

WORKPLACE ASSESSMENT
Northern Health Region

**Workplace Assessment
Northern Health Region**

**Submitted by
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for
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Introduction

The VP Human Resources & Chief Human Resources Officer (VPHR) for the Northern Health Region (NHR) as an ongoing part of the focus on workplace wellness, determined the need to audit the workplace again pursuant to the original audit in 2013. As many will recall this process began with the NOR-MAN Region prior to the amalgamation. The Burntwood Region was subsequently included in the process, in early February of 2013. In this report the NHR has been divided into three regions and their respective outlying areas. These three regions are Thompson, Flin Flon and The Pas.

As with the original survey, in an effort to establish an open, honest, and non-threatening process so as to ensure a clear understanding of the current workplace situation, the VPHR determined the need to engage an external consultant. Dr. Leigh Quesnel, from HQS Consulting Services, Inc., was chosen to conduct the assessment process. The process was again conducted under the auspices of a steering committee to which the consultant would be exclusively responsible.

This report is a summary of the methodology employed to collect information as well as the results obtained in the process. It is being presented as an addendum to the report issued in May of 2013 and as such will not address purpose and background for this work other than in the briefest terms. As directed by the Steering Committee, the report is being made exclusively available to them for their disposition. No other copies, in any format, of the report have been or will be made available except on their direction.

Methodology

The audit process, as noted earlier, began in the former NOR-MAN RHA with the creation of Steering Committee. In order to do create the steering committee the VPHR issued an invitation to staff and management, as well as labour representatives, to consider sitting on the Committee. Members were selected on a first come basis, bearing in mind the representation required from management, labour, and staff, as well as each of the various areas of the Region. Over time some members of the committee have left and new ones were added to replace them. The current Steering Committee (SC) consists of the following representatives:

Angela Bakos	- Staff
Gloria Brown	- Staff
Renee Hayes	-Staff
Ainsley Hebert	- Staff
Corinne Knutson	- Staff
Chris Koversky	- Staff
Jennifer Lockhart	- Staff
Marie MacPhail	- Staff
Lesa Nordick	- Staff
Sharon Stubbs	- Staff
Leona Barrett	- Labour (MNU)
Ernest Muswagon	- Labour (MGEU)
J. P. Petit	- Labour (UFCW)
Marcy Ervick	- Labour (MAHCP)
Lyla Yaremchuk	- Labour (CUPE)
Darren Baker	- Management
Chandice Early	- Management
Nancy Ewing	- Management
Sharon Ferguson	- Management
Don Gamache	- Management
Crystal Gregoire	- Management
Sherry Kushniryk	- Management

Lisa Lane - Management
 Wanda Reader - Management
 Laurel Roberts - Management

Jenna Carruthers - Recorder

The survey used was identical to the survey conducted in 2013 so as to provide an effective basis for comparison. It will be recalled that the survey was created derivative of the **National Standards Of Canada for Psychological Health and Safety in the Workplace**. The questions for the National Standards were themselves, in great part, drawn from the guardingmindsatwork.com website, and are available to the public. It will be recalled, that the questions assess the organization in terms of 13 characteristics or critical factors known to influence the psychological health of organizations. These 13 critical factors are assessed by 68 questions. The questions from the National Standards were re-worded slightly so as to create a more effective series of questions. To these 68 questions, another 12 questions were added to make up the bullying or psychological harassment factor. The Northern Regional Health Authority Survey was then made available on line at Dr. Quesnel's web site (www.hqs.ca). The survey could be accessed 24 hours a day, from September 21 to October 18, 2015. Hard copies were also made available in all locations for those individuals who may not have a computer or who may have chosen not to fill out the survey on line.

While the survey was anonymous, five identifiers were required to separate responses by groups so as to ensure a sound process of analysis. The four identifiers were:

sex,	
age,	under 30, between 30 and 50, and over 50;
status,	staff management supervisor

Tenure	employed under 2 years From 2 years to 5 years
location,	Thompson including: Gillam, Ilford, Lynn Lake, Leaf Rapids and Wabowden. Flin Flon, including: Cranberry Portage, Sherridon and Snow Lake, The Pas, including: Cormorant, Grand Rapids and Easterville.

The number of questions for each of the 13 factors is in parenthesis beside each of the factor titles and descriptions listed below. The questions were formatted using a five point Likert scale with the answers available as follows: “Not as a rule”, “Not often”, “Occasionally”, “Often” and “Yes as a rule” (See Appendix 1 for the entire questionnaire.)

A number of questions had a simple “yes” or “no” option. For example: “Our workplace offers services or benefits that address employee psychological and mental health”.

The thirteen factors considered critical to a creating a psychologically safe and healthy workplace and used in our survey included the following:

- 1) **Psychological Support (5)**: This factor addresses the support demonstrated by management and the organization for employees’ psychological well-being. It speaks to valuing, recognising and responding to their psychological and mental health needs.
- 2) **Organizational Culture (8)**: This factor addresses the nature of the organizational culture and the extent to which it is characterised by accountability, respect, action in difficult situations, trust and a sense of community. All are characteristics critical to psychological health.
- 3) **Expectations and Effective Leadership (5)**: This factor addresses the effectiveness of leaders in the organization in terms of their capacity to adequately give direction, communicate openly and in a timely way on impending change, and finally, provide sound and useful feedback to employees about their performance.

- 4) **Civility and Respect (5)**: This factor assesses the level of mutual respect between all present in the workplace as well as how effectively inappropriate behaviour is managed.
- 5) **Psychological Job Fit (5)**: This factor addresses the nature of the efforts made to ensure that employees are suitably matched to their jobs, not only in terms of technical skills but perhaps more particularly, in terms of emotional intelligence, psychological capacity, and respectful workplace practices.
- 6) **Growth and Development (4)**: This factor addresses the efforts made, including performance feedback, to ensure that employees have the opportunity, and are encouraged to, develop their competence in terms of interpersonal, emotional, and job skills so as to be in a position to consider new opportunities.
- 7) **Reward and Recognition (5)**: This factor addresses employees' perception of the appreciation of the organization for their commitment and efforts in their work, both in terms of pay and the celebration of success.
- 8) **Involvement and Influence (5)**: This factor assesses how effectively the intellectual capacity of the employees is used in the process of decision making, and determining how work is done.
- 9) **Workload Management (5)**: This factor addresses the nature of work distribution and managements' openness to discussions relating to work distribution. Most critically, this factor addresses the adequacy of resource allocation in terms of task demand. This factor also queries control over interruptions and prioritization of tasks.
- 10) **Engagement (5)**: This factor addresses the degree of physical, emotional, and intellectual engagement of employees, as well as job satisfaction.
- 11) **Balance (5)**: This factor addresses the extent of commitment in the organization to work-life balance and the effectiveness of that commitment. It also queries the capacity to discuss work-life balance with management and to ensure that balance by taking appropriate breaks from work.
- 12) **Psychological Protection (5)**: This factor addresses the extent to which the organization is committed to ensuring that employees have an open, honest, and intellectually engaging work experience without unnecessary stressors, disrespect, harassment, violence, or discrimination. It also questions whether appropriate action is taken where necessary.

13) Supportive Physical Environment (6): This factor addresses the extent to which the organization is committed to ensuring that employees are protected from physical health hazards, are free to focus on getting the job done and that hazards are responded to appropriately when discovered.

The end of each section had a comment option available to ensure that whatever thoughts participants may have had on a particular theme were captured immediately rather than risking the loss of this information by waiting for the end of the survey to comment.

Bullying in Your Workplace (12)

To the 68 questions derived from the National Standards, we added a series of 12 questions that probed directly for psychological harassment or bullying in the workplace. This section of the survey was preceded by a description of bullying to help participants frame their answers around a common definition of the term. At the end of these questions an option for comments was again available to the participants. This bullying section of the questionnaire sought to capture the frequency, nature, duration, and source of bullying in the workplace, as well as the impact of bullying and the recourse available.

The complete Northern Health Region Survey 2015 which is, as noted, essentially unchanged from the 2013 version, can be found in Appendix #1.

Results

This section of the report is divided into two components. The first component speaks to aggregated result. These results are summary percentages across each of the 14 factors by groups. Aggregate results are first presented for the NHR Group, this is the data from all the participants, followed by the results for the Management Group and lastly, the Staff Group. These group results were also compared to the equivalent group results from 2013 and are found in Appendix #2. The results of the NHR Group are then compared to those of the individuals employed under two years (< 2yrs) and those employees from 2 to 5 years (2-5 yrs). As we noted earlier this data was not collected in 2013 therefore no comparisons to equivalent groups from that period were an option. These results are found in Appendix #3. Finally, the aggregate data for the Thompson, Flin Flon and The Pas Groups are presented with comparisons for those areas to equivalent groups in 2013. These data are found in Appendix #4.

The second component of this analysis is a presentation of the results by factor and question across groups with appropriate comparisons for each of those groups to the 2013 data when an option. These results are first presented for the NHR Group, this is the data from all the participants, then the Management Group and lastly, the Staff Group. These group results are again compared to the equivalent groups results from 2013 and are found in Appendix #5. The results of the NHR Group are then again compared to those of individuals employed under two years (< 2yrs) and those employed from 2 to 5 years (2-5 yrs). These results are found in Appendix #6. Once again as we noted earlier this data was not collected in 2013 therefore no comparisons to equivalent groups from that period were an option. Finally, the data by factor and question for the Thompson, Flin Flon and The Pas Groups are presented with comparisons for those areas to equivalent groups in 2013. These data are found in Appendix # 7.

Before speaking to the quantitative results two important observation are worth noting. First, that 612 individuals filled out this survey in comparison to 514 in 2013. The increase was across all groups except Flin Flon for which there was a small decrease in the number of surveys completed. Overall, this is a significant number of participants and this both ensures the representativeness of the data and our conclusions but perhaps more significantly it indicates an ongoing interest in responding to the survey. The undiminished interest in filling out the survey suggests that employees have a sense that doing so has some impact and yields organizational change.

The second notable observation is that the participants continue to make effective use of the opportunity to make comment. In the 2013 survey with 514 participants 1,558 comments were returned, in 2015 with 612 employees a total of 1,693 comments were returned across the 14 factors. As might be expected the Bullying factor gathered the greatest number of comments on both surveys (2013 – 564 and in 2015 - 614). In terms of the other 13 factors the five most commented on area in 2013 and 2015 were as follows:

2013	2015
Psychological Support	Psychological Support
Expectations and Leadership	Expectation and Leadership
Civility and Respect	Civility and Respect
Organizational Culture	Organizational Culture
Workload Management	Rewards and Recognition.

As can be observed, four factors remain constant over time while the focus has moved away from Workload Management to Rewards and Recognition.

Results for aggregate data

Results for the NHR, Management and Staff Groups

In Appendix #2, the first aggregate groups are presented. They include the NHR, the Management and the Staff groups. NHR data, is followed by the data for the Management Group and the Staff Group across all 14 factors.

The most important observation is that for the NRH Group there was an increase in each of the factors in comparison to the 2013 data. This increase was also found in the Staff Group and the Management Group except for one factor in this latter group. In the Management Group the Engagement factor decreased from the 2013 data by a single point, a decrease that is likely of no significance.

The second critical observation from this data set is that for the following five factors, notable increases were observed from the 2013 data:

Psychological Support	(NHR 36% - 48%)
Organizational Culture	(NHR 33% - 45%)

Civility and Respect	(NHR 46% - 59%)
Psychological Job Fit	(NHR 45% - 56%)
Psychological Protection	(NHR 38% - 50%).

These factors all speak to the issue of a healthy and safe workplace, and increased not only across the NHR Group but within each of the Management and Staff Groups. It should also be noted that there was significant decrease in bullying across the NHR and both sub-groups (NHR 61% - 53%; Man. 61% - 56%; Staff 62% - 53%).

While improvements were observed across all factors it is important to note were the challenges remain. The lowest performance is observed on the following 5 factors and these same factors presented the greatest challenges in 2013.

	2015	2013
Psychological Support	(48%)	(36%)
Organizational Culture	(45%)	(33%)
Growth and Development	(43%)	(39%)
Rewards and Recognition	(40%)	(37%)
Psychological Protection	(50%)	(38%).

Results for the NHR, the < 2yrs and 2-5 yrs Groups

Appendix 3 presents the results for the NHR overall in comparison to the two tenure groups. The tenure groups are made up of individuals employed less than two years (< 2 yrs) and those employed from two to five years (2-5 yrs).

The most notable observation from this data set is that the < 2 yrs Group scored significantly better on each of the 14 factors save the Engagement factor. It is very important to note that the NHR has always maintained significantly elevated engagement scores and that even new comers do not have higher scores. It should also be noted that it is not particularly surprising that the bullying score for the < 2 yrs Group is so low given the duration of time in the organization.

It is particularly noteworthy, if unfortunate, that the positive effect observed in the < 2 yrs Group is lost in the 2-5 yrs Group except for the Expectation and Leadership factor which remained somewhat higher in the 2-5 yrs

Group than the NHR and the Engagement factor which is again unwavering, high, and equal to the NHR.

The results of the < 2 yrs Group give us, perhaps, a sense of the expectations and early experience of new employees which are later corrected by longer experience. Their results may also however, give us something to target in terms of our own expectations for the potential of the NHR over time.

Results from Thompson, Flin Flon and The Pas

The data for this results section can be found in Appendix # 4. The most noteworthy observation in this data set is that each of these groups either maintained status quo to the comparable 2013 or increased and this across all factors save Thompson on Growth and Development (50% to 43%) and Rewards and Recognitions (46% to 42%). It is further important to note that Flin Flon experienced some of the most significant improvements in comparison to the 2013 survey results, followed by The Pas and Thompson.

It is also interesting to note that that there is no great distinction between the groups in the 2015 data save the observation that Thompson has a notable higher score on Psychological Support. In 2013 it should be recalled Thompson was notably higher on most factors. As such, while Thomson has not lost grounds significantly, the other two regions have gained substantial ground.

Lastly, while results for the Bullying factor have improved from the 2013 results for the NHR overall, these data demonstrate that the improvement in bullying occurred in all three areas of the Region. As such we see important improvements in Thompson (62%-53%), Flin Flon (63% - 56%) and The Pas (60% - 50%).

As noted earlier it is important to consider the challenges ahead, and also determine if those challenges are consistent across the three areas of the region. To do so we might consider which of the 13 factors each area scored lowest on. Here are those results:

Thompson	Flin Flon	The Pas
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Psychological Support	--	43%	42%
Organizational Culture	47%	42%	47%
Psychological Job Fit	52%	--	--
Growth and Development	43%	43%	44%
Rewards and Recognition	42%	37%	38%
Psychological Protection	52%	50%	48%

As can be observed the challenges as noted when looking at the overall NHR data in Appendix # 4 fall consistently within six factors across the areas of the Northern Health Region.

Results by Factor and Question across Groups

In an effort to facilitate understanding these rather detailed results I have opted to present them by factor, and questions for each of the groups studied and represented in Appendices #5, #6, and #7. That is for example the first factor and each of the questions in that factor will be addressed for all groups. Any noteworthy items will be addressed for the groups in the following order:

results for the NHR, Management and Staff,
results for the NHR, the < 2 yrs and 2-5 yrs,
results for Thompson, Flin Flon and The Pas.

Given the general level of enhanced performance it is likely wisest to speak only to the challenges observed. These results will be most critical to the direction of the “next steps” action plan.

Psychological Support

For the NHR in general the improvement on this factor is stunning. This is not to suggest that there is not still work to be done but the overall improvement in all groups is noteworthy. The questions with the weakest results are the last two in the series and address:

support for employees returning to work (4) and
the understanding of the importance of employee mental health (5).

As noted in the past,

The Management Groups scores a notably higher than the Staff Group and

Thompson scores notably higher than Flin Flon and The Pas.

Organizational Culture

Once again for the NHR in general the improvement is astounding. The questions with the weakest result are the questions addressing:

- people being held accountable (1)
- situations being addressed (3)
- harassment recognized and addressed (4)
- employees trusting management (6)

Again Management Group scored notably higher than the Staff Group. No notable difference by area exists.

Expectations & Leadership

Status quo or modest improvement on all questions across groups was observed. Two particular questions appear to want our attention they are the questions speaking to:

- providing effective feedback (4)
- clear and effective communications (5).

Interesting result were observed in 2-5 yrs Group. On this factor the 2-5 yrs Group does not regress completely to the NHR position. This outcome is essentially the result of questions 1 and 2 which speak to knowledge of what is expected and leadership effectiveness.

No differences were observed between areas in the region.

Civility and Respect

Once again a dazzling improvement across questions and groups. The two question that could benefit from ongoing attention are the questions addressing:

- effectively handling people problems (2) and
- personal conflict is kept to a minimum (4).

No significant differences exist between regions.

Psychological Job Fit

A significant improvement in the NHR Group with most of that improvement accounted for by an improvement in the Staff Group, although the Management Group continued to score higher than the Staff Group. Two questions that require attention are the questions addressing: hiring and promotions consider people skills (1) and positions make good use of skills (5).

The concern around question 5 “the use of employees social and personal skill” is a particular concern for the management group as a significant decrease was note in comparison to the 2013 data. In terms of the three areas of the region it should be noted that Flin Flon showed a greater improvement on this factor than other areas.

Growth and Development

The NHR Group showed a modest improvement on this factor that is accounted for by a significant improvement in the Management Group, although the Staff Group did improve. Questions that warrant attention are the following:

employees receive feedback (1) and
concern around opportunity for advancement (3).

While The Pas and Flin Flon improved on this factor, Thompson decreased notably and suggests some attention to this issue in that area.

Rewards & Recognition

This factor improved modestly but deserves attention on four of the five questions. The question that seems to be suffering some pressure is the question regarding remuneration (2). Most employees believe they are paid fairly, and this question is holding its own in the Staff Group but diminished notably in the Management Group. All five elements in this factor need attention suggesting this factor for inclusion on the “next step” list.

Involvement and Influence

On this factor we are seeing an improvement across all groups. The two questions that are worth some attention are the questions speaking to:

Opinions and suggestions are considered (3) and
Encourages staff input on decisions (5).

Workload Management

The NHR saw a modest increase on this factor driven by the notable increase in the Staff Group. The Management Group was no higher than the Staff Group but was notably lower than the 2013 data. The two following questions are worth consideration, the questions speaking to:
the amount of work required (1) and
unnecessary interruptions (4).

Flin Flon showed the most significant increase on this factor relative to the 2013 data.

Engagement

This factor has and continues to be our shining star. The NHR shows a modest increase on an already well performing factor and the lion's share of that increase is attributable to the significant increase in the Flin flon area. Having said this, no group performs anything short of excellent on this factor. It is not one that requires direct attention.

Balance

This factor showed modest improvements across the NHR with no significant difference across areas. Three questions are worth consideration, these questions are:

- workplace promotes work life balance (3)
- can talk to managers (4)
- have energy left at end of day (5).

Psychological Protection

This factor showed a dazzling improvement across all groups with a notable improvement in the Flin Flon Group. Two questions are in need of consideration, they are the questions related to:

- workplace minimizes stress (1)
- our workplace is psychological healthy (4).

Physical Environment

This factor also showed significant improvement across groups. Two questions warrant some attention, they are the questions related to: distractions are kept at a minimum(2) and work does not cause stress (3).

Bullying

This is a most critical factor given our efforts. The results indicate that the NHR has a significant decrease in bullying across groups. That decrease is not however, as large in the Management Groups which is of some concern. There was a decrease in the fear of filing a grievance across groups though less pronounced in the Thompson Group. Notwithstanding that decrease there was no increase in individuals filing grievances. Finally, there was a notable decrease in the number of individuals seeing another employee being bullied. These results are quite significant.

Unfortunately the bullies continue in large representation to be colleagues. The duration of bullying has however, decreased save in the Thompson Group where an increase was noted. This increase warrants some exploration.

Reflections and Recommendations

The surveys and comments yielded a number of concerns for the NHR to deal with. I have presented the concerns raised by the data, for your consideration, in the form of a series of reflections and recommendations for “next steps”.

A) The results are dazzling and need to be shared.

I would recommend that careful consideration be given to developing an action plan to share the results. This “marketing effort” should, I would argue, begin with a detailed presentation of the results to all of Management. I also believe that Management must take the time to share the results with all Staff. Having said this, I think it would be important to develop a presentation of four or five slides or frames with significant points so as to make it easy for Management to share the information and to ensure that the most significant information be presented.

The notable increase in five critical factors must be celebrated, these are:

- Psychological Support
- Organizational Culture
- Civility and Respect
- Psychological Job Fit
- Psychological Protection.

It is not frequent that we have such good news to share and less frequent that we are in a position to demonstrate, not only that we heard the issues people were voicing concern about, but that we acted to address those issues and achieved the results hope for. This survey has not only been enthusiastically received but, in this, its second presentation, was responded to by a larger number of employees suggesting they understand it to be a significant driver in the process of change at the NHR.

B) We must use the momentum acquired to stay the course.

I would recommend that we be attentive to the focus of the comment sections. Four of the five most commented on factors were common to the 2013 and 2015 surveys. Those factors were:

- Psychological Support
- Organizational Culture
- Civility and Respect
- Expectations and Leadership.

Workload Management which had been a focus in 2013 was replaced in 2015 by a focus on the issue of Rewards and Recognition.

The five lowest scoring factors on the 2013 as well as on the current survey were:

- Psychological Support
- Organizational Culture
- Growth and Development

Rewards and Recognition Psychological Protection.

These observations coupled with the focus of the comments on these factors or closely related factors suggest that while much improvement has occurred on these factors, they remain in need of ongoing attention. In short, the gains made give us terrific momentum which we should capitalize on. It is important to attend to this concern across each of the three areas.

A more positive focus on the development of a psychologically healthy and safe workplace might entail an Emotional Intelligence course for all staff. As recommended in the 2013, the concept of Emotional Intelligence in working relationships put the focus on emotional control, respectfulness and appropriate behavior in all circumstances. It also speaks to the very clear relationship between emotional intelligence and quality of care, decreased errors and enhanced service.

C) The honeymoon is great but why does it end?

As has been noted, new employees come into the system with a very positive attitude about the job and, one might argue, very positive expectations. Within two years there is a significant attitude and expectation shift. It would be useful to take the time to explore the honeymoon effect and how it is that we lose it. It would be useful to pull together a group of employees that are just entering their 3 year of employment and chat with them about their experience so as to determine if, how and why their perspective on the NHR has changed.

D) There is a significant need to have an environment in which people are called account for their behavior if we are to truly make a sustainable culture change.

The accountability issue has arisen both in the survey questions proper and notably in the comment section. There is a continued sense that a small number of individuals are the source of the lion's share of disrespectful / bullying behavior and that they are not called to account or if called to account the consequences are not significant and don't result in sustained behavior change. It will be important to review our strategy for dealing with inappropriate behavior and ensure that we have an effective mechanism by which such behavior is brought to our attention and that if and when it is brought to our attention a response that is effective in correcting, in a

sustainable way, the problem behaviour. This speaks to the practice of ongoing monitoring of a situation after a problem is first discovered and corrective action has taken place. In such a case if the corrective action is not effective, a process of progressive discipline can be implemented when and as required. All too often the ongoing monitoring does not occur and progressive discipline is either not implemented or is implemented only after an extended delay.

This was a concern in the 2013 survey and while noticeable progress has been made it continues to be an issue. As noted in 2013, organization change is based on three critical stages:

- a- observation of a concern
- b- education as to appropriate behavior changes required
- c- consequences put in place to support correct behavior and manage inappropriate behavior.

Without accountability little if any significant behavior change can occur. The last and most difficult phase of organizational change requires the application of consequence to behavior.

E) There is a great need for appreciation particularly as the time are demanding.

There is a clear sense that effort is not as appreciated as it might be. While there is no wish for a “gold star” program, employees have repeatedly noted that even a simple thank you no longer seems to be proffered as a result perhaps of our all too busy schedules. While the need to go the extra miles was in the past only an occasional requirement, it seems that employees are being asked to go the extra mile much more frequently as are managers and in the process we take less time to appreciate the efforts expended. The level of engagement and commitment to patient care that the NHR enjoys on part of its employees is truly impressive. However, to ensure the sustainability of both engagement and commitment to patient care, it would serve us well to consider how we might respond to the modest showing on the Rewards and Recognition factor and the general sense from the comment section of not being appreciated.

F) A look back to see forward!

A review of the recommendations from the 2013 Survey may be useful to provide continuity in process and give us guidance in planning our next

steps. The 2013 survey offered a number of recommendation many of which have been implemented or are currently being implemented. Some recommendation may have yet to be considered. It will serve us well to go back and look at how those recommendations have been acted and and with how much success. This would serve as a bit of a performance review for the Committee and help in determining next steps.

In that spirit, I believe that recommendations A1 and A2 from the 2013 Survey have been very effectively implemented. Recommendation A3 addressing the process of progressive discipline may still need attention. Recommendation A5 that spoke to the value of an emotional intelligence course may well be considered and remains a recommendation for this survey.

As to recommendation B from the 2103 survey I offer the following observations and considerations for action. Recommendation B3 which speaks to accountability should be reviewed and integrated to the current recommendation addressing accountability. Recommendation B4 which speaks to performance management has been very effectively addressed in terms of the course provided by the organization on performance evaluation however, it still appears to require some focus with an additional concern around the development of learning plans. This will strengthen the Expectations and Leadership, the Organizational Culture and the Growth and Development factors.

Summary

Nothing says what needs to be said better than

Congratulations job well done!

Dr. L. J Quesnel

Appendix #1

The Northern Health Region's Survey 2015

Thank you for taking the time to fill out the Survey. It is important for Management to have a sense of where things are going and what they can do to move them along more effectively.

It is not required, but if you enter your name here, it help me ensure that no one has filled the Survey out twice. As you know, no one will see the responses but me, if you don't want to put your name in that is okay but please do the Survey. You will notice there are spaces for you to fill in your comments. Those spaces may not be big enough, so if you have lots to say, and that is welcome, just turn the page over and continue there. Thank you!

Regards

Dr. Leigh

Please enter your name here: _____

Gender

- Male
- Female

Age

- Under 30 years old
- Between 30 and 50 years old
- Over 50

Status

- Staff
- Management

- Supervisor

How long have you been working with the NHA

- Less than 2 years
- 2 years to 5 years
- More than 5 years

Location

- Flin Flon, Cranberry Portage, Sherridon and Snow Lake.
- The Pas, Cormorant, Grand Rapids and Easterville.
- Thompson.
- Gillam, Ilford, Lynn Lake, Leaf Rapids, and Wabowden.

PSYCHOLOGICAL SUPPORT

Our workplace offers services or benefits that adequately address employee psychological and mental health.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our supervisors would say or do something helpful if an employee looked distressed while at work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees feel supported in our workplace when they are dealing with personal or family issues.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Do you believe employees returning to work pursuant to mental health issues are

effectively supported by your employer?

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

People in our workplace have a good understanding of the importance of employee mental health.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the psychological support theme, please note them here.

ORGANIZATIONAL CULTURE

People in our workplace are held accountable for their actions.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

People at work show sincere respect for other people's ideas, values, and beliefs.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Difficult situations at work are addressed in a timely and effective manner.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Psychological harassment is recognized and addressed as a breach of workplace policy and labour law.

- Not as a rule

- Not often
- Occasionally
- Often
- Yes as a rule

Employees feel that they are part of a community at work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees and management trust each other.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our organizational culture, that is the way we believe it is best to behave and think as we work together, is evident to all.

- Yes
- No

Our organizational culture, the way we behave and think as we work together, reflects our statement of ethics and values as well as our respectful workplace policy.

- Yes
- No

If you have any other thoughts or comments on the organizational culture theme, please note them here.

CLEAR EXPECTATION AND EFFECTIVE LEADERSHIP

In my job, I know what is expected of me.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Leadership in our workplace is effective.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Staff are well informed about important changes at work in a timely manner.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Supervisors provide helpful feedback to employees on their performance.

- Not as a rule
- Not often

- Occasionally
- Often
- Yes as a rule

Our organization provides clear and effective communication.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the clear expectation and effective leadership theme, please note them here.

CIVILITY AND RESPECT

People treat each other with respect and consideration in our workplace.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our workplace effectively handles “people problems” that exist between staff.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

People from all backgrounds are treated respectfully and fairly in our workplace.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Unnecessary personal conflict is kept to a minimum.

- Not as a rule
- Not often

- Occasionally
- Often
- Yes as a rule

Our workplace has effective ways for addressing inappropriate behaviour by patients, families and client.

- Yes
- No

If you have any other thoughts or comments on the civility and respect theme, please note them here.

PSYCHOLOGICAL JOB FIT

Hiring and promotion decisions appear to consider the “people skills” necessary for a specific position.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our organization appears to hire people who fit well within a respectful workplace corporate culture.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our employees have the social and emotional skills to do their job well.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Management appears to believe that social skills are as valuable as other skills.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Positions make good use of employees' social skills and personal strengths.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the psychological job fit theme, please note them here.

GROWTH AND DEVELOPMENT

Employees receive feedback at work that helps them grow and develop.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Managers and supervisors are open to employees' ideas for taking on new opportunities and challenges.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees have opportunities to advance within this organization.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees have the opportunity to develop their "people skills" at work.

- Not as a rule

- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the growth and development theme, please note them here.

REWARD AND RECOGNITION

Immediate supervisors or managers demonstrate appreciation of employees' work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees are paid fairly for the work they do.

- Yes
- No

Our organization appreciates extra efforts made by employees.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our organization celebrates shared accomplishments.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our workplace values employees' commitment and passion for their work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the reward and recognition theme, please note them here.

INVOLVEMENT AND INFLUENCE

Employees are able to talk to their immediate supervisors or managers about how they do their work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees have adequate control over how they organize their work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees' opinions and suggestions are considered at work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees are informed of important changes that may impact how their work is done.

- Not as a rule

- Not often
- Occasionally
- Often
- Yes as a rule

Our workplace encourages input from all staff on important decisions related to their work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the involvement and influence theme, please note them here.

WORKLOAD MANAGEMENT

The amount of work employees are expected to do is reasonable for their position.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees can talk to their supervisors or managers about the amount of work they have to do.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees have the equipment and resources needed to do the jobs well.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees' work is free from unnecessary interruptions and disruptions.

- Not as a rule

- Not often
- Occasionally
- Often
- Yes as a rule

Employees have control over prioritizing tasks and responsibilities when facing multiple demands.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the workload management theme, please note them here.

ENGAGEMENT

Employees enjoy their work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees are willing to give extra effort at work if needed.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees describe work as an important part of who they are.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees are committed to the success of our organization.

- Not as a rule
- Not often

- Occasionally
- Often
- Yes as a rule

Employees are proud of the work they do.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the engagement theme, please note them here.

BALANCE

Our workplace encourages employees to take their entitled breaks including lunch and coffee breaks as well as vacation time, earned days off, and parental leave.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees are able to reasonably balance the demands of work and personal life.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our workplace promotes work-life balance.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees can talk to their manager or supervisor when they are having trouble maintaining work-life balance.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees have energy left at the end of most working days for their personal life.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the balance theme, please note them here.

PSYCHOLOGICAL PROTECTION

Our workplace makes efforts to minimize unnecessary workplace stress.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Immediate supervisors and managers care about employees' emotional well-being.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our organization makes efforts to prevent harm to employees from harassment, discrimination or violence.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees would describe our workplace as being psychologically healthy.

- Not as a rule

- Not often
- Occasionally
- Often
- Yes as a rule

Our workplace deals effectively with situations such as harassment, discrimination or violence that may threaten or harm employees.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the psychological protection theme, please note them here.

SUPPORTIVE PHYSICAL ENVIRONMENT

Our workplace is conducive to the completion of work tasks.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Unnecessary distractions are kept to a minimum in our workplace.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

The physical environment in my workplace does not cause undue stress.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Job task analysis takes into account psychological health and safety requirements as well as the potential psychological impacts of hazards in the physical workplace such as chemicals, biological, radiation, noise and vibration.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our organization makes every effort to prevent harm when making decisions around work organization, activities and practices (shift work, operating procedures and staffing).

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

My supervisor listens and takes action when I raise health and safety concerns.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the physical environment theme, please note them here.

BULLYING IN YOUR WORKPLACE

In this section you will be asked a number of questions about psychological harassment or bullying. While we all have a fairly accurate sense of what psychological harassment or bullying is, here is a definition to help ensure that we are all working with the same concept. Psychological harassment or bullying is any behaviour that is harmful towards others in the workplace. It includes aggressive acts aimed at isolating, humiliating, trivializing or degrading others, for example shouting, temper tantrums, name calling, gossiping, as well as body language meant to intimidate or trivialize such as rolling one's eyes when others are talking, aggressive physical posturing, including staring, crossed arms, pointing at or wagging your finger at others, banging on the table, or slamming doors with the intent to intimidate. In short, any behaviour that is considered to create an unhealthy workplace and could reasonably be expected to result in negative psychological and physical consequences for others. Psychological harassment or bullying is behaviour that would be considered belittling, demeaning, intimidating and or destabilizing. This is not an all-inclusive definition but it helps give us a sense of what psychological harassment or bullying is. When many people are involved in this behaviour it is called mobbing.

Have you ever been bullied in this organization?

- Yes
- No

Who did the bullying? You may have more than one answer.

- your immediate supervisor
- colleague
- other manager
- a member of senior management
- a direct report

How long did the bullying last?

- 1-3 months

- 4-6 months
- 7-12 months
- over a year

How did the bullying affect you? You may have more than one answer.

- made me worry about coming to work
- made me angry on the way to work
- affected my confidence on the job
- affected my self-esteem in general
- affected my sleep
- I became depressed
- I became anxious
- I became irritable
- affected my mental health
- affected my physical health
- affected the quality of my work
- increased my use of alcohol
- increased my use of tobacco
- I had to take time off work
- Other, please specify: _____

What form did the bullying take? You may have more than one answer.

- unfair criticism
- intimidating behavior
- ignored opinion
- humiliation or ridicule
- verbal abuse, shouting or temper tantrums
- malicious lies and accusations
- excessive monitoring
- information withholding
- responsibility removed
- unreasonable workload or goals
- decisions arbitrarily overruled
- exclusion from meetings
- exclusion from social events at work
- physical abuse
- Other, please specify: _____

What action did you take to try and manage the bullying? You may have more than one answer.

- talked to family
- talked to friends
- talked to colleagues
- started looking for another job
- saw my physician
- got some counseling
- spoke to HR

- spoke to my Union
- made a formal complaint to breach of policy
- spoke to my manager
- got legal advise
- spoke to the perpetrator or bully
- Other, please specify: _____

Did the actions you took improve the situation?

- Yes
- No
- to some degree
- they made the situation worse

Have you or would you avoid filing a grievance or a respectful workplace complaint in this organization because you were afraid of reprisals?

- Yes
- No

Have you ever witnessed an employee being bullied in this organization?

- Yes
- No

What form did the bullying you witnessed take? You may have more than one answer.

- unfair criticism
- intimidating behavior
- ignored opinion
- humiliation or ridicule
- verbal abuse, shouting or temper tantrums
- malicious lies and accusations
- excessive monitoring
- information withholding
- responsibility removed
- unreasonable workload or goals
- decisions arbitrarily overruled
- exclusion from meetings
- exclusion from social events at work
- physical abuse
- Other, please specify... _____

What actions are you considering taking to stop bullying in your workplace?

What action do you think your organization should take to stop workplace bullying?

If you have any other thoughts or comments on the bullying theme, please note them here.

We want to thank you for taking the time to fill out the survey. The results will be carefully studied and compared to our past results which will give us a sense of our success and where we continue to require focus and effort. Together these results will be the basis for the development of an action plan that will help us enhance the psychological health of our workplace.

Thank you, thank you! Dr. Leigh

If you have any other thoughts or comments on the survey as a whole we would be delighted to hear from you so please note them here.

Appendix # 2

NHR 2015 Management & Staff Aggregate Data							
Results by Factor		NHR		NHR Man.		NHR Staff	
		2013	2015	2103	2015	2013	2015
Count		514	612	73	88	441	524
1	Psychological Support	36%	48%	47%	61%	34%	46%
2	Organizational Culture	33%	45%	41%	51%	32%	44%
3	Expectations & Leadership	48%	51%	58%	61%	47%	51%
4	Civility & Respect	46%	59%	50%	66%	45%	58%
5	Psychological Job Fit	45%	56%	54%	57%	43%	50%
6	Growth and Development	39%	43%	54%	63%	37%	40%
7	Rewards and Recognition	37%	40%	55%	57%	34%	37%
8	Involvement & Influence	49%	56%	65%	72%	47%	54%
9	Workload Management	49%	55%	62%	66%	46%	54%
10	Engagement	64%	68%	69%	68%	63%	67%
11	Balance	52%	55%	62%	64%	51%	53%
12	Psychological Protection	38%	50%	56%	64%	35%	48%
13	Physical Environment	52%	60%	63%	70%	50%	58%
14	Bullying	61%	53%	61%	56%	62%	53%

Appendix # 3

NHR 2015				
< 2 yrs & 2 to 5 yrs				
Aggregate Data				
Results by Factor				
	< 2 yrs	NHR	2-5 yrs	
	2015	2015	2015	
Count	115	612	129	
1	Psychological Support	54%	48%	51%
2	Organizational Culture	58%	45%	47%
3	Expectations & Leadership	58%	51%	57%
4	Civility & Respect	63%	59%	61%
5	Psychological Job Fit	59%	56%	54%
6	Growth and Development	54%	43%	45%
7	Rewards and Recognition	49%	40%	44%
8	Involvement & Influence	65%	56%	58%
9	Workload Management	60%	55%	55%
10	Engagement	69%	68%	67%
11	Balance	61%	55%	56%
12	Psychological Protection	59%	50%	52%
13	Physical Environment	65%	60%	61%
14	Bullying	32%	53%	49%

Appendix # 4

NHR 2015						
For three regions						
Aggregate Data						
Results by Factor	Thompson		Flin Flon		The Pas	
	2103	2015	2013	2015	2013	2015
Count	184	283	194	169	136	160
Psychological Support	43%	53%	31%	43%	34%	42%
Organizational Culture	41%	47%	28%	42%	30%	47%
Expectations & Leadership	52%	54%	45%	51%	49%	53%
Civility & Respect	51%	59%	42%	59%	46%	58%
Psychological Job Fit	53%	52%	38%	51%	45%	52%
Growth and Development	50%	43%	30%	43%	38%	44%
Rewards and Recognition	46%	42%	29%	37%	37%	38%
Involvement & Influence	55%	60%	45%	58%	49%	55%
Workload Management	51%	56%	47%	52%	47%	52%
Engagement	63%	66%	62%	73%	66%	67%
Balance	51%	55%	53%	57%	52%	53%
Psychological Protection	47%	52%	33%	50%	37%	48%
Physical Environment	51%	60%	52%	62%	51%	58%
Bullying	62%	53%	63%	56%	60%	50%

Appendix #5

NHR 2015							
Man. and Staff							
Response by question for							
Psychological Support	NHR		NHR Man.		NHR Staff		
Comments 123/19/104	2013	2015	2013	2015	2013	2015	
Count	514	612	73	88	441	524	
address mental health	1	39%	48%	47%	56%	38%	46%
employee distressed	2	37%	55%	54%	73%	34%	52%
employees family issues	3	43%	53%	59%	67%	39%	51%
supported returning to work	4	34%	43%	43%	64%	32%	39%
importance of mental health	5	29%	41%	32%	45%	29%	40%
SCORES		36%	48%	47%	61%	34%	46%

Response by question for							
Expectations & Leadership		NHR		NHR Man.		NHR Staff	
Comments 98/13/85		2013	2015	2013	2015	2013	2015
		514	612	73	88	441	524
I know what is expected	1	89%	89%	86%	88%	90%	89%
leadership is effective	2	45%	44%	56%	58%	43%	51%
staff informed about change	3	47%	50%	63%	59%	45%	48%
provide helpful feedback	4	29%	38%	42%	57%	28%	36%
effective communication	5	31%	33%	44%	44%	29%	33%
SCORES		48%	52%	58%	61%	47%	51%

Response by question for							
Civility & Respect		NHR		NHR Man.		NHR Staff	
Comments	84/16/68	2013	2015	2013	2015	2013	2015
Count		514	612	73	88	441	524
people treat each other	1	48%	61%	50%	74%	48%	59%
people problems handled	2	23%	33%	27%	42%	21%	31%
all are are treated well	3	63%	74%	66%	83%	63%	72%
conflict to a minimum	4	42%	56%	46%	61%	41%	55%
ways of dealing with things	5	54%	72%	61%	71%	54%	72%
	SCORES	46%	59%	50%	66%	45%	58%

Response by question for							
Psychological Job Fit		NHR		NHR Man.		NHR Staff	
Comments	63/12/50	2013	2015	2013	2015	2013	2015
Count		514	612	73	88	441	524
people skills required	1	36%	47%	47%	52%	35%	46%
org. hires for our culture	2	44%	67%	54%	58%	42%	49%
social skill to do the job	3	55%	65%	55%	70%	54%	64%
social skills are valuable	4	49%	56%	67%	61%	46%	49%
use of skills and strengths	5	40%	46%	49%	44%	38%	44%
SCORES		45%	56%	54%	57%	43%	50%

Response by question for							
Growth and Development		NHR		NHR Man.		NHR Staff	
Comments	63/10/53	2013	2015	2013	2015	2013	2015
Count		514	612	73	88	441	524
empl. receive feedback	1	26%	33%	47%	50%	23%	30%
open to employees ideas	2	41%	45%	61%	76%	38%	40%
opportunity to advance	3	37%	41%	50%	65%	34%	37%
to develop people skill	4	53%	54%	56%	60%	53%	53%
SCORES		39%	43%	54%	63%	37%	40%

Response by question for							
Involvement & Influence		NHR		NHR Man.		NHR Staff	
Comments	48/11/37	2013	2015	2013	2015	2013	2015
Count		514	612	73	88	441	524
empl. talk to supervisor	1	53%	64%	72%	82%	50%	61%
empl. have adequate control	2	67%	72%	74%	78%	66%	71%
opinions/ suggestions cons.	3	41%	49%	67%	74%	37%	45%
informed of change	4	49%	54%	58%	68%	47%	51%
input on import. decisions	5	36%	43%	53%	60%	34%	40%
	SCORES	49%	56%	65%	72%	47%	54%

Response by question for							
Engagement		NHR		NHR Man.		NHR Staff	
Comments	72/14/58	2013	2015	2013	2015	2013	2015
	Count	514	612	73	88	441	524
empl. enjoy work	1	60%	65%	71%	73%	58%	64%
empl. make extra effort	2	65%	68%	68%	68%	64%	68%
empl. Desc.work as impt.	3	63%	67%	68%	63%	62%	67%
empl are committed	4	59%	64%	59%	57%	59%	65%
empl. proud of what they do	5	72%	76%	78%	78%	70%	71%
	SCORES	64%	68%	69%	68%	63%	67%

Response by question for							
Balance	NHR		NHR Man.		NHR Staff		
Comments 67/14/53	2013	2015	2013	2015	2013	2015	
Count	514	612	73	88	441	524	
take breaks	1	62%	73%	80%	85%	60%	70%
able to balance demands	2	67%	63%	68%	67%	67%	62%
promote work life balance	3	48%	51%	53%	61%	47%	49%
talk to sups about balance	4	47%	51%	64%	67%	44%	48%
energy left at end of day	5	36%	39%	43%	40%	35%	38%
SCORES		52%	55%	62%	64%	51%	53%

Response by question for							
Psychological Protection		NHR		NHR Man.		NHR Staff	
Comments	64/9/53	2013	2015	2013	2015	2013	2015
Count		514	612	73	88	441	524
min. unnecessary stress	1	26%	34%	48%	43%	23%	32%
care employee well-being	2	45%	53%	77%	78%	39%	49%
prevents harassment / disc.	3	48%	64%	68%	82%	44%	61%
empl. psych healthy	4	31%	42%	32%	52%	32%	40%
deals with harassment	5	41%	56%	57%	65%	38%	55%
SCORES		38%	50%	56%	64%	35%	48%

Response by question for							
Physical Environment		NHR		NHR Man.		NHR Staff	
Comments 40/4/36		2013	2015	2013	2015	2013	2015
Count		514	612	73	88	441	524
completion of work tasks	1	65%	67%	79%	74%	63%	65%
distractions at a minimum	2	37%	44%	39%	48%	37%	43%
does not cause stress	3	44%	53%	60%	67%	41%	51%
job anal. takes into account	4	55%	62%	68%	71%	54%	60%
harm in decision making	5	52%	63%	65%	72%	50%	60%
listen re: health and safety	6	57%	71%	69%	88%	56%	69%
SCORES		52%	60%	63%	70%	50%	58%

Appendix #6

NHR 2015						
< 2 yrs & 2 to 5 yrs						
Response by question for						
Psychological Support		< 2 yrs	NHR	2 - 5 yrs		
Comments	20/123/32	2015	2015	2015		
Count		115	612	129		
address mental health	1	57%	48%	51%		
employee distressed	2	59%	55%	58%		
employees family issues	3	53%	53%	58%		
supported returning to work	4	50%	43%	44%		
importance of mental health	5	53%	41%	44%		
SCORES		54%	48%	51%		

Response by question for					
Expectations & Leadership		< 2 yrs	NHR	2 - 5 yrs	
Comments	14/98/28	2015	2015	2015	
		115	612	129	
I know what is expected	1	87%	89%	94%	
leadership is effective	2	52%	44%	57%	
staff informed about change	3	55%	50%	55%	
provide helpful feedback	4	49%	38%	38%	
effective communication	5	46%	33%	41%	
	SCORES	58%	52%	57%	

Response by question for					
Workload Management		< 2 yrs	NHR	2 - 5 yrs	
Comments 6/66/17		2015	2015	2015	
Count		115	612	129	
workload is reasonable	1	58%	51%	53%	
talk about amount of work	2	60%	56%	53%	
equip. and res. needed	3	64%	64%	66%	
unnecessary interruptions	4	42%	36%	32%	
control over prioritizing	5	75%	68%	71%	
	SCORES	60%	55%	55%	

Response by question for					
Engagement		< 2 yrs	NHR	2 - 5 yrs	
Comments 6/72/15		2015	2015	2015	
Count		115	612	129	
empl. enjoy work	1	67%	65%	66%	
empl. make extra effort	2	70%	68%	70%	
empl. Desc.work as impt.	3	69%	67%	61%	
empl are committed	4	67%	64%	65%	
empl. proud of what they do	5	71%	76%	76%	
	SCORES	68%	68%	68%	

Response by question for				
Balance		< 2 yrs	NHR	2 - 5 yrs
Comments 4/67/11		2015	2015	2015
Count		115	612	129
take breaks	1	75%	73%	68%
able to balance demands	2	66%	63%	61%
promote work life balance	3	61%	51%	53%
talk to sups about balance	4	61%	51%	54%
energy left at end of day	5	42%	39%	42%
SCORES		61%	55%	56%

Response by question for					
Psychological Protection			< 2 yrs	NHR	2 - 5 yrs
Comments 4/63/18			2015	2015	2015
Count			115	612	129
min. unnecessary stress	1	47%	34%	37%	
care employee well-being	2	61%	53%	58%	
prevents harassment / disc.	3	68%	64%	63%	
empl. psych healthy	4	53%	42%	42%	
deals with harassment	5	66%	56%	62%	
	SCORES	59%	50%	52%	

Appendix #7

Response by question for							
Expectations & Leadership		Thompson		Flin Flon		The Pas	
Comments 37/28/32		2013	2015	2013	2015	2013	2015
		184	283	194	169	136	160
I know what is expected	1	91%	90%	88%	90%	90%	86%
leadership is effective	2	49%	51%	40%	54%	43%	53%
staff informed about change	3	47%	49%	43%	50%	52%	52%
provide helpful feedback	4	37%	43%	24%	32%	27%	39%
effective communication	5	34%	36%	26%	31%	33%	37%
	SCORES	52%	54%	45%	51%	49%	53%

Response by question for							
Civility & Respect		Thompson		Flin Flon		The Pas	
Comments	37/18/16	2013	2015	2013	2015	2013	2015
	Count	184	283	194	169	136	160
people treat each other	1	48%	60%	48%	66%	48%	58%
people problems handled	2	28%	34%	18%	29%	21%	33%
all are are treated well	3	67%	75%	69%	76%	62%	71%
conflict to a minimum	4	47%	54%	35%	59%	44%	56%
ways of dealing with things	5	63%	74%	47%	66%	52%	73%
	SCORES	51%	59%	42%	59%	46%	58%

Response by question for							
Psychological Job Fit		Thompson		Flin Flon		The Pas	
Comments	22/25/16	2013	2015	2013	2015	2013	2015
Count		184	283	194	169	136	160
people skills required	1	44%	48%	29%	44%	37%	49%
org. hires for our culture	2	52%	52%	34%	48%	47%	51%
social skill to do the job	3	62%	63%	50%	68%	51%	65%
social skills are valuable	4	54%	53%	44%	48%	49%	49%
use of skills and strengths	5	52%	46%	30%	45%	38%	45%
SCORES		53%	52%	38%	51%	45%	52%

Response by question for							
Growth and Development		Thompson		Flin Flon		The Pas	
Comments	21/24/18	2013	2015	2013	2015	2013	2015
	Count	184	283	194	169	136	160
empl. receive feedback	1	34%	33%	18%	32%	28%	35%
open to employees ideas	2	50%	47%	35%	43%	38%	43%
opportunity to advance	3	51%	42%	26%	40%	32%	41%
to develop people skill	4	65%	51%	40%	55%	55%	58%
	SCORES	50%	43%	30%	43%	38%	44%

Response by question for							
Rewards and Recognition		Thompson		Flin Flon		The Pas	
Comments	33/30/27	2013	2015	2013	2015	2013	2015
	Count	184	283	194	169	136	160
mans. appreciate emp. work	1	45%	44%	27%	37%	32%	38%
empl. paid fairly	2	66%	68%	57%	56%	65%	59%
org. appreciates extra effort	3	38%	30%	19%	31%	27%	30%
org. celebrates accomp.	4	42%	33%	21%	31%	30%	32%
org. values commitment	5	39%	36%	20%	32%	30%	33%
	SCORES	46%	42%	29%	37%	37%	38%

Response by question for							
Involvement & Influence		Thompson		Flin Flon		The Pas	
Comments	20/12/16	2013	2015	2013	2015	2013	2015
	Count	184	283	194	169	136	160
empl. talk to supervisor	1	60%	64%	49%	70%	50%	58%
empl. have adequate control	2	75%	74%	64%	71%	62%	70%
opinions/ suggestions cons.	3	49%	50%	33%	50%	44%	48%
informed of change	4	50%	52%	46%	56%	51%	55%
input on import. decisions	5	42%	59%	31%	44%	38%	44%
	SCORES	55%	60%	45%	58%	49%	55%

Response by question for							
Workload Management		Thompson		Flin Flon		The Pas	
Comments	23/15/28	2013	2015	2013	2015	2013	2015
Count		184	283	194	169	136	160
workload is reasonable	1	44%	54%	47%	52%	45%	47%
talk about amount of work	2	49%	56%	45%	60%	53%	54%
equip. and res. needed	3	68%	63%	46%	65%	50%	64%
unnecessary interruptions	4	26%	36%	33%	40%	27%	34%
control over prioritizing	5	69%	71%	64%	73%	58%	61%
	SCORES	51%	56%	47%	58%	47%	52%

Response by question for							
Engagement		Thompson		Flin Flon		The Pas	
Comments	29/20/23	2013	2015	2013	2015	2013	2015
Count		184	283	194	169	136	160
empl. enjoy work	1	58%	63%	59%	71%	64%	60%
empl. make extra effort	2	65%	65%	65%	74%	62%	69%
empl. Desc.work as impt.	3	64%	64%	60%	72%	65%	67%
empl are committed	4	61%	61%	56%	71%	61%	62%
empl. proud of what they do	5	67%	75%	72%	78%	77%	75%
SCORES		63%	66%	62%	73%	66%	67%

Response by question for							
Balance		Thompson		Flin Flon		The Pas	
Comments	28/17/22	2013	2015	2013	2015	2013	2015
Count		184	283	194	169	136	160
take breaks	1	58%	72%	67%	76%	63%	71%
able to balance demands	2	63%	63%	69%	69%	69%	58%
promote work life balance	3	49%	53%	45%	48%	49%	50%
talk to sups about balance	4	50%	51%	44%	54%	44%	48%
energy left at end of day	5	36%	38%	38%	40%	35%	38%
SCORES		51%	55%	53%	57%	52%	53%

Response by question for							
Psychological Protection		Thompson		Flin Flon		The Pas	
Comments	22/20/20	2013	2015	2013	2015	2013	2015
Count		184	283	194	169	136	160
min. unnecessary stress	1	32%	36%	24%	33%	21%	33%
care employee well-being	2	51%	56%	38%	49%	44%	52%
prevents harassment / disc.	3	53%	67%	42%	66%	47%	62%
empl. psych healthy	4	40%	40%	26%	47%	29%	40%
deals with harassment	5	47%	59%	35%	54%	42%	55%
SCORES		45%	52%	33%	50%	37%	48%

Response by question for							
Physical Environment		Thompson		Flin Flon		The Pas	
Comments 17/9/14		2013	2015	2013	2015	2013	2015
Count		184	283	194	169	136	160
completion of work tasks	1	66%	67%	65%	68%	63%	66%
distractions at a minimum	2	30%	42%	42%	51%	37%	40%
does not cause stress	3	41%	55%	44%	52%	46%	52%
job anal. takes into account	4	55%	62%	56%	62%	57%	64%
harm in decision making	5	53%	64%	51%	64%	51%	59%
listen re: health and safety	6	63%	72%	56%	74%	50%	68%
	SCORES	51%	60%	52%	62%	51%	58%

