

Employee Engagement Survey Results – 2018

The Government of Manitoba, Employee Engagement Survey (EES) is an anonymous and confidential survey conducted approximately every two years. The 2018 survey assessed employees' overall sense of engagement in the workplace and monitored changes over time. The survey identifies opportunities to improve employee engagement. Below are the key findings of the 2018 survey, identifying what we have heard from you.

We want to feel appreciated and recognized.

Thank-you for your insights in the recent employee engagement survey. The survey helps us to assess how engaged you feel on a day-to-day basis, and highlights opportunities to do things differently. Your valued feedback enables us to assess where we are as an organization, where we want to go and what changes are needed to help us get there.

You will be provided with an opportunity to review and discuss the 2018 survey results with colleagues and supervisors, voice your concerns, share what you think is working and what may need improvement, and identify potential solutions for improving engagement over the short and long-term.

You have conveyed your concerns on a wide range of topics including: morale, workloads, vacancies, and meaningful communications with supervisors. While you have voiced your concerns, we understand and now we need to take action.

Communication and visibility appears to be the key in improving our morale while at the same time is one of our biggest challenges. We will work towards improving the quality of leadership and supervision provided to you by devoting more time, including travel across the province to have increased interaction, communication, and visibility with you and increase opportunities to enhance understanding of what leadership is doing, why current issues are present and what work is being done to address these issues.

This effort will also allow the opportunity for us to convey how valued you are for the extra work and efforts you put in, as well as opening the door for further discussions. We acknowledge that every opportunity for interaction has the potential to influence engagement.

We want consultation on workplace changes or decisions that are being made that affect our work.

We acknowledge that additional efforts to enhance communication with all of our employees is critical. We will develop consistent communication strategies with front-line employees regarding the *Criminal Justice System Modernization Strategy* and changes within each Division, and how you fit into the bigger picture.

We will further enhance leadership and organizational communication by increasing one-on-one meetings between management and employees. With increased communication and enhanced visibility, we hope you will be encouraged to approach management directly with any questions you may have.

With respect to anticipated changes, we will communicate with you as soon as it is practicable, and in a manner that will allow for adjustment time and collaboration where possible. This will include management becoming more accessible and proactively following up with you to ensure discussions on what things look like after the change(s) occurs. It is important to engage with you in problem solving and developing solutions to address issues and be open to change. We will also seek your

suggestions/feedback for improvement and efficiencies, but also communicate why a change cannot be adopted.

Our employees are experts within their teams and hold ideas on how to maximize performance and engagement. Tapping into your potential requires recognition of your talents and goals. Managers and employees must feel empowered to make a significant difference in their immediate environment.

We want a workplace culture that is supportive.

Culture encompasses a wide area with a focus on wellness as well as the importance of managers supporting respectful workplaces. It is important for the Department and its managers to take the opportunity to praise good work and continue to think of innovative ways to show staff appreciation. The development of staff wellness initiatives and working with you to address identified barriers to engagement, in a concerted effort will be key to positively impact the justice work culture.

We will work to identify site-specific training needs for staff and encourage participation, while developing individualized development/training plans to better identify and build on your interests, needs and strengths. Managers will work to look for opportunities for you to grow and develop new competencies. When opportunities for development arise, management will encourage you to participate.

We are currently working with Safe Work Manitoba to address the non-physical factors that are keeping our staff from attending work, and is currently in the process of attempting to gain permission to utilize Wellness/Safety Officers as has been assigned with success in other Departments.

Community Safety Division is introducing the Road to Mental Readiness (R2MR) campaign in 2019/2020 for both custody and probation staff. This is a trauma and mental health program used successfully in other Canadian jurisdictions to assist staff in identifying trauma and mental health issues in themselves and others with a focus on early intervention and treatment.

We will highlight our wellness program to address secondary traumatic stress and develop critical incident debriefing strategy for staff in situations where co-workers/clients they work with are harmed. We will support our managers to properly recognize and address secondary traumatic stress among our employees.

We want enhancement of capacity and a workplace that supports professional development.

We will work to implement a system of administration coverage (cross-training) to cover leaves and vacancies. Managers will ensure deadlines for projects are communicated clearly and that consideration is given to sufficient time to ensure that deliverables are of the highest quality, while monitoring assignment deadlines to improve work/life balance. Capacity can equal pace and equitable work distribution can prevent employee fatigue.

The Civil Service Commissioner has announced the launch of the *Learning Fund*, a pilot initiative to support the professional development of public servants across the Manitoba Government. Through a new application process, you can now apply for up to \$1,000 of funding to pursue training that improves the work you do.

We are continuing to build an exceptional, high-performing public service that supports the best possible outcomes for all Manitobans. We can be proud of the great work we do in many areas as we continue

to improve through the *Transformation Strategy* and the many aligned initiatives happening across Government.

We will work to increase opportunities for you across the Department to work together aligning with your learning plans and offer clear communication and explanations about new directions, policies and procedures. Managers will consider more complex projects or projects outside the scope of your current position to support opportunities for learning and professional development.

We will review various programs that Government offers to increase capacity wherever possible (i.e. Leadership in Training placements, Step Students, Masters of Public Administration Co-Op opportunities) and to ensure our employees have proper resources to complete their work.

Moving Forward in the Spirit of Collaboration

The Department will take steps to move forward together in the spirit of collaboration, to cultivate and sustain high levels of engagements at all levels. We are all in this together and we ask you to continue to identify areas for improvement and help us develop and implement actionable solutions. Your participation in employee engagement activities within your respective divisions is encouraged. Your input is valued!

Ultimately, our goal is to foster a renewed focus on employee engagement that goes beyond a follow up of survey results. Our goal is to ensure that employee participation and engagement is integrated on a daily basis and into planning and continuous improvement activities that will occur throughout our Department.

The Department of Justice is committed to enhancing:

- Leadership by improving the quality of leadership and supervision provided to our employees;
- Development by providing our employees with opportunities for career growth and development;
- Capacity by supporting employees so they can do their work well; and
- Culture by supporting innovation, recognition of employees, positive working relationships, respect for others, work-life balance and employee wellness.

Thank you for your efforts and commitment to Manitoba Justice.