 2 3 4 5

43. Personnel indifférent 1 2 3 4 5

44. Questions sur le travail non tolérées 1 2 3 4 5

Indiquez dans quelle mesure les énoncés qui suivent sont vrais. Dans quelle mesure

AUCUNEMENT

DANS UNE LARGE
MEASURE

(Encerclez le chiffre qui correspond le mieux à votre perception)

45. Recevez-vous directement des commentaires sur votre travail? 1 2 3 4 5

46. Votre Ministère s'intéresse-t-il vraiment au bien-être de ses employés? 1 2 3 4 5

AUCUNEMENT

DANS UNE LARGE
MEASURE

(Encercler le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 47. | Le directeur général fait-il preuve de leadership dans votre région? | 1 | 2 | 3 | 4 | 5 |
| 48. | Votre supérieur vous donne-t-il des buts précis pour vous guider dans votre travail? | 1 | 2 | 3 | 4 | 5 |
| 49. | Participez-vous à la planification de votre travail avec votre supérieur? | 1 | 2 | 3 | 4 | 5 |

SECTION TROIS : PERCEPTIONS CONCERNANT LA DIRECTION

PENSEZ D'ABORD A VOTRE SUPÉRIEUR IMMÉDIAT. D'APRÈS VOUS, QUELLE SOMME D'ÉNERGIE VOTRE SUPÉRIEUR IMMÉDIAT CONSACRE-T-IL (ELLE) AUX ASPECTS SUIVANTS DU MILIEU DE TRAVAIL? (Essayez de répondre à chaque question. Cependant, si l'une d'entre elles est sans objet, n'y répondez pas.)

Quelle somme d'énergie votre SUPÉRIEUR IMMÉDIAT consacre-t-il à :

AUCUNE
ÉNERGIEBEAUCOUP
D'ÉNERGIE

(Encercler le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|-----|---|---|---|---|---|---|
| 50. | clarifier les situations? | 1 | 2 | 3 | 4 | 5 |
| 51. | organiser le travail? | 1 | 2 | 3 | 4 | 5 |
| 52. | donner des commentaires sur le rendement? | 1 | 2 | 3 | 4 | 5 |
| 53. | expliquer le but du travail? | 1 | 2 | 3 | 4 | 5 |
| 54. | vous donner des directives? | 1 | 2 | 3 | 4 | 5 |

Quelle somme d'énergie votre SUPÉRIEUR IMMÉDIAT consacre-t-il à :

AUCUNE
ÉNERGIE

BEAUCOUP
D'ÉNERGIE

(Encerclez le chiffre qui correspond le mieux à votre perception)

55.	stimuler l'enthousiasme envers le travail?	1	2	3	4	5
56.	fournir des commentaires d'appréciation sur le travail?	1	2	3	4	5
57.	résoudre les griefs des employés?	1	2	3	4	5
58.	fournir des informations sur les priorités du groupe?	1	2	3	4	5
59.	vous offrir des possibilités de participation?	1	2	3	4	5
60.	vous expliquer comment le système Mansis est censé fonctionner?	1	2	3	4	5
61.	utiliser lui-même le système Mansis dans ses rapports avec vous?	1	2	3	4	5

Parlons maintenant des AUTRES GESTIONNAIRES DE VOTRE RÉGION. (Essayez de répondre à chaque question. Cependant, si l'une d'elles est sans objet pour vous, ou que vous n'en connaissez pas la réponse, n'y répondez pas.)

Quelle somme d'énergie les AUTRES GESTIONNAIRES DE VOTRE RÉGION consacrent-ils à :

AUCUNE
ÉNERGIE

BEAUCOUP
D'ÉNERGIE

(Encerclez le chiffre qui correspond le mieux à votre perception)

62.	clarifier les situations?	1	2	3	4	5
63.	organiser le travail?	1	2	3	4	5
64.	expliquer le but du travail?	1	2	3	4	5
65.	stimuler l'enthousiasme envers le travail?	1	2	3	4	5
66.	fournir des commentaires d'appréciation sur le travail?	1	2	3	4	5

Quelle somme d'énergie les AUTRES GESTIONNAIRES DE VOTRE RÉGION consacrent-ils à :

AUCUNE
ÉNERGIE

BEAUCOUP
D'ÉNERGIE

(Encerchez le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 67. | fournir de l'information
sur les priorités du
Ministère? | 1 | 2 | 3 | 4 | 5 |
| 68. | offrir à leurs employés
des possibilités de
participation? | 1 | 2 | 3 | 4 | 5 |
| 69. | expliquer comment le
système Mansis est censé
fonctionner? | 1 | 2 | 3 | 4 | 5 |
| 70. | utiliser eux-mêmes le
système Mansis dans
leurs rapports avec leur
personnel? | 1 | 2 | 3 | 4 | 5 |

ENFIN, PENSEZ AU DIRECTEUR GÉNÉRAL. D'APRÈS VOUS, QUELLE SOMME D'ÉNERGIE CONSACRE-T-IL AUX ASPECTS SUIVANTS DU MILIEU DE TRAVAIL? (Essayez de répondre à chaque question. Cependant, si l'une d'elles est sans objet pour vous, ou que nous n'en connaissez pas la réponse, n'y répondez pas.)

Quelle somme d'énergie le DIRECTEUR GÉNÉRAL consacre-t-il à :

AUCUNE
ÉNERGIE

BEAUCOUP
D'ÉNERGIE

(Encerchez le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 71. | clarifier les situations? | 1 | 2 | 3 | 4 | 5 |
| 72. | expliquer le but des
programmes de la Région? | 1 | 2 | 3 | 4 | 5 |
| 73. | stimuler l'enthousiasme
envers le travail? | 1 | 2 | 3 | 4 | 5 |
| 74. | fournir de l'information
sur les priorités du
Ministère? | 1 | 2 | 3 | 4 | 5 |

Quelle somme d'énergie le DIRECTEUR GÉNÉRAL consacre-t-il à :

AUCUNE
ÉNERGIE

BEAUCOUP
D'ÉNERGIE

(Encerclez le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|-----|---|---|---|---|---|---|
| 75. | donner l'occasion au personnel de fournir des commentaires d'appréciation générale? | 1 | 2 | 3 | 4 | 5 |
| 76. | expliquer les objectifs d'ensemble du Ministère? | 1 | 2 | 3 | 4 | 5 |

SECTION QUATRE : LE SYSTÈME MANSIS

PENSEZ MAINTENANT AU SYSTÈME MANSIS. VEUILLEZ ENCERCLEZ LA RÉPONSE QUI CORRESPOND LE MIEUX À VOS PROPRES PERCEPTIONS DE LA MISE EN ŒUVRE ET DE L'UTILISATION DE MANSIS.

77. Avez-vous eu une formation sur Mansis? (ENCERCLEZ)

OUI 1

NON 2 (PASSEZ À LA QUESTION 95)

78. Quelle a été l'utilité de la formation sur Mansis? (ENCERCLEZ)

PAS TRÈS
UTILE

TRÈS
UTILE

1 2 3 4 5

79. À quelle fréquence utilisez-vous le guide Mansis? (ENCERCLEZ)

JAMAIS 1

DEUX FOIS PAR ANNÉE 2

CHAQUE MOIS 3

AU MOINS UNE FOIS PAR SEMAINE 4

80. A l'heure actuelle, votre guide est-il à jour? (ENCERCLEZ)

OUI 1

NON 2

VEUILLEZ EXPLIQUER _____

81. Réfléchissez à vos tâches. Quelle est la pertinence de votre documentation sur le Mansis? (ENCERCLEZ)

TOUT A FAIT PERTINENT 1

QUELQUES OMISSIONS IMPORTANTES 2

TRÈS PEU PERTINENT 3

82. A quelle fréquence rencontrez-vous votre supérieur pour revoir votre rendement et faire des commentaires sur les directives que vous recevez? (ENCERCLEZ LA RÉPONSE QUI CORRESPOND LE MIEUX À LA RÉALITÉ)

JAMAIS 1

UNE FOIS L'AN 2

TOUS LES TROIS MOIS 3

CHAQUE MOIS 4

CHAQUE SEMAINE 5

83. Depuis le lancement de Mansis, Y a-t-il eu un changement quant à la fréquence des rencontres avec votre supérieur? (ENCERCLEZ)

BEAUCOUP MOINS
DE RENCONTRES

AUCUN
CHANGEMENT

BEAUCOUP PLUS DE
RENCONTRES

1 2 3 4 5

84. Quel changement aimeriez-vous voir apporter quant à la fréquence des rencontres avec votre supérieur? (ENCERCLEZ)

BEAUCOUP MOINS DE RENCONTRES AUCUN CHANGEMENT BEAUCOUP PLUS DE RENCONTRES

1 2 3 4 5

Veillez lire chacun des énoncés suivants et encerclez le chiffre qui correspond le mieux à votre perception.

NI D'ACCORD NI EN D'ACCORD
 FORTEMENT EN D'ACCORD
 EN DÉSACCORD DÉSACCORD DÉSACCORD D'ACCORD D'ACCORD

(Encerclez le chiffre qui correspond le mieux à votre perception)

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 85. | Mansis a été une perte de temps dans mon travail | 1 | 2 | 3 | 4 | 5 |
| 86. | Grâce à Mansis, j'ai eu davantage l'occasion de communiquer avec mes supérieurs | 1 | 2 | 3 | 4 | 5 |
| 87. | Grâce à la formation sur Mansis, je puis mieux communiquer des directives à <u>mes</u> subalternes | 1 | 2 | 3 | 4 | 5 |
| 88. | Nous avons besoin de plus de formation sur Mansis pour encourager l'utilisation régulière du système | 1 | 2 | 3 | 4 | 5 |
| 89. | Toute l'utilité de Mansis n'est pas encore évidente | 1 | 2 | 3 | 4 | 5 |
| 90. | L'utilisation de Mansis a amélioré le milieu de travail | 1 | 2 | 3 | 4 | 5 |
| 91. | Grâce à l'utilisation de Mansis, ma productivité s'est améliorée | 1 | 2 | 3 | 4 | 5 |

92. Dans l'ensemble, diriez-vous que l'utilisation du Mansis a amélioré vos relations de travail avec votre supérieur? (ENCERCLEZ)

OUI, BEAUCOUP	1
OUI, DANS UNE CERTAINE MESURE	2
PAS BEAUCOUP	3
PAS DU TOUT	4

93. La mise en oeuvre du système Mansis à votre bureau a-t-elle été satisfaisante?

OUI	1	(PASSEZ A LA QUESTION 94)
NON	2	

DANS LA NÉGATIVE - Qu'est-ce qui a empêché la mise en oeuvre efficace du système?

94. Quel est le changement le plus important que l'utilisation du Mansis a apporté dans le milieu du travail?

SECTION CINQ : RENSEIGNEMENTS GÉNÉRAUX

95. Dans quelle province travaillez-vous? (COCHEZ)

Alberta (ou T. N.-O.)	_____
Saskatchewan	_____
Manitoba	_____

96. Êtes-vous de sexe masculin ou féminin? (COCHEZ)

MASCULIN	_____
FÉMININ	_____

97. Depuis combien de temps travaillez-vous pour ce Ministère? (COCHEZ)

1 an ou moins _____

entre deux et 5 ans _____

entre 6 et 10 ans _____

plus de 10 ans _____

98. A quelle catégorie d'emploi appartenez-vous? (COCHEZ)

Gestion _____

Supervision _____

Autre que gestion et supervision _____

NOUS ASSURERONS PEUT-ÊTRE PLUS TARD LE SUIVI DE CETTE ENQUÊTE. SI TEL EST LE CAS, NOUS SERONS ALORS INTÉRESSÉS À COMPARER LES RÉPONSES D'UNE NOUVELLE ENQUÊTE AVEC CELLES DU PRÉSENT QUESTIONNAIRE. C'EST LA SEULE FAÇON DE DÉTERMINER SI LE SYSTÈME FONCTIONNE BIEN. LES QUESTIONS QUI SUIVENT VOUS SERVIRONT À CRÉER VOTRE PROPRE CODE EXCLUSIF, MAIS CELUI-CI NE NOUS PERMETTRA PAS CEPENDANT DE DÉCOUVRIR VOTRE IDENTITÉ. VOUS SEUL POURREZ RECRÉER LE CODE PLUS TARD ET PAR CONSÉQUENT, LA CONFIDENTIALITÉ EST ASSURÉE.

99. Année de naissance 19 ____

100. Quelles sont les deux premières lettres du prénom de votre mère? _____

101. Quelles sont les deux premières lettres du prénom de votre père? _____

102. Quelles sont les deux premières lettres du nom de fille de votre mère? _____

103. Enfin, 1) avez-vous des suggestions pour l'amélioration des communications dans le milieu de travail? 2) Y a-t-il quelque chose que vous n'aimez pas dans la mise en oeuvre ou l'utilisation de Mansis?

MERCI DE VOTRE COLLABORATION

VEUILLEZ RETOURNER LE QUESTIONNAIRE DANS L'ENVELOPPE AFFRANCHIE CI-JOINTE.

APPENDIX 3
FOLLOW-UP LETTER

Prairie Research Associates Inc.

March 23, 1990

To: All Central Region Employees

Two weeks ago a questionnaire was distributed to employees in the Central Region of the Department of Communications. This survey is part of a review on Mansis, a new management system designed to provide ongoing management, as well to implement change within the Central Region.

A number of you have already responded and I would like to take this opportunity to thank you. If you have not yet completed the questionnaire, I encourage you to take the time in the next few days to do so. We are interested in your response because it is important to understand what impact the use of Mansis has had on you.

The information you provide is absolutely confidential and anonymous. Only the staff at Prairie Research Associates will handle the individual surveys and in this way your identity will not be known.

If you have misplaced your questionnaire or have any questions concerning the survey, please contact me at (204) 488-2912 (collect).

Thank you for your time.

Yours truly,

Kerry Dangerfield
Partner

APPENDIX 4
ONE-WAY FREQUENCY TABLES

MANSIS SURVEY

MOST OF TIME I KNOW WHAT TO DO IN MY JOB

Q1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NEITHER	2	1.7	2	1.7
AGREE	69	58.0	71	59.7
STRONGLY AGREE	48	40.3	119	100.0

DUTIES SO UNCLEAR DO NOT KNOW WHAT TO DO

Q2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
STRONGLY DISAGREE	59	49.6	59	49.6
DISAGREE	57	47.9	116	97.5
NEITHER	1	0.8	117	98.3
AGREE	2	1.7	119	100.0

CONFUSED ABOUT WHAT DEPT SUPPOSED TO DO

Q3	Frequency	Percent	Cumulative Frequency	Cumulative Percent
STRONGLY DISAGREE	33	27.7	33	27.7
DISAGREE	64	53.8	97	81.5
NEITHER	13	10.9	110	92.4
AGREE	9	7.6	119	100.0

SUPERIOR GIVES ME CREDIT/PRAISE FOR WORK

Q4	Frequency	Percent	Cumulative Frequency	Cumulative Percent
STRONGLY DISAGREE	2	1.7	2	1.7
DISAGREE	13	10.9	15	12.6
NEITHER	17	14.3	32	26.9
AGREE	62	52.1	94	79.0
STRONGLY AGREE	25	21.0	119	100.0

MANSIS SURVEY

CAN ASK FOR CLARIFICATION FROM SUPERVISR

Q5	Frequency	Percent	Cumulative Frequency	Cumulative Percent
DISAGREE	6	5.0	6	5.0
NEITHER	8	6.7	14	11.8
AGREE	67	56.3	81	68.1
STRONGLY AGREE	38	31.9	119	100.0

EASIER PROVIDE DIRECTION THAN 2 YRS AGO

Q6	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	20	.	.	.
STRNGLY DISAGREE	2	2.0	2	2.0
DISAGREE	14	14.1	16	16.2
NEITHER	35	35.4	51	51.5
AGREE	37	37.4	88	88.9
STRONGLY AGREE	11	11.1	99	100.0

Frequency Missing = 20

SUPERV ENCOURAGES PARTICPTN IN DECISIONS

Q7	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	2	.	.	.
STRNGLY DISAGREE	3	2.6	3	2.6
DISAGREE	11	9.4	14	12.0
NEITHER	13	11.1	27	23.1
AGREE	69	59.0	96	82.1
STRONGLY AGREE	21	17.9	117	100.0

Frequency Missing = 2

MANSIS SURVEY

HESITATE TO SPEAK OPENLY WITH SUPERVISOR

Q8	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
STRONGLY DISAGREE	32	27.1	32	27.1
DISAGREE	64	54.2	96	81.4
NEITHER	9	7.6	105	89.0
AGREE	12	10.2	117	99.2
STRONGLY AGREE	1	0.8	118	100.0

Frequency Missing = 1

TROUBLE FIGURING OUT HOW DOING IN JOB

Q9	Frequency	Percent	Cumulative Frequency	Cumulative Percent
STRONGLY DISAGREE	19	16.0	19	16.0
DISAGREE	61	51.3	80	67.2
NEITHER	21	17.6	101	84.9
AGREE	16	13.4	117	98.3
STRONGLY AGREE	2	1.7	119	100.0

OTHS MORE RECEPTIVE TO DIRECTN LST 2 YRS

Q10	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	52	.	.	.
NOT APPLICABLE	2	.	.	.
STRONGLY DISAGREE	1	1.5	1	1.5
DISAGREE	2	3.1	3	4.6
NEITHER	31	47.7	34	52.3
AGREE	27	41.5	61	93.8
STRONGLY AGREE	4	6.2	65	100.0

Frequency Missing = 54

MANSIS SURVEY

MGMT ENCOURAGES ME TO SUGGEST IMPROVMNTS

Q11	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	4	.	.	.
STRONGLY DISAGREE	1	0.9	1	0.9
DISAGREE	8	7.0	9	7.8
NEITHER	16	13.9	25	21.7
AGREE	70	60.9	95	82.6
STRONGLY AGREE	20	17.4	115	100.0

Frequency Missing = 4

SUPERV MAKES SURE I KNOW WHAT IS EXPECTD

Q12	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
DISAGREE	9	7.6	9	7.6
NEITHER	17	14.4	26	22.0
AGREE	84	71.2	110	93.2
STRONGLY AGREE	8	6.8	118	100.0

Frequency Missing = 1

I KNOW THE GOALS OF MY SECTION WELL

Q13	Frequency	Percent	Cumulative Frequency	Cumulative Percent
STRONGLY DISAGREE	1	0.8	1	0.8
DISAGREE	5	4.2	6	5.0
NEITHER	9	7.6	15	12.6
AGREE	77	64.7	92	77.3
STRONGLY AGREE	27	22.7	119	100.0

MANSIS SURVEY

LAST PERSON TO KNOW WHAT IS GOING ON

Q14	Frequency	Percent	Cumulative Frequency	Cumulative Percent
STRONGLY DISAGREE	23	19.3	23	19.3
DISAGREE	57	47.9	80	67.2
NEITHER	20	16.8	100	84.0
AGREE	13	10.9	113	95.0
STRONGLY AGREE	6	5.0	119	100.0

SUPERV PROVIDES REG PERFORMANCE FEEDBACK

Q15	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	2	.	.	.
STRONGLY DISAGREE	.1	0.9	1	0.9
DISAGREE	18	15.4	19	16.2
NEITHER	26	22.2	45	38.5
AGREE	62	53.0	107	91.5
STRONGLY AGREE	10	8.5	117	100.0

Frequency Missing = 2

UNCLEAR WHAT WORK GROUP SUPPOSED ACHIEVE

Q16	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
STRONGLY DISAGREE	31	26.3	31	26.3
DISAGREE	69	58.5	100	84.7
NEITHER	15	12.7	115	97.5
AGREE	3	2.5	118	100.0

Frequency Missing = 1

MANSIS SURVEY

NEW TASKS ARE EXPLAINED WELL

Q17	Frequency	Percent	Cumulative Frequency	Cumulative Percent
STRONGLY DISAGREE	2	1.7	2	1.7
DISAGREE	19	16.0	21	17.6
NEITHER	17	14.3	38	31.9
AGREE	76	63.9	114	95.8
STRONGLY AGREE	5	4.2	119	100.0

I KNOW THE GOALS OF MY DEPARTMENT WELL

Q18	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
DISAGREE	15	12.7	15	12.7
NEITHER	18	15.3	33	28.0
AGREE	68	57.6	101	85.6
STRONGLY AGREE	17	14.4	118	100.0

Frequency Missing = 1

LOT OF COMPLAINING ABOUT POOR MANAGEMENT

Q19	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	3	.	.	.
STRONGLY DISAGREE	7	6.0	7	6.0
DISAGREE	40	34.5	47	40.5
NEITHER	23	19.8	70	60.3
AGREE	31	26.7	101	87.1
STRONGLY AGREE	15	12.9	116	100.0

Frequency Missing = 3

MANSIS SURVEY

COMMUNICATN TO YOU FROM THOSE SUPERVISE

Q20	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	34	.	.	.
NOT APPLICABLE	3	.	.	.
POOR	2	2.4	2	2.4
AVERAGE	6	7.3	8	9.8
GOOD	28	34.1	36	43.9
EXTREMELY GOOD	11	13.4	47	57.3
DO NOT SUPERVISE	35	42.7	82	100.0

Frequency Missing = 37

COMMUNICATION FROM SUPERVISORS TO YOU

Q21	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	9	.	.	.
NOT APPLICABLE	1	.	.	.
EXTREMELY POOR	1	0.9	1	0.9
POOR	7	6.4	8	7.3
AVERAGE	32	29.4	40	36.7
GOOD	55	50.5	95	87.2
EXTREMELY GOOD	14	12.8	109	100.0

Frequency Missing = 10

COMMUNICATION FROM MANAGERS TO YOU

Q22	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
EXTREMELY POOR	5	4.2	5	4.2
POOR	19	16.1	24	20.3
AVERAGE	46	39.0	70	59.3
GOOD	41	34.7	111	94.1
EXTREMELY GOOD	7	5.9	118	100.0

Frequency Missing = 1

MANSIS SURVEY

SUPERV RARELY GIVES FEEDBACK ABOUT WORK

Q23	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
STRONGLY DISAGREE	17	14.4	17	14.4
DISAGREE	62	52.5	79	66.9
NEITHER	13	11.0	92	78.0
AGREE	25	21.2	117	99.2
STRONGLY AGREE	1	0.8	118	100.0

Frequency Missing = 1

SUGGESTNS TO THOSE I SUPERV WELL RECVD

Q24	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	53	.	.	.
NOT APPLICABLE	2	.	.	.
DISAGREE	1	1.6	1	1.6
NEITHER	12	18.8	13	20.3
AGREE	46	71.9	59	92.2
STRONGLY AGREE	5	7.8	64	100.0

Frequency Missing = 55

SUPERV IGNORES SUGGESTIONS/COMPLAINTS

Q25	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	5	.	.	.
STRONGLY DISAGREE	20	17.5	20	17.5
DISAGREE	70	61.4	90	78.9
NEITHER	16	14.0	106	93.0
AGREE	8	7.0	114	100.0

Frequency Missing = 5

MANSIS SURVEY

CLEARER DIRECTN FROM SUPERV LAST 2 YRS

Q26	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	6	.	.	.
STRNGLY DISAGREE	2	1.8	2	1.8
DISAGREE	16	14.2	18	15.9
NEITHER	50	44.2	68	60.2
AGREE	40	35.4	108	95.6
STRONGLY AGREE	5	4.4	113	100.0

Frequency Missing = 6

USUALLY KNOW IF MY WORK IS SATISFACTORY

Q27	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
DISAGREE	5	4.2	5	4.2
NEITHER	13	11.0	18	15.3
AGREE	86	72.9	104	88.1
STRONGLY AGREE	14	11.9	118	100.0

Frequency Missing = 1

ONE CANNOT PUT MUCH CONFIDENCE IN MGMT

Q28	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	5	.	.	.
STRNGLY DISAGREE	19	16.7	19	16.7
DISAGREE	48	42.1	67	58.8
NEITHER	23	20.2	90	78.9
AGREE	16	14.0	106	93.0
STRONGLY AGREE	8	7.0	114	100.0

Frequency Missing = 5

MANSIS SURVEY

SUPERV GIVES DIRECTN, LETS ME DO JOB

Q29	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
STRONGLY DISAGREE	1	0.8	1	0.8
DISAGREE	8	6.8	9	7.6
NEITHER	13	11.0	22	18.6
AGREE	71	60.2	93	78.8
STRONGLY AGREE	25	21.2	118	100.0

Frequency Missing = 1

EXPLAIN REPEATEDLY TO THOSE I SUPERVISE

Q30	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	62	.	.	.
NOT APPLICABLE	1	.	.	.
STRONGLY DISAGREE	6	10.7	6	10.7
DISAGREE	32	57.1	38	67.9
NEITHER	15	26.8	53	94.6
AGREE	3	5.4	56	100.0

Frequency Missing = 63

RECV MORE FEEDBACK ABOUT WORK LAST 2 YR

Q31	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	7	.	.	.
STRONGLY DISAGREE	3	2.7	3	2.7
DISAGREE	20	17.9	23	20.5
NEITHER	35	31.3	58	51.8
AGREE	47	42.0	105	93.8
STRONGLY AGREE	7	6.2	112	100.0

Frequency Missing = 7

MANSIS SURVEY

MY SUPERVISOR DEALS WITH ME HONESTLY

Q32	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	2	.	.	.
DISAGREE	9	7.7	9	7.7
NEITHER	13	11.1	22	18.8
AGREE	71	60.7	93	79.5
STRONGLY AGREE	24	20.5	117	100.0

Frequency Missing = 2

MORE CONFIDENT IN MGMT ABILITIES

Q33	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	64	.	.	.
NOT APPLICABLE	1	.	.	.
DISAGREE	4	7.4	4	7.4
NEITHER	19	35.2	23	42.6
AGREE	22	40.7	45	83.3
STRONGLY AGREE	9	16.7	54	100.0

Frequency Missing = 65

AWARE OF WHAT SUPERVISOR EXPECTS OF YOU

Q34	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
YES, ALWAYS	26	22.0	26	22.0
MOST OF THE TIME	84	71.2	110	93.2
NOT USUALLY	8	6.8	118	100.0

Frequency Missing = 1

MANSIS SURVEY

UNCLEAR MGMT DIRECTN-COMPL MGMT COMMUN

Q35	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	3	.	.	.
NOT APPLICABLE	1	.	.	.
NOT AT ALL	24	20.9	24	20.9
2	40	34.8	64	55.7
3	29	25.2	93	80.9
4	19	16.5	112	97.4
TO GREAT EXTENT	3	2.6	115	100.0

Frequency Missing = 4

INADEQUATE TRAINING-COMPL MGMT COMMUN

Q36	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	5	.	.	.
NOT APPLICABLE	1	.	.	.
NOT AT ALL	31	27.4	31	27.4
2	44	38.9	75	66.4
3	23	20.4	98	86.7
4	11	9.7	109	96.5
TO GREAT EXTENT	4	3.5	113	100.0

Frequency Missing = 6

NO TIME TO EXPLAIN-COMPL MGMT COMMUN

Q37	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	6	.	.	.
NOT APPLICABLE	1	.	.	.
NOT AT ALL	29	25.9	29	25.9
2	38	33.9	67	59.8
3	22	19.6	89	79.5
4	18	16.1	107	95.5
TO GREAT EXTENT	5	4.5	112	100.0

Frequency Missing = 7

MANSIS SURVEY

SUPERV TOO BUSY-COMPL MGMT COMMUN

Q38	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	4	.	.	.
NOT APPLICABLE	1	.	.	.
NOT AT ALL	35	30.7	35	30.7
2	43	37.7	78	68.4
3	12	10.5	90	78.9
4	20	17.5	110	96.5
TO GREAT EXTENT	4	3.5	114	100.0

Frequency Missing = 5

QUESTNS NOT TOLERATED-COMPL MGMT COMMUN

Q39	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	5	.	.	.
NOT APPLICABLE	1	.	.	.
NOT AT ALL	61	54.0	61	54.0
2	31	27.4	92	81.4
3	13	11.5	105	92.9
4	4	3.5	109	96.5
TO GREAT EXTENT	4	3.5	113	100.0

Frequency Missing = 6

UNCLEAR MGMT DIRECTN-COMPL COMM SUPERV

Q40	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	64	.	.	.
NOT APPLICABLE	6	.	.	.
NOT AT ALL	11	22.4	11	22.4
2	24	49.0	35	71.4
3	7	14.3	42	85.7
4	6	12.2	48	98.0
TO GREAT EXTENT	1	2.0	49	100.0

Frequency Missing = 70

MANSIS SURVEY

INADEQUATE TRAINING-COMPL COMM SUPERV

Q41	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	63	.	.	.
NOT APPLICABLE	6	.	.	.
NOT AT ALL	21	42.0	21	42.0
2	20	40.0	41	82.0
3	6	12.0	47	94.0
4	2	4.0	49	98.0
TO GREAT EXTENT	1	2.0	50	100.0

Frequency Missing = 69

NO TIME TO EXPLAIN-COMPL COMM SUPERV

Q42	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	63	.	.	.
NOT APPLICABLE	6	.	.	.
NOT AT ALL	13	26.0	13	26.0
2	18	36.0	31	62.0
3	10	20.0	41	82.0
4	5	10.0	46	92.0
TO GREAT EXTENT	4	8.0	50	100.0

Frequency Missing = 69

UNMOTIVATED STAFF-COMPL COMM SUPERV

Q43	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	78	.	.	.
NOT APPLICABLE	6	.	.	.
NOT AT ALL	13	37.1	13	37.1
2	11	31.4	24	68.6
3	5	14.3	29	82.9
4	4	11.4	33	94.3
TO GREAT EXTENT	2	5.7	35	100.0

Frequency Missing = 84

MANSIS SURVEY

QUESTNS NOT TOLERATED-COMPL COMM SUPERV

Q44	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	64	.	.	.
NOT APPLICABLE	6	.	.	.
NOT AT ALL	35	71.4	35	71.4
2	11	22.4	46	93.9
3	2	4.1	48	98.0
TO GREAT EXTENT	1	2.0	49	100.0

Frequency Missing - 70

GET DIRECT PERFORMANCE FEEDBACK-EXTENT

Q45	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
NOT AT ALL	3	2.5	3	2.5
2	19	16.1	22	18.6
3	35	29.7	57	48.3
4	49	41.5	106	89.8
TO GREAT EXTENT	12	10.2	118	100.0

Frequency Missing - 1

DEPT INTEREST IN WORKERS WELFARE-EXTENT

Q46	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
NOT AT ALL	7	5.9	7	5.9
2	19	16.1	26	22.0
3	52	44.1	78	66.1
4	35	29.7	113	95.8
TO GREAT EXTENT	5	4.2	118	100.0

Frequency Missing - 1

MANSIS SURVEY

DIR-GEN GIVES REGION LEADERSHIP-EXTENT

Q47	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	8	.	.	.
NOT AT ALL	7	6.3	7	6.3
2	13	11.7	20	18.0
3	31	27.9	51	45.9
4	35	31.5	86	77.5
TO GREAT EXTENT	25	22.5	111	100.0

Frequency Missing = 8

SUPERV GIVES SPECIFIC GOALS -EXTENT

Q48	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	3	.	.	.
NOT AT ALL	3	2.6	3	2.6
2	9	7.8	12	10.3
3	35	30.2	47	40.5
4	58	50.0	105	90.5
TO GREAT EXTENT	11	9.5	116	100.0

Frequency Missing = 3

PARTICIPATE IN WORK PLANNING -EXTENT

Q49	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	3	.	.	.
NOT AT ALL	7	6.0	7	6.0
2	16	13.8	23	19.8
3	31	26.7	54	46.6
4	49	42.2	103	88.8
TO GREAT EXTENT	13	11.2	116	100.0

Frequency Missing = 3

MANSIS SURVEY

MAKE THINGS CLEAR-EFFORT OF SUPERVISOR

	Q50	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		3	.	.	.
	2	17	14.7	17	14.7
	3	28	24.1	45	38.8
	4	59	50.9	104	89.7
TREMNDOUS EFFORT		12	10.3	116	100.0

Frequency Missing = 3

ORGANIZING WORK-EFFORT OF SUPERVISOR

	Q51	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		5	.	.	.
NO EFFORT		5	4.4	5	4.4
	2	22	19.3	27	23.7
	3	34	29.8	61	53.5
	4	44	38.6	105	92.1
TREMNDOUS EFFORT		9	7.9	114	100.0

Frequency Missing = 5

PERFORMANCE COMMENTS-EFFORT OF SUPERV

	Q52	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		3	.	.	.
NO EFFORT		2	1.7	2	1.7
	2	19	16.4	21	18.1
	3	32	27.6	53	45.7
	4	52	44.8	105	90.5
TREMNDOUS EFFORT		11	9.5	116	100.0

Frequency Missing = 3

MANSIS SURVEY

EXPLAIN WORK PURPOSE-EFFORT OF SUPERV

Q53	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	7	.	.	.
2	16	14.3	16	14.3
3	37	33.0	53	47.3
4	50	44.6	103	92.0
TREMNDOUS EFFORT	9	8.0	112	100.0

Frequency Missing = 7

GIVE DIRECTN TO YOU-EFFORT OF SUPERV

Q54	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	3	.	.	.
NO EFFORT	1	0.9	1	0.9
2	16	13.8	17	14.7
3	30	25.9	47	40.5
4	56	48.3	103	88.8
TREMNDOUS EFFORT	13	11.2	116	100.0

Frequency Missing = 3

CREATING ENTHUSIASM-EFFORT OF SUPERV

Q55	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	3	.	.	.
NO EFFORT	10	8.6	10	8.6
2	24	20.7	34	29.3
3	42	36.2	76	65.5
4	33	28.4	109	94.0
TREMNDOUS EFFORT	7	6.0	116	100.0

Frequency Missing = 3

MANSIS SURVEY

PROVIDING FEEDBACK-EFFORT OF SUPERV

	Q56	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		3	.	.	.
NO EFFORT		4	3.4	4	3.4
	2	22	19.0	26	22.4
	3	30	25.9	56	48.3
	4	52	44.8	108	93.1
TREMNDOUS EFFORT		8	6.9	116	100.0

Frequency Missing = 3

RESOLVING GRIEVANCES-EFFORT OF SUPERV

	Q57	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		20	.	.	.
NO EFFORT		8	8.1	8	8.1
	2	18	18.2	26	26.3
	3	25	25.3	51	51.5
	4	37	37.4	88	88.9
TREMNDOUS EFFORT		11	11.1	99	100.0

Frequency Missing = 20

PRIORITY INFORMATION-EFFORT OF SUPERV

	Q58	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		5	.	.	.
NO EFFORT		1	0.9	1	0.9
	2	13	11.4	14	12.3
	3	36	31.6	50	43.9
	4	51	44.7	101	88.6
TREMNDOUS EFFORT		13	11.4	114	100.0

Frequency Missing = 5

MANSIS SURVEY

PROVIDE INPUT OPPORTUN-EFFORT SUPERV

	Q59	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		3	.	.	.
NO EFFORT		3	2.6	3	2.6
	2	10	8.6	13	11.2
	3	25	21.6	38	32.8
	4	57	49.1	95	81.9
TREMNDOUS EFFORT		21	18.1	116	100.0

Frequency Missing = 3

EXPLAIN MANSIS SYSTEM-EFFORT SUPERV

	Q60	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		3	.	.	.
NO EFFORT		8	6.9	8	6.9
	2	18	15.5	26	22.4
	3	27	23.3	53	45.7
	4	45	38.8	98	84.5
TREMNDOUS EFFORT		18	15.5	116	100.0

Frequency Missing = 3

USING MANSIS SYSTEM-EFFORT OF SUPERV

	Q61	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		4	.	.	.
NO EFFORT		7	6.1	7	6.1
	2	18	15.7	25	21.7
	3	36	31.3	61	53.0
	4	41	35.7	102	88.7
TREMNDOUS EFFORT		13	11.3	115	100.0

Frequency Missing = 4

MANSIS SURVEY

MAKE THINGS CLEAR-EFFORT OTHER MGRS

Q62	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	35	.	.	.
NOT APPLICABLE	1	.	.	.
NO EFFORT	6	7.2	6	7.2
2	13	15.7	19	22.9
3	35	42.2	54	65.1
4	28	33.7	82	98.8
TREMNDOUS EFFORT	1	1.2	83	100.0

Frequency Missing - 36

ORGANIZING WORK-EFFORT OTHER MGRS

Q63	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	50	.	.	.
NOT APPLICABLE	1	.	.	.
NO EFFORT	7	10.3	7	10.3
2	13	19.1	20	29.4
3	28	41.2	48	70.6
4	16	23.5	64	94.1
TREMNDOUS EFFORT	4	5.9	68	100.0

Frequency Missing - 51

EXPLAIN WORK PURPOSE-EFFORT OTHR MGRS

Q64	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	41	.	.	.
NOT APPLICABLE	1	.	.	.
NO EFFORT	4	5.2	4	5.2
2	23	29.9	27	35.1
3	23	29.9	50	64.9
4	23	29.9	73	94.8
TREMNDOUS EFFORT	4	5.2	77	100.0

Frequency Missing - 42

MANSIS SURVEY

CREATING ENTHUSIASM-EFFORT OTHER MGRS

	Q65	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		43	.	.	.
NOT APPLICABLE		1	.	.	.
NO EFFORT		7	9.3	7	9.3
	2	20	26.7	27	36.0
	3	32	42.7	59	78.7
	4	16	21.3	75	100.0

Frequency Missing = 44

PROVIDING FEEDBACK-EFFORT OTHER MGRS

	Q66	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		39	.	.	.
NOT APPLICABLE		1	.	.	.
NO EFFORT		7	8.9	7	8.9
	2	26	32.9	33	41.8
	3	21	26.6	54	68.4
	4	22	27.8	76	96.2
TREMNDOUS EFFORT		3	3.8	79	100.0

Frequency Missing = 40

PRIORITY INFORMATION-EFFORT OTHR MGRS

	Q67	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		45	.	.	.
NOT APPLICABLE		1	.	.	.
NO EFFORT		2	2.7	2	2.7
	2	14	19.2	16	21.9
	3	23	31.5	39	53.4
	4	31	42.5	70	95.9
TREMNDOUS EFFORT		3	4.1	73	100.0

Frequency Missing = 46

MANSIS SURVEY

PROVIDE INPUT OPPORTUN-EFFORT OTH MGR

Q68	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	49	.	.	.
NOT APPLICABLE	1	.	.	.
NO EFFORT	3	4.3	3	4.3
2	11	15.9	14	20.3
3	23	33.3	37	53.6
4	29	42.0	66	95.7
TREMNDOUS EFFORT	3	4.3	69	100.0

Frequency Missing - 50

EXPLAIN MANSIS SYSTEM-EFFORT OTH MGRS

Q69	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	54	.	.	.
NOT APPLICABLE	1	.	.	.
NO EFFORT	6	9.4	6	9.4
2	19	29.7	25	39.1
3	20	31.3	45	70.3
4	16	25.0	61	95.3
TREMNDOUS EFFORT	3	4.7	64	100.0

Frequency Missing - 55

USING MANSIS SYSTEM-EFFORT OTHER MGRS

Q70	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	63	.	.	.
NOT APPLICABLE	1	.	.	.
NO EFFORT	2	3.6	2	3.6
2	17	30.9	19	34.5
3	18	32.7	37	67.3
4	17	30.9	54	98.2
TREMNDOUS EFFORT	1	1.8	55	100.0

Frequency Missing - 64

MANSIS SURVEY

MAKE THINGS CLEAR-EFFORT DIRECTOR-GEN

	Q71	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		14	.	.	.
NO EFFORT		4	3.8	4	3.8
	2	9	8.6	13	12.4
	3	30	28.6	43	41.0
	4	43	41.0	86	81.9
TREMNDOUS EFFORT		19	18.1	105	100.0

Frequency Missing = 14

EXPLAIN PGM PURPOSE-EFFORT DIR-GEN

	Q72	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		12	.	.	.
NO EFFORT		4	3.7	4	3.7
	2	11	10.3	15	14.0
	3	27	25.2	42	39.3
	4	40	37.4	82	76.6
TREMNDOUS EFFORT		25	23.4	107	100.0

Frequency Missing = 12

CREATING ENTHUSIASM-EFFORT DIR-GEN

	Q73	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		13	.	.	.
NO EFFORT		9	8.5	9	8.5
	2	15	14.2	24	22.6
	3	31	29.2	55	51.9
	4	28	26.4	83	78.3
TREMNDOUS EFFORT		23	21.7	106	100.0

Frequency Missing = 13

MANSIS SURVEY

PRIORITY INFORMATION-EFFORT DIR-GEN

	Q74	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		13	.	.	.
NO EFFORT		5	4.7	5	4.7
	2	8	7.5	13	12.3
	3	26	24.5	39	36.8
	4	41	38.7	80	75.5
TREMNDOUS EFFORT		26	24.5	106	100.0

Frequency Missing = 13

PROVIDING FEEDBACK-EFFORT DIR-GEN

	Q75	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		14	.	.	.
NO EFFORT		7	6.7	7	6.7
	2	15	14.3	22	21.0
	3	29	27.6	51	48.6
	4	36	34.3	87	82.9
TREMNDOUS EFFORT		18	17.1	105	100.0

Frequency Missing = 14

CLARIFY DEPT GOALS-EFFORT DIR-GEN

	Q76	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE		12	.	.	.
NO EFFORT		3	2.8	3	2.8
	2	9	8.4	12	11.2
	3	28	26.2	40	37.4
	4	41	38.3	81	75.7
TREMNDOUS EFFORT		26	24.3	107	100.0

Frequency Missing = 12

MANSIS SURVEY

HAVE YOU HAD MANSIS TRAINING

Q77	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
YES	117	99.2	117	99.2
NO	1	0.8	118	100.0

Frequency Missing = 1

HOW USEFUL WAS MANSIS TRAINING

Q78	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	2	.	.	.
NOT APPLICABLE	1	.	.	.
NOT VERY USEFUL	8	6.9	8	6.9
2	14	12.1	22	19.0
3	36	31.0	58	50.0
4	36	31.0	94	81.0
VERY USEFUL	22	19.0	116	100.0

Frequency Missing = 3

HOW OFTEN DO YOU USE MANSIS MANUAL

Q79	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	3	.	.	.
NOT APPLICABLE	1	.	.	.
NEVER	20	17.4	20	17.4
COUPLE TIMES/YR	27	23.5	47	40.9
EVERY MONTH	65	56.5	112	97.4
EVERY MONTH +	3	2.6	115	100.0

Frequency Missing = 4

MANSIS SURVEY

IS MANUAL UP TO DATE

Q80	Frequency	Percent	Cumulative Frequency	Cumulative Percent
DO NOT KNOW	2	.	.	.
NO RESPONSE	2	.	.	.
NOT APPLICABLE	1	.	.	.
YES	95	83.3	95	83.3
NO	19	16.7	114	100.0

Frequency Missing - 5

HOW ACCURATE IS MANSIS MATERIAL

Q81	Frequency	Percent	Cumulative Frequency	Cumulative Percent
DO NOT KNOW	2	.	.	.
NO RESPONSE	17	.	.	.
NOT APPLICABLE	1	.	.	.
CMPLTLY ACCURATE	56	56.6	56	56.6
SOME OMISSIONS	43	43.4	99	100.0

Frequency Missing - 20

HOW OFT MEET W SUPERV-REVIEW/FEEDBACK

Q82	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	6	.	.	.
NOT APPLICABLE	1	.	.	.
ONCE A YEAR	4	3.6	4	3.6
EVERY 3 MONTHS	33	29.5	37	33.0
EVERY MONTH	71	63.4	108	96.4
WEEKLY	4	3.6	112	100.0

Frequency Missing - 7

MANSIS SURVEY

CHG IN MEETING FREQ SINCE MANSIS

Q83	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	2	.	.	.
NOT APPLICABLE	1	.	.	.
FAR FEWR MEETNGS	4	3.4	4	3.4
2	15	12.9	19	16.4
NO CHANGE	29	25.0	48	41.4
4	43	37.1	91	78.4
MNY MORE MEETNGS	25	21.6	116	100.0

Frequency Missing - 3

CHG IN MEETING FREQ YOU WOULD LIKE

Q84	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	4	.	.	.
NOT APPLICABLE	1	.	.	.
FAR FEWR MEETNGS	4	3.5	4	3.5
2	15	13.2	19	16.7
NO CHANGE	75	65.8	94	82.5
4	16	14.0	110	96.5
MNY MORE MEETNGS	4	3.5	114	100.0

Frequency Missing - 5

MANSIS WASTE OF TIME FOR MY JOB

Q85	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NOT APPLICABLE	1	.	.	.
STRNGLY DISAGREE	20	16.9	20	16.9
DISAGREE	48	40.7	68	57.6
NEITHER	23	19.5	91	77.1
AGREE	18	15.3	109	92.4
STRONGLY AGREE	9	7.6	118	100.0

Frequency Missing - 1

MANSIS SURVEY

MANSIS PROV COMMUN OPPORT W SUPERIORS

Q86	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NOT APPLICABLE	1	.	.	.
STRONGLY DISAGREE	11	9.3	11	9.3
DISAGREE	24	20.3	35	29.7
NEITHER	25	21.2	60	50.8
AGREE	42	35.6	102	86.4
STRONGLY AGREE	16	13.6	118	100.0

Frequency Missing = 1

BETT COMMUN DIRCTNS THOSE WORK FOR ME

Q87	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	63	.	.	.
NOT APPLICABLE	2	.	.	.
STRONGLY DISAGREE	5	9.3	5	9.3
DISAGREE	4	7.4	9	16.7
NEITHER	11	20.4	20	37.0
AGREE	23	42.6	43	79.6
STRONGLY AGREE	11	20.4	54	100.0

Frequency Missing = 65

NEED MORE MANSIS TRAINING FOR REG USE

Q88	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	3	.	.	.
NOT APPLICABLE	1	.	.	.
STRONGLY DISAGREE	16	13.9	16	13.9
DISAGREE	40	34.8	56	48.7
NEITHER	32	27.8	88	76.5
AGREE	22	19.1	110	95.7
STRONGLY AGREE	5	4.3	115	100.0

Frequency Missing = 4

MANSIS SURVEY

FULL CONTRIBUTN MANSIS YET TO BE FELT

Q89	Frequency	Percent	Cumulative Frequency	Cumulative Percent
D	1	.	.	.
NO RESPONSE	3	.	.	.
NOT APPLICABLE	1	.	.	.
STRONGLY DISAGREE	5	4.4	5	4.4
DISAGREE	28	24.6	33	28.9
NEITHER	34	29.8	67	58.8
AGREE	40	35.1	107	93.9
STRONGLY AGREE	7	6.1	114	100.0

Frequency Missing = 5

MANSIS IMPROVED OFFICE ENVIRONMENT

Q90	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	2	.	.	.
NOT APPLICABLE	1	.	.	.
STRONGLY DISAGREE	11	9.5	11	9.5
DISAGREE	28	24.1	39	33.6
NEITHER	34	29.3	73	62.9
AGREE	36	31.0	109	94.0
STRONGLY AGREE	7	6.0	116	100.0

Frequency Missing = 3

PRODUCTIVITY IMPROVED DUE TO MANSIS

Q91	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	1	.	.	.
NOT APPLICABLE	1	.	.	.
STRONGLY DISAGREE	17	14.5	17	14.5
DISAGREE	40	34.2	57	48.7
NEITHER	28	23.9	85	72.6
AGREE	28	23.9	113	96.6
STRONGLY AGREE	4	3.4	117	100.0

Frequency Missing = 2

MANSIS SURVEY

MANSIS IMPROVED RELATIONSHIP W SUPERV

Q92	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	2	.	.	.
NOT APPLICABLE	1	.	.	.
YES, GREAT DEAL	12	10.3	12	10.3
YES, SOMEWHAT	39	33.6	51	44.0
NOT MUCH	37	31.9	88	75.9
NOT AT ALL	28	24.1	116	100.0

Frequency Missing - 3

MANSIS SATISFACTORILY IMPLEMENTED

Q93	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	8	.	.	.
NOT APPLICABLE	1	.	.	.
YES	80	72.7	80	72.7
NO	30	27.3	110	100.0

Frequency Missing - 9

MANSIS SURVEY

WHAT PREVENTS SUCCESSFUL IMPLEMENTATN

Q93A	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	10	.	.	.
NOT APPLICABLE	81	.	.	.
LACK OF INTEREST OR BENEFIT	2	7.1	2	7.1
STAFF DEVELOPMENT INEFFECTIVE	1	3.6	3	10.7
NEED BETTER COMMUNICATION ALL LEVELS	1	3.6	4	14.3
TOO MANY MEETINGS	1	3.6	5	17.9
PROCESS WASTES TOO MUCH TIME	2	7.1	7	25.0
ALL NOT PARTICIPATING EQUALLY	3	10.7	10	35.7
RIBS/BARS NOT AGREED UPON	2	7.1	12	42.9
MANSIS IS A PRETENCE	2	7.1	14	50.0
MANSIS IMPLEMENTATION FORCED FROM TOP	1	3.6	15	53.6
LACK OF CLEAR DIRECTION/OBJECTIVES	1	3.6	16	57.1
MORE MEETINGS NEEDED	2	7.1	18	64.3
LACK OF INITIAL TRAINING	1	3.6	19	67.9
OTHER	9	32.1	28	100.0

Frequency Missing = 91

MANSIS SURVEY

GREATEST CHG BROUGHT ABOUT BY MANSIS

Q94	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	26	.	.	.
NOT APPLICABLE	1	.	.	.
LESS COMMUNICATION IN WORKPLACE	2	2.2	2	2.2
TIME CONSUMING	4	4.3	6	6.5
LOWER MORALE IN OFFICE	4	4.3	10	10.9
TOO MUCH PAPER WORK WITHOUT BENEFIT	2	2.2	12	13.0
TOO MUCH TIME SPENT TALKING	2	2.2	14	15.2
MANAGEMENT USING ONLY BECAUSE HAVE TO	1	1.1	15	16.3
INPUT INTO OFFICE MANAGEMENT	5	5.4	20	21.7
BETTER COMMUNICATION/COOPERATION	31	33.7	51	55.4
EASY ON-GOING PERFORMANCE APPRAISAL	4	4.3	55	59.8
FOSTER DISCUSSION	2	2.2	57	62.0
CLEAR DIRECTION	8	8.7	65	70.7
REGULAR MEETINGS	7	7.6	72	78.3
MORE TRUST IN MNGT DURING REOGRAN.	1	1.1	73	79.3
PROGRAMS QUICKLY DEFINED/SOLVED	1	1.1	74	80.4
EVERYONE WORKS/NO SLACKING OFF	1	1.1	75	81.5
MORE RECOGNITION OF ACHIEVEMENTS	2	2.2	77	83.7
NONE/NOTHING	9	9.8	86	93.5
OTHER	6	6.5	92	100.0

Frequency Missing - 27

PROVINCE IN WHICH YOU WORK

Q95	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	5	.	.	.
ALBERTA OR NWT	45	39.5	45	39.5
SASKATCHEWAN	20	17.5	65	57.0
MANITOBA	49	43.0	114	100.0

Frequency Missing - 5

MANSIS SURVEY

GENDER

Q96	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	5	.	.	.
MALE	71	62.3	71	62.3
FEMALE	43	37.7	114	100.0

Frequency Missing - 5

HOW LONG WORKED FOR THIS DEPARTMENT

Q97	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	4	.	.	.
1 YEAR OR LESS	7	6.1	7	6.1
2 - 5 YEARS	22	19.1	29	25.2
6 - 10 YEARS	27	23.5	56	48.7
OVER 10 YEARS	59	51.3	115	100.0

Frequency Missing - 4

JOB CATEGORY

Q98	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	5	.	.	.
MANAGER	17	14.9	17	14.9
SUPERVISOR	20	17.5	37	32.5
NON-MGT/SUPERVSR	77	67.5	114	100.0

Frequency Missing - 5

MANSIS SURVEY

YEAR OF BIRTH

Q99	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	22	.	.	.
4	1	1.0	1	1.0
26	1	1.0	2	2.1
30	1	1.0	3	3.1
34	1	1.0	4	4.1
35	1	1.0	5	5.2
36	4	4.1	9	9.3
37	3	3.1	12	12.4
39	1	1.0	13	13.4
40	2	2.1	15	15.5
41	3	3.1	18	18.6
42	1	1.0	19	19.6
44	2	2.1	21	21.6
45	1	1.0	22	22.7
46	1	1.0	23	23.7
47	3	3.1	26	26.8
48	3	3.1	29	29.9
49	5	5.2	34	35.1
50	2	2.1	36	37.1
51	2	2.1	38	39.2
52	2	2.1	40	41.2
53	5	5.2	45	46.4
54	7	7.2	52	53.6
55	6	6.2	58	59.8
56	5	5.2	63	64.9
57	2	2.1	65	67.0
58	7	7.2	72	74.2
59	5	5.2	77	79.4
60	7	7.2	84	86.6
61	1	1.0	85	87.6
62	6	6.2	91	93.8
63	2	2.1	93	95.9
66	1	1.0	94	96.9
68	2	2.1	96	99.0
90	1	1.0	97	100.0

Frequency Missing = 22

MANSIS SURVEY

SUGGSTNS-IMPROVE WORKPLACE COMMUN

Q103_1	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	52	.	.	.
LESS COMMUNICATION IN WORKPLACE	1	1.5	1	1.5
INSUFFICIENT RESOURCES FOR MANSIS	1	1.5	2	3.0
WASTE OF PAPER FOR SHORT MEMOS	1	1.5	3	4.5
WASTE OF TIME, NO BENEFITS	9	13.4	12	17.9
BETTER STAFF TRAINING NEEDED	2	3.0	14	20.9
MORE COMMUNICATION NEEDED	2	3.0	16	23.9
CONCEPT GOOD, BUT DOESN'T WORK	5	7.5	21	31.3
FEWER MEETINGS	2	3.0	23	34.3
REFRESHER TRAINING FOR SUPERIORS	2	3.0	25	37.3
NEEDS TO BE LESS BUREAUCRATIC	7	10.4	32	47.8
NO ENFORCEMENT OF PROPER USE	2	3.0	34	50.7
INTEGRATE MANSIS/APPRAISALS	1	1.5	35	52.2
NEED TEAMBUILDING SESSION	1	1.5	36	53.7
ONUS ON EMPLOYEES, NOT MNGT	1	1.5	37	55.2
LOWER MORALE	1	1.5	38	56.7
LACK OF SUPPORT/PARTICIPATION	1	1.5	39	58.2
MANSIS EXCELLENT TOOL/GOOD JOB	5	7.5	44	65.7
NONE/NOTHING	3	4.5	47	70.1
OTHER	20	29.9	67	100.0

Frequency Missing = 52

MANSIS SURVEY

PROBLEMS W IMPLEMENTATN/USE MANSIS

Q103_2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
NO RESPONSE	98	.	.	.
WASTE OF PAPER	1	4.8	1	4.8
CONCERNS IN WRITING	1	4.8	2	9.5
ONLY PARTICIPANT BECAUSE HAVE TO	1	4.8	3	14.3
LACK OF SUPPORT/PARTICIPATION	1	4.8	4	19.0
NONE/NOTHING	3	14.3	7	33.3
OTHER	14	66.7	21	100.0

Frequency Missing = 98

MANSIS SURVEY

AGE	Frequency	Percent	Cumulative Frequency	Cumulative Percent
.	22	.	.	.
0	1	1.0	1	1.0
22	2	2.1	3	3.1
24	1	1.0	4	4.1
27	2	2.1	6	6.2
28	6	6.2	12	12.4
29	1	1.0	13	13.4
30	7	7.2	20	20.6
31	5	5.2	25	25.8
32	7	7.2	32	33.0
33	2	2.1	34	35.1
34	5	5.2	39	40.2
35	6	6.2	45	46.4
36	7	7.2	52	53.6
37	5	5.2	57	58.8
38	2	2.1	59	60.8
39	2	2.1	61	62.9
40	2	2.1	63	64.9
41	5	5.2	68	70.1
42	3	3.1	71	73.2
43	3	3.1	74	76.3
44	1	1.0	75	77.3
45	1	1.0	76	78.4
46	2	2.1	78	80.4
48	1	1.0	79	81.4
49	3	3.1	82	84.5
50	2	2.1	84	86.6
51	1	1.0	85	87.6
53	3	3.1	88	90.7
54	4	4.1	92	94.8
55	1	1.0	93	95.9
56	1	1.0	94	96.9
60	1	1.0	95	97.9
64	1	1.0	96	99.0
86	1	1.0	97	100.0

Frequency Missing - 22

APPENDIX 5
CHANGES OVER TIME
A COMPARISON OF RESPONSES TO QUESTIONS
ON 1988 AND 1990 SURVEYS

Wording Changes

The following statements were run in 1990 and 1988 with slight modification to the wording:

1990: "Most of the time I know what to do in my job"

1988: "Most of the time I know what I have to do in my job" (Tables A1 and A15)

1990: "My duties are so unclear that I don't know what I'm supposed to do"

1988: "My duties are so unclear that I don't always know what I'm supposed to do" (Tables A2 and A16)

1990: "I often have trouble figuring out how I'm doing in this job"

1988: "I often have trouble figuring out whether I'm doing well or poorly on this job" (Tables A5 and A19)

1990: "Management encourages me to suggest improvement"

1988: "Management encourages us to make suggestions for improvement here" (Tables A6 and A16)

1990: "My supervisor ignores suggestions and complaints from people at my level"

1988: "Management ignores suggestions and complaints from people at my level" (Tables A9 and A23)

1990: "I usually know if my work is satisfactory"

1988: "I usually know if my work is satisfactory on this job" (Tables A10 and A24)

For the question "To what extent does your Department have a real interest in the welfare of those who work here?", the scales in 1990 and 1988 were slightly different. In 1990 the scale was five points from 1 - NOT AT ALL to 5 - A GREAT EXTENT. In 1988 a five point scale was also used but each interval was labelled: 1-VERY LITTLE EXTENT, 2-LITTLE EXTENT, 3-SOME EXTENT, 4-GREAT EXTENT, and 5-VERY GREAT EXTENT (Tables A12 and A26).

In 1990 the respondents were asked to rate "the other managers within your region." In 1988 the respondents were asked to rate "your other supervisors within your section." (Tables A14 and A28).

Responses of Samples

The following tables provide a breakdown of the respondents to the questions run in 1988 and 1990. Changes in text are indicated in parentheses. Tables A1 to A14 present all respondents.

TABLE A1
 "Most of the time I know what
 (I have) to do in my job"

	MANSIS/90 Q1	SURVEY/88 Q1
Strongly Disagree	0.0	0.0
Disagree	0.0	3.3
Neither	1.7	5.7
Agree	58.0	54.5
Strongly Agree	40.3	36.6

TABLE A2
 "My duties are so unclear that
 I don't (always) know what I'm supposed to do"

	MANSIS/90 Q2	SURVEY/88 Q4
Strongly Disagree	49.6	33.3
Disagree	47.9	50.4
Neither	0.8	9.8
Agree	1.7	6.5
Strongly Agree	0.0	0.0

TABLE A3
 "I am confused about what this
 Department is supposed to do"

	MANSIS/90 Q3	SURVEY/88 Q21
Strongly Disagree	27.7	17.1
Disagree	53.8	48.8
Neither	10.9	24.4
Agree	7.6	8.1
Strongly Agree	0.0	1.6

TABLE A4
 "My superior gives me credit
 and praise for work well done"

	MANSIS/90 Q4	SURVEY/88 Q19
Strongly Disagree	1.7	2.4
Disagree	10.9	14.6
Neither	14.3	13.0
Agree	52.1	54.5
Strongly Agree	21.0	15.4

TABLE A5
 "I often have trouble figuring
 out how (whether) I'm doing in (well or poorly on) this job"

	MANSIS/90 Q9	SURVEY/88 Q22
Strongly Disagree	16.0	13.1
Disagree	51.3	52.5
Neither	17.6	21.3
Agree	13.4	12.3
Strongly Agree	1.7	0.8

TABLE A6
 "Management encourages me to
 (us to make) suggest(ions for) improvement (here)"

	MANSIS/90 Q11	SURVEY/88 Q26
Strongly Disagree	0.9	4.1
Disagree	7.0	18.0
Neither	13.9	24.6
Agree	60.9	44.0
Strongly Agree	17.4	9.0

TABLE A7
 "It is not clear to me what my
 work group is supposed to achieve"

	MANSIS/90 Q16	SURVEY/88 Q45
Strongly Disagree	26.3	22.1
Disagree	58.5	67.2
Neither	12.7	8.2
Agree	2.5	1.6
Strongly Agree	0.0	0.8

TABLE A8
 "I know the goals of my Department well"

	MANSIS/90 Q18	SURVEY/88 Q62
Strongly Disagree	0.0	2.5
Disagree	12.7	13.9
Neither	15.3	27.9
Agree	57.6	51.6
Strongly Agree	14.4	4.1

TABLE A9
 "My supervisor (Management) ignores suggestions and
 complaints from people at my level"

	MANSIS/90 Q25	SURVEY/88 Q33
Strongly Disagree	17.5	8.3
Disagree	61.4	44.6
Neither	14.0	19.0
Agree	7.0	19.8
Strongly Agree	0.0	8.3

TABLE A10
 "I usually know if my work is satisfactory (on this job)"

	MANSIS/90 Q27	SURVEY/88 Q34
Strongly Disagree	0.0	0.0
Disagree	4.2	4.9
Neither	11.0	8.1
Agree	72.9	77.2
Strongly Agree	11.9	9.8

TABLE A11
 "The way things are here one can't
 put much confidence in management"

	MANSIS/90 Q28	SURVEY/88 Q60
Strongly Disagree	16.7	5.8
Disagree	42.1	45.5
Neither	20.2	22.3
Agree	14.0	19.8
Strongly Agree	7.0	6.6

TABLE A12
 "To what extent does your Department
 have a real interest in the welfare of those who work here"

	MANSIS/90 Q46	SURVEY/88 Q68
Not at all	5.9	8.3
2	16.1	20.7
3	44.1	52.9
4	29.7	17.4
Great Extent	4.2	0.8

TABLE A13
 "How much effort does you IMMEDIATE SUPERVISOR devote to:"
 (percent).

	<u>Little Effort</u>		<u>Some Effort</u>		<u>Considerable Effort</u>	
	1990	1988	1990	1988	1990	1988
making things clear?	14.7	11.7	24.1	30.0	61.2	58.3
organizing the work?	23.7	17.6	29.8	29.4	46.5	52.9
providing comments on performance (on a yearly basis)?	18.1	7.1	27.6	31.9	54.3	61.1
explaining the purpose of the work?	14.3	20.5	33.0	29.1	52.7	50.4
giving direction to you?	14.7	15.5	25.9	34.5	59.5	50.0
creating enthusiasm about the work?	29.3	28.1	36.2	33.1	34.5	38.8
providing feedback on the work?	22.4	24.4	25.9	28.6	51.7	47.1
resolving employee grievances?	26.2	24.1	25.3	34.9	48.5	41.0
providing information on the priorities of the group?	12.3	18.2	31.6	35.5	56.1	46.4

TABLE A14
 "How much effort do you OTHER MANAGERS WITHIN YOUR REGION
 (your OTHER SUPERVISORS WITHIN YOUR SECTION) devote to:"
 (percent)

	<u>Little Effort</u>		<u>Some Effort</u>		<u>Considerable Effort</u>	
	1990	1988	1990	1988	1990	1988
making things clear?	22.9	22.7	42.2	40.0	34.9	37.3
organizing the work?	29.4	30.5	41.2	41.9	29.4	27.6
explaining the purpose of the work?	35.1	26.9	29.9	39.8	35.1	33.3
creating enthusiasm about the work?	36.0	43.1	42.7	33.0	21.3	23.9
providing feedback on the work?	41.8	38.5	26.6	33.9	31.6	27.5
providing information on the priorities of the Department?	21.9	24.3	31.5	44.9	46.6	30.8

Responses of Linked Respondents

Tables A15 to A28 present the results for the 43 linked respondents.

TABLE A15
 "Most of the time I know what
 (I have) to do in my job."

	<u>MANSIS/90</u> Q1	<u>SURVEY/88</u> Q1
Strongly Disagree	0.0	0.0
Disagree	0.0	4.7
Neither	0.0	58.1
Agree	51.2	37.2
Strongly Agree	48.8	36.6

TABLE A16

"My duties are so unclear that
I don't (always) know what I'm supposed to do"

	MANSIS/90 Q2	SURVEY/88 Q4
Strongly Disagree	58.1	30.2
Disagree	39.5	48.8
Neither	0.0	14.0
Agree	2.3	7.0
Strongly Agree	0.0	0.0

TABLE A17

"I am confused about what this
Department is supposed to do"

	MANSIS/90 Q3	SURVEY/88 Q21
Strongly Disagree	30.2	11.6
Disagree	48.8	58.1
Neither	11.6	16.3
Agree	9.3	11.6
Strongly Agree	0.0	2.3

TABLE A18

"My superior gives me credit
and praise for work well done"

	MANSIS/90 Q4	SURVEY/88 Q19
Strongly Disagree	2.3	0.0
Disagree	4.7	9.3
Neither	14.0	11.6
Agree	53.5	60.5
Strongly Agree	25.6	18.6

TABLE A19

"I often have trouble figuring
out how (whether) I'm doing in (well or poorly on) this job"

	MANSIS/90 Q9	SURVEY/88 Q22
Strongly Disagree	23.3	11.6
Disagree	51.2	60.5
Neither	18.6	16.3
Agree	7.0	9.3
Strongly Agree	0.0	2.3

TABLE A20

"Management encourages me
(us to make) to suggest(ions for) improvements (here)"

	MANSIS/90 Q11	SURVEY/88 Q26
Strongly Disagree	0.0	0.0
Disagree	9.5	14.0
Neither	16.7	30.2
Agree	57.1	44.2
Strongly Agree	16.7	11.6

TABLE A21

"It is not clear to me what my
work group is supposed to achieve"

	MANSIS/90 Q16	SURVEY/88 Q45
Strongly Disagree	38.1	18.6
Disagree	47.6	76.7
Neither	11.9	4.7
Agree	2.4	0.0
Strongly Agree	0.0	0.0

TABLE A22

"I know the goals of my Department well"

	MANSIS/90 Q18	SURVEY/88 Q62
Strongly Disagree	0.0	2.3
Disagree	14.3	20.9
Neither	14.3	27.9
Agree	59.5	46.5
Strongly Agree	11.9	2.3

TABLE A23

"My supervisor (Management) ignores suggestions and complaints from people at my level"

	MANSIS/90 Q25	SURVEY/88 Q33
Strongly Disagree	25.0	7.0
Disagree	57.5	60.5
Neither	10.0	14.0
Agree	7.5	16.3
Strongly Agree	0.0	2.3

TABLE A24

"I usually know if my work is satisfactory (on this job)"

	MANSIS/90 Q27	SURVEY/88 Q34
Strongly Disagree	0.0	0.0
Disagree	4.7	4.7
Neither	11.6	7.0
Agree	69.8	81.4
Strongly Agree	14.0	7.0

TABLE A25

"The way things are here one can't put much confidence in management"

	MANSIS/90 Q28	SURVEY/88 Q60
Strongly Disagree	29.3	4.7
Disagree	29.3	53.5
Neither	22.0	20.9
Agree	19.5	20.9
Strongly Agree	0.0	0.0

TABLE A26

"To what extent does your Department have a real interest in the welfare of those who work here"

	MANSIS/90 Q46	SURVEY/88 Q64
Not at all	0.0	2.3
2	23.3	11.6
3	34.9	76.7
4	37.2	9.3
Great Extent	4.7	0.0

TABLE A27
 "How much effort does you IMMEDIATE SUPERVISOR devote to:"
 (percent).

	<u>Little Effort</u>		<u>Some Effort</u>		<u>Considerable Effort</u>	
	1990	1988	1990	1988	1990	1988
making things clear?	21.4	11.9	11.9	28.6	66.7	59.5
organizing the work?	27.5	19.5	22.5	22.0	50.0	58.5
providing comments on performance (on a yearly basis)?	19.0	4.9	26.2	34.1	54.8	61.0
explaining the purpose of the work?	15.0	16.7	30.0	33.3	55.0	50.0
giving direction to you?	19.0	14.3	14.3	35.7	66.7	50.0
creating enthusiasm about the work?	21.4	23.8	33.3	35.7	45.2	40.4
providing feedback on on the work?	21.4	21.4	23.8	35.7	54.8	42.9
resolving employee grievances?	25.0	18.5	19.4	25.9	55.6	55.6
providing information on the priorities of the group?	12.5	10.3	30.0	41.0	57.5	48.7

TABLE A28
 "How much effort do your OTHER MANAGERS WITHIN YOUR REGION
 (your OTHER SUPERVISORS WITHIN YOUR SECTION) devote to:"
 (percent)

	<u>Little Effort</u>		<u>Some Effort</u>		<u>Considerable Effort</u>	
	1990	1988	1990	1988	1990	1988
making things clear?	6.9	26.4	48.3	44.7	44.8	28.9
organizing the work?	26.1	35.1	47.8	43.5	26.1	21.6
explaining the purpose of the work?	32.1	28.9	21.4	44.7	46.4	26.3
creating enthusiasm about the work?	29.6	39.4	37.0	50.0	33.3	10.5
providing feedback on the work?	41.4	40.5	27.6	43.2	31.0	16.2
providing information on the priorities of the Department?	7.7	21.0	38.5	55.3	53.8	23.7

[illegible]

