NORTHERN
HEALTH REGION

WORKPLACE ASSESSMENT
September 2019

Healthy People, Healthy North.

**Workplace Assessment
Northern Health Region**

**Submitted by
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for
HQS Consulting Service, Inc,
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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 last audit in 2015. 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 sites and their respective outlying areas. These three sites 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 for the Workplace Survey 2015 that was issued September 16th, 2016. As such, this report 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 Working Group (WG) consists of the following representatives:

Shellie Verville   - Staff
Chris Koversky   - Staff
Marie MacPhail   - Staff
Lesa Nordick   - Staff
Sharon Stubbs   - Staff

Leona Barrett   - Labour (MNU)
Ernest Muswagon   - Labour (MGEU)
Mike Howden   - Labour (UFCW)
Garrett Finck   - Labour (MAHCP)
Christine Lussier   - Labour (CUPE)

Rob Trubiak   - Management
Chandice Early   - Management
Leslie Wulowka   - Management
Crystal Gregoire   - Management
Lisa Lane   - Management
Wanda Reader   - Management
Laurel Roberts   - Management

Jenna Carruthers   - Recorder

The survey used was identical to the survey conducted in 2015 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 May 06 to May 24th, 2019. 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) **<u>Reward and Recognition (5)</u>**: 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) **<u>Involvement and Influence (5):</u>** 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) **<u>Workload Management (5):</u>** 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) **<u>Engagement (5):</u>** This factor addresses the degree of physical, emotional, and intellectual engagement of employees, as well as job satisfaction.

11) **<u>Balance (5):</u>** 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) **<u>Psychological Protection (5):</u>** 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) **<u>Supportive Physical Environment (6)</u>:** 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.

<u>Bullying in Your Workplace (12)</u>
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 2019 which is, as noted, essentially unchanged from the 2013 and 2015 versions, 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 2015 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).   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 and 2015. 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 and 2015 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 group results from 2013 and 2015. These results 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 and 2015. These data are found in Appendix # 7.

Before speaking to the quantitative results two important observation are worth noting. First, that 595 individuals filled out this survey in comparison to 514 in 2013 and 612 in 2015. 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 comments. 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 and in the current survey 1,404 comments were returned from 595 respondents.

As might be expected the Bullying factor gathered the greatest number of comments on all surveys (2013 – 564, in 2015 – 614 and in 2019 – 649)). In terms of the other 13 factors the five most commented on area in 2013, 2015 and 2019 were as follows:

2013	2015	2019
Psych. Support	Psych. Support	Psych. Support
Exp. and Lead.	Exp. and Lead.	Org. Culture
Civility and Respect	Civ. and Respect	Exp. and Lead.
Org. Culture	Org. Culture	Civ. and Resp.
Workload Man.	Rew. and Rec.	Rew. and Rec.

As can be observed, four factors continue to remain constant over time while the focus has moved away from Workload Management to Rewards and Recognition from 2015 onward.

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 all factors save 4 in comparison to the 2015 data.

The four factors of concerns were:

Civility and Respect	(NHR 59% - 55%)
Psychological Job Fit	(NHR 56% - 50%)
Engagement	(NHR 68% - 64%)
Balance	(NHR 55% - 51%)

The decreases in Engagement and Balance do not meet the criteria of a 5 point change but they are of sufficient importance to note.

In the Management Group all factors increased save for the following:

    Growth and Development (Man, 63% - 59%)
    Involvement and Influence (Man. 72% - 67%)
    Workload Management (Man. 66% - 58%)
    Balance   (Man. 64% - 59%)
    Physical Env.   (Man. 70% - 65%)

In the Staff Group all factors were stable seeing neither significant increase nor decrease save for the following factor:

    Civility and Respect   (Staff 58% - 53%)

The second critical observation from this data set is that for the following factors in the NHR Group, there were notable increases from the 2015 data:

    Psychological Support   (48% - 52%)
    Organizational Culture   (45% - 49%)
    Expectations and Leadership (51% - 56%)

In the Man. group we also note some significant improvements:

    Psychological Support   (61% - 70%)
    Organizational Culture   (51% - 60%)
    Expectations and Leadership (61% - 68%)

You may recall that the bullying score is a function of the results on three questions. These questions are:
   1) have you been bullied in the last year?
   5) in the last two years have you avoided filing a grievance?
   6) in the last two years have you seen an employee bullied?

On the bullying score you will recall we prefer a decreasing set of results. Having said this it should be noted that there was a slight increase in bullying from 2015, for the Staff Group (53% - 57%) while there was a notable decrease in the Management Group (56% - 49%).

While improvements were observed across many factors it is important to note where the challenges remain. The lowest performance is observed on the following 5 factors and not withstanding some improvement, these same factors presented the greatest challenges in prior years.

	2019	2015	2013
Psychological Support	(52%)	(48%)	(36%)
Organizational Culture	(49%)	(45%)	(33%)
Growth and Development	(46%)	(43%)	(39%)
Rewards and Recognition	(42%)	(40%)	(37%)
Psychological Protection	(49%)	(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 duration of tenure groups now reported for 2015 and 2019. The duration of 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 2019 Group scored equal to or significantly better on each of the 14 factors than did the NHR 2019 Group. It is also interesting that the < 2yrs 2019 Group scored higher or equal the <2 yrs 2015 Group. This suggests that the <2 yrs 2019 group is an enthusiastic group of folks.

What is particularly interesting is to look at the scores of the <2 yrs 2015 Group which is now (some four years later) the core of the 2-5 yrs 2019 Group and compare them. What we can see is that the scores of the group after having been in the system for 4 years have for all factors dropped significantly. These two observations reflect the data in virtually all aspects of the results for these two groups and will not be repeated in any further element of the analysis.

It should also be noted that it is not particularly surprising that the bullying score for the < 2 yrs Groups both 2015 and 2019, are low given the duration of time in the organization.

The results of the < 2 yrs 2015 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.

The results for bullying went up in the < 2 yrs 2019 Group from 2015 as a direct function of an increase in question #5 which speaks to "fear of reporting grievances" (30% - 55%).

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 three groups, Thompson, Flin Flon and The Pas maintained or improved from the 2015 survey results on all factors save for:

Flin Flon	Civility and Respect	(59% – 52%)
	Inv. and Influence	(58% - 52%)
	Engagement	(73% - 67%)
The Pas	Workplace Balance	(53% - 45%)

Further, none of the 2019 results were below any of the results from 2013 except the Workplace Balance factor in The Pas (53% - 45%).

The Bullying factor decreased from 2013 to 2015 and remained stable into 2019.

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

	Thompson	Flin Flon	The Pas
Psychological Support	53%	52%	50%
Organizational Culture	51%	46%	50%
Psychological Job Fit	50%	50%	50%
Growth and Development	49%	42%	44%
Rewards and Recognition	44%	42%	39%
Work life Balance	--	--	45%
Psychological Protection	49%	47%	49%

As can be observed the challenges as noted when looking at the overall NHR data in Appendix # 4 fall within six factors across the areas of the Northern Health Region. What is also interesting is that the Psychological Support factor which had, in previous years, scored in the lowest factors no longer does so.

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 across the three surveys and 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 across the three survey years. Any noteworthy items will be addressed for the groups in the following order, results for:

The NHR, Management and Staff groups
      by factor by question across three survey years,

Thompson, Flin Flon and The Pas groups
      by factor by question across three survey years.

As I noted earlier, the general results for the duration of tenure groups (groups <2 yrs and 2-5 yrs) are constant and need not be repeated. The results can however, be seen in Appendix #6.

Given the general level of enhanced performance across all groups, it is 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 continued improvement on this factor is admirable. The increase in question #5 "the importance of mental health" is particularly significant.

NHR	41% - 67%
Man.	45% - 77%
Staff	40% - 65%
Thompson	46% - 68%
Flin Flon	35% - 69%
The Pas	39% - 64%

Additionally, the Man. Group saw a notable gain on question #1 speaking to the issue of addressing mental health concerns. (56% - 66%)

As noted in the past, The Man. Group scores notably higher than the Staff Group overall (70% - 49%).

In terms of the three sites, the Thompson site saw some decreases on the first four question of his factor that warrant some concerns. Of most interest, these decreases were not observed in the other two sites but begin to close the gap between sites that was previously observed.

> Thompson
> > question # 1 (53% - 48%)
> > question # 2 (61% - 55%)
> > question # 3 (58% - 52%)
> > question # 4 (49% - 43%)

Organizational Culture

Once again for the NHR in general the improvement is astounding. We see particular growth in question #5 that speaks to "being a part of a community". This growth is noted across Man. and Staff Groups and all three sites. Further, this growth has been constant across the last three surveys

> NHR   44% - 55%
> Man.   49% - 72%
> Staff   42% - 52%
> Thompson   44% - 55%
> Flin Flon   44% - 54%
> The Pas   42% - 60%

The questions with the weakest result on this factor for the NHR are the questions addressing:
> people being held accountable (1)
> situations being addressed (3)
> employees / management trust (6)

Again, Management Group scored notably higher than the Staff Group on all questions.

As to the Staff Group the following two questions should be noted

situation are addressed #3 (35%)
employee/management trust #6 (37%)

In terms of the Region we again can see a general improvement in the organizational culture, but we note concern with question 3# "situations being addressed" and #6 speaking to management and employees trusting each other.

question # 3 Thompson 41%
Flin Flon 36%
The Pas 35%

question # 6 Thompson 42%
Flin Flon 34%
The Pas 41%

Expectations & Leadership

In terms of the NHR, Man. and Staff groups, we observe status quo or improvements on all questions. Three particular questions appear to want our attention they are the questions speaking to:

question # 2 leadership is effective (44% - 55%)
question # 4 providing effective feedback (38% - 48%)
question # 5 clear and effective communications (33% - 41%)

 Similar results were noted in both the Man. and Staff groups. Again, these results are equally distributed across all three sites.

Civility and Respect

On this factor the NHR has lost some ground since the 2015 survey (59% - 55%). This loss is driven by the result on question #5 addressing "having way to deal with situations". While the results for this question have not changed for the Man. Group (71% - 73%) it decreased notably in the Staff Group (72% - 55%)

In the Staff Group question #4 related to keeping conflict to a minimum also decreased (55% - 50%) while improving in the Man. Group (61% - 71%).

And overall there is a notable difference in results for this factor between Man. Group (69% and Staff Group (53%).

In the sites on this factor there were notable decreases in the Flin Flon results. It is important to note the consistent decrease across all three reqions for question # 5 (Thompson 74% – 61%, Flin Flon 66% – 52%, The Pas 73% – 63%).

Psychological Job Fit

There is a regression from 2015 on this factor for the NHR Group (56% - 50%) with most of that regression accounted for by a decrease in the Staff Group (50% - 47%). As in past surveys the Man. Group continues to score higher than the Staff Group (60% - 47%). Further the decrease on this factor was equally distributed across all three sites.

The most significant decreases were on question #2 and #3 addressing respectively the organization hiring for the culture and people having the social skills to do the job. The decrease in question 3# was very clearly distributed across all three sites.

Growth and Development

The NHR Group showed a small improvement on this factor (43% – 46%) that is accounted for by an increase in the Staff Group (40% - 43%). The Man. Group results were lower than in 2015 (63% - 59%)
The decrease in the Man. Group were the result of decreases on question #2 open to ideas (76% - 64%) and opportunity to advance (65% - 57%).

Rewards & Recognition

This factor overall is stable across all groups. A look inside the factor by question we observe the same level of stability save for one question in two sites. For Flin Flon and The Pas on question #1 which speaks to "management appreciating employee effort". Here we see a notable increase in both these groups (37% - 47% and 38% - 44% respectively). On this same question we see a modest increase in Thompson (44% - 48%).

Involvement and Influence

On this factor we are seeing a small decrease in scores from 2015 for the NHR (56% - 54%) and that distributed equally across Man. (72% - 67%), and Staff (54% - 51%) groups. That same slight decrease is observed across the three sites (Thompson 60% - 56%, Flin Flon 58% - 52% and The Pas 55% - 52%)

Looking inside the factor we see the decrease for the Man. Group was accounted for by question #2 addressing the issue of control over task (78% - 66%), and question #3 opinions being considered (74% - 68%).

For the Staff Group the greatest decrease was observed in question #2 speaking to control over task (71% - 62%).

Across the three sites both questions #2 speaking to task control and question #5 addressing input to decision making were of significant concerns as evidenced in the following results:

Q # 2 Thompson 74% - 64%   Flin Flon 71% - 60%   The Pas 70% - 63%
Q # 5   Thompson 59% - 46%   Flin Flon 44% - 38%   The Pas 44% - 40%

Workload Management

The NHR saw a modest decrease on this factor (55% - 54%), one really of little significance overall. However, looking at the source of the decrease on this factor we see that it is driven essentially by question #3 which speaks to having the equipment and resources needed to do the job. This decrease is evident in the Man. Group (68% - 65%) and the Staff Group 62% - 57) The decrease in question #3 is also noted in result for Thompson (63% - 57%) and The Pas (64% - 55%) but not in Flin Flon (65% - 65%).

Engagement

This factor has and continues to be our shining star however, having said this we did see a small decrease in the score from the 2015 results for the NHR (68% - 64%) This decrease is not reflected in the Man. Group (68% – 69%) but is essentially a function of the Staff Group. (67% - 63%). And the decrease is reflected across Thompson (66% - 63%) Flin Flon (73% - 67%) and The Pas (67% - 63%)

Looking inside the factor by question we observe that the results consistently appear to be attached to a decrease in question #3 addressing employees describing their work as important.

Balance

Again, we see for this factor a modest decrease from the 2015 results across all groups in the NHR. This includes, the NHR overall (55% - 51%) the Man.Group (64% - 59%, the Staff Group (53% - 49%) as well as Thompson (55% - 52%), Flin Flon (57% - 53%), and The Pas (53% - 45%).

Looking inside this factor we see the issue essentially speaks to the decrease in results for question #1 addressing being able to take the time to take breaks.

NHR	73% – 61%
Man.	85% - 76%
Staff	70% - 57%
Thompson	72% - 63%
Flin Flon	76% - 65%
The Pas	71% - 51%

And question #3 speaking to promoting work life balance.

NHR	63% - 59%
Man.	61% - 58%
Staff	49% - 43%
Thompson	53% - 49%
Flin Flon	48% - 45%
The Pas	50% - 42%

Psychological Protection

This factor showed an improvement across all groups in the 2015 survey from the 2013 results and the factor continues to be stable across all groups in 2019.

NHR	50% - 49%
Man.	64% - 63%
Staff	48% - 46%
Thompson	52% - 49%
Flin Flon	50% - 47%
The Pas	48% - 49%

However, a look inside the Man. Group shows notable decreases on the following questions:

question #1	43% - 37%	minimizing unnecessary stress
question #2	78% - 68%	supervisors care about employee well being
question #3	82% - 75%	efforts made to manage harassment

A decrease in question #3 is also noted for the Staff Group (61% - 57%) as well as in Thompson (67% - 61%) and Flin Flon (66% - 60%) and question #4 speaking to concern for psychological health (47% - 41%) in Flin Flon.

Physical Environment

This factor also showed slight decrease across all groups but none of particular concern save in the Man. Group.

NHR	60% - 57%
Man.	70% - 65%
Staff	58% - 55%
Thompson	60% - 58%
Flin Flon	62% - 58%
The Pas	58% - 54%

Looking inside the factors by question for the Man. Group, we see the decrease to be a function of question #1 speaking to the capacity to get the work done or complete tasks. On this question we see a decrease of note from the 2015 survey (74% - 65%). There is also concern around workplace causing stress (67% - 61%) and job analysis takes into account safety (71% - 63%).

In the Staff Group we question #1 completion of tasks and question #6 addressing health concerns are both of concerns (65% - 60% and 69% - 64%)

Bullying

The results indicate that the NHR on this factor continues to do well with no significant increases. Recalling that on this factor we are looking for lower results

NHR	53% - 56%
Man.	56% - 49%
Staff	53% - 57%
Thompson	53% - 55%
Flin Flon	56% - 57%
The Pas	50% - 54%

As can be seen from these data, the Man. Groups appears to have experienced some gains around the bullying issue.

It is important to note which of the three questions assessed are driving the results:

question 1 addressing "having been bullied ".

NHR	52% - 42%
Man.	60% - 32%
Staff	51% - 43%
Thompson	47% - 40%
Flin Flon	59% - 39%
The Pas	53% - 42%

question #5 speaking to fear of filing a grievance.

NHR	46% - 67%
Man.	40% - 57%
Staff	47% - 68%
Thompson	49% - 65%
Flin Flon	44% - 73%
The Pas	40% - 64%

question #6 which asks if you have seen and employee being bullied.

NHR	61% - 60%
Man.	69% - 58%
Staff	60% - 60%
Thompson	65% - 60%
Flin Flon	65% - 60%
The Pas	56% - 57%

The results suggest we are doing very well on the bullying theme but that risks being lost by the results around the fear of reporting.

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) In the context of relatively strong results let us take a longer term or strategic approach.

The organization is doing reasonably well and there appears, at least in my mind, to be little if any crisis. In fact, the most informative observation may be that over the three occasions on which the survey was conducted, that is 2013, 2015 and 2019, the results for all factors have improved notably. Given this observation, this may be a most propitious time to take a longer view and in so doing focus on the factors that we would like to see improvement in.

If we look at the most challenging factors they are:

Rewards and Recognition	(42%)
Growth and Development	(46%)
Organizational Culture	(49%)
Psychological Protection	(49%)

The focus on each of these is best directed by the results on the questions that make up each factor. A such, for the Rewards and Recognition factor we see that the scores on questions # 3, 4, and 5 are all equally poor and have been so across all three surveys. They speak to employees having a sense that they and their efforts are appreciated and celebrated.

As to Growth and Development, this factor focuses on performance feedback, I would argue we should focus on both formal feedback, in terms of performance management and likely also in terms of informal feedback. This has been a longstanding issue and it may be time to explore some possible solutions. This factor also addresses concerns around the opportunity to advance and while that is a complex issue it warrants some consideration.

As to Organization Culture there has been significant improvement in the sense of community, and this can readily be built upon to drive the relationship between employees and management which, is in need of some attention as evidenced by the results on question #6 at 41%. The longstanding challenge of accountability evidenced by the results for question #1 at 43% and # 3 at 38% may be ripe for the proverbial picking and make a significant difference in the corporate culture overall.

Last, Psychological Protection speaks to unnecessary stress and may well be worth further investigation. In undertaking to understand what this unnecessary stress is, we would in fact be responding to the concern evidenced in question #4 with a score of 42%. This question speaks to the issue of the workplace's psychological health.

B) And to Management's Results Overall.

This same strategy of looking at the overall results when applied to the Management Group result suggests that they warrant some attention. Decreases from the results obtained in 2015 appear to reflect a significant shift in their status.
Four factors in particular warrant consideration they are:

        Involvement and Influence 72% - 67%
        Workload Management   66% - 58%
        Balance   64% - 59%
        Physical Environment   70% - 65%

    The issue, as one looks into the factors involved, suggest that control over workload, workload itself and the relationship between managers and their immediate managers have become a challenge.

C) The Overall Results in Each of the Sites Also Tell a Story.

The site that seems to be experiencing some of the greatest challenges is Flin Flon. Four factors decreased to a significant degree since 2015, they include:

        Civility and Respect   (59% - 52%)
        Involvement and Influence (58% - 52%)
        Engagement and   (73% - 67%)
        Physical Environment   (62% - 58%)

A look into the factors suggest the need for focus most particularly on accountability, conflict management and communications. The concern around these issues may well account for the observed decrease in Engagement and as such need to be explored.

D) What of the Increasing Apprehension to Report Bullying?

While bullying has not increased significantly in the organization, there is a slight drift upwards in the Staff Group (53% - 57%) which should be viewed with caution. Further, this drift has occurred in the context of a noted increase in the unwillingness to report bullying behaviour across all Groups.

NHR	(46% - 67%)
Man.	(40% - 57%)
Staff	(47% - 68%)
Thompson	(49% - 65%)
Flin Flon	(44% - 73%)
The Pas	(40% - 60%)

Together these two result sets call for at least some considered exploration to determine what is changing in the environment to be driving these outcomes.

E) And What Happens in Those Two Years?

As was noted, on the 2015 survey, new employees come into the system with a very positive attitude about the job. With two groups having now been surveyed in the early years of employment, it might be interesting to begin a series of focus groups and perhaps a subsequent intervention to understand and address the most prominent reasons for the shift observed over time. This shift is significant and may not be inevitable.

F) A Look Back to See Forward!

A review of the recommendations from the 2013 and 2015 surveys may be useful to provide continuity in process and give us guidance in planning our next steps. The 2013 and 2015 surveys offered a number of recommendations 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 on and with what degree of 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.

From the 2015 Survey we see recommendations to address the following factors and might observe that recommendation to still be valid

	2013	2015	2019
Psychological Support	36%	48%	52%
Organizational Culture	33%	45%	49%
Growth and Development	39%	43%	46%
Rewards and Recognition	37%	40%	42%
Psychological Protection	38%	50%	49%

While improving they remain our lowest score and warrant continued attention. To wit we note the Balance factor has slipped and warrants attention.

Summary

It is good when good things get better and they have.

Congratulations, staying the course is no small achievement!

Dr. L. J Quesnel

Appendix #1

The Northern Health Region's

Survey 2019

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, Cormorrant, 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.

_____

_____

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_

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 hires 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.

_____

_____

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_____

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.

_____

_____

_____

_____

<u>ENGAGEMENT</u>

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 2019 Management & Staff Aggregate Data									
Results by Factor		**NHR**			**NHR Man.**			**NHR Staff**	
	2013	2015	2019	2103	2015	2019	2013	2015	2019
Count	514	612	595	73	88	100	441	524	495
1 Psychological Support	36%	48%	52%	47%	61%	70%	34%	46%	49%
2 Organizational Culture	33%	45%	49%	41%	51%	60%	32%	44%	47%
3 Expectations & Leadership	48%	51%	56%	58%	61%	68%	47%	51%	54%
4 Civility & Respect	46%	59%	55%	50%	66%	69%	45%	58%	53%
5 Psychological Job Fit	45%	56%	50%	54%	57%	60%	43%	50%	47%
6 Growth and Development	39%	43%	46%	54%	63%	59%	37%	40%	43%
7 Rewards and Recognition	37%	40%	42%	55%	57%	57%	34%	37%	39%
8 Involvement & Influence	49%	56%	54%	65%	72%	67%	47%	54%	51%
9 Workload Management	49%	55%	54%	62%	66%	58%	46%	54%	53%
10 Engagement	64%	68%	64%	69%	68%	69%	63%	67%	63%
11 Balance	52%	55%	51%	62%	64%	59%	51%	53%	49%
12 Psychological Protection	38%	50%	49%	56%	64%	63%	35%	48%	46%
13 Physical Environment	52%	60%	57%	63%	70%	65%	50%	58%	55%
14 Bullying	61%	53%	56%	61%	56%	49%	62%	53%	57%

Appendix #3

NHR 2019 < 2 yrs & 2 to 5 yrs Aggregate Data							
Results by Factor		**< 2 yrs**		**NHR**		**2-5 yrs**	
		2015	**2019**	**2015**	**2019**	**2015**	**2019**
	Count	115	101	612	595	129	127
1	**Psychological Support**	54%	67%	48%	52%	51%	52%
2	**Organizational Culture**	58%	65%	45%	49%	47%	51%
3	**Expectations & Leadership**	58%	68%	51%	56%	57%	58%
4	**Civility & Respect**	63%	71%	59%	55%	61%	52%
5	**Psychological Job Fit**	59%	69%	56%	50%	54%	47%
6	**Growth and Development**	54%	62%	43%	46%	45%	45%
7	**Rewards and Recognition**	49%	59%	40%	42%	44%	42%
8	**Involvement & Influence**	65%	65%	56%	54%	58%	54%
9	**Workload Management**	60%	64%	55%	54%	55%	50%
10	**Engagement**	69%	72%	68%	64%	67%	61%
11	**Balance**	61%	60%	55%	51%	56%	49%
12	**Psychological Protection**	59%	64%	50%	49%	52%	42%
13	**Physical Environment**	65%	65%	60%	57%	61%	59%
14	**Bullying**	32%	40%	53%	56%	49%	66%

Appendix # 4

NHR 2019									
Aggragate Data									
Results by Factor Across Sites	**Thompson**				**Flin Flon**			**The Pas**	
	2103	2015	2019	2013	2015	2019	2013	2015	2019
Count	184	283	213	194	169	159	136	160	146
1 Psychological Support	43%	53%	53%	31%	43%	52%	34%	42%	50%
2 Organizational Culture	41%	47%	51%	28%	42%	46%	30%	47%	50%
3 Expectations & Leadership	52%	54%	57%	45%	51%	55%	49%	53%	56%
4 Civility & Respect	51%	59%	57%	42%	59%	52%	46%	58%	59%
5 Psychological Job Fit	53%	52%	50%	38%	51%	50%	45%	52%	50%
6 Growth and Development	50%	43%	49%	30%	43%	42%	38%	44%	44%
7 Rewards and Recognition	46%	42%	44%	29%	37%	42%	37%	38%	39%
8 Involvement & Influence	55%	60%	56%	45%	58%	52%	49%	55%	52%
9 Workload Management	51%	56%	54%	47%	58%	58%	47%	52%	49%
10 Engagement	63%	66%	63%	62%	73%	67%	66%	67%	63%
11 Balance	51%	55%	52%	53%	57%	53%	52%	53%	45%
12 Psychological Protection	45%	52%	49%	33%	50%	47%	37%	48%	49%
13 Physical Environment	51%	60%	58%	52%	62%	58%	51%	58%	54%
14 Bullying	62%	53%	55%	63%	56%	57%	60%	50%	54%

Appendix #5

NHR 2019 Man. and Staff										
Response by question for										
Psychological Support			NHR			NHR Man.			NHR Staff		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		514	612	595	73	88	100	441	524	495
address mental health	1	39%	48%	46%	47%	56%	66%	38%	46%	42%
employee distressed	2	37%	55%	53%	54%	73%	70%	34%	52%	49%
employees family issues	3	43%	53%	53%	59%	67%	73%	39%	51%	50%
supported returning to work	4	34%	43%	42%	43%	64%	66%	32%	39%	37%
importance of mental health	5	29%	41%	67%	32%	45%	77%	29%	40%	65%
SCORES		36%	48%	52%	47%	61%	70%	34%	46%	49%

Response by question										
Organizational Culture			NHR			NHR Man.			NHR Staff		
		2013	2015	2119	2013	2015	2019	2013	2015	2019
Count		514	612	595	73	88	100	441	524	495
people held accountable	1	30%	40%	43%	45%	40%	52%	28%	40%	41%
respect for other's ideas	2	33%	45%	49%	38%	61%	60%	33%	45%	46%
situations addressed	3	24%	38%	38%	38%	42%	54%	22%	37%	35%
harassment is recognised	4	27%	40%	44%	34%	48%	56%	26%	39%	41%
part of a community	5	36%	44%	55%	48%	49%	72%	34%	42%	52%
empl,/man. trust each other	6	25%	37%	41%	36%	42%	59%	24%	36%	37%
culture is evident	7	41%	54%	55%	36%	57%	57%	41%	54%	55%
culture reflects our values	8	48%	63%	66%	49%	65%	72%	48%	63%	65%
SCORES		33%	45%	49%	41%	51%	60%	32%	44%	47%

Response by question for Expectations & Leadership		NHR			NHR Man.			NHR Staff		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		514	612	595	73	88	100	441	524	495
I know what is expected	1	89%	89%	89%	86%	88%	89%	90%	89%	89%
leadership is effective	2	45%	44%	55%	56%	58%	68%	43%	51%	52%
staff informed about change	3	47%	50%	49%	63%	59%	62%	45%	48%	46%
provide helpful feedback	4	29%	38%	48%	42%	57%	65%	28%	36%	45%
effective communication	5	31%	33%	41%	44%	44%	55%	29%	33%	39%
SCORES		48%	52%	56%	58%	61%	68%	47%	51%	54%

Response by question for Civility & Respect		NHR			NHR Man.			NHR Staff		
		2013	2015	2019	2013	2015	2019	2013	2015	90
Count		514	612	595	73	88	100	441	524	495
people treat each other	1	48%	61%	58%	50%	74%	67%	48%	59%	56%
people problems handled	2	23%	33%	35%	27%	42%	54%	21%	31%	32%
all are are treated well	3	63%	74%	71%	66%	83%	80%	63%	72%	70%
conflict to a minimum	4	42%	56%	53%	46%	61%	71%	41%	55%	50%
ways of dealing with things	5	54%	72%	58%	61%	71%	73%	54%	72%	55%
SCORES		46%	59%	55%	50%	66%	69%	45%	58%	53%

Response by question for Psychological Job Fit		NHR			NHR Man.			NHR Staff		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		514	612	595	73	88	100	441	524	495
people skills required	1	36%	47%	44%	47%	52%	55%	35%	46%	42%
org. hires for our culture	2	44%	67%	50%	54%	58%	60%	42%	49%	48%
social skill to do the job	3	55%	65%	56%	55%	70%	63%	54%	64%	54%
social skills are valuable	4	49%	56%	51%	67%	61%	61%	46%	49%	48%
use of skills and strengths	5	40%	46%	47%	49%	44%	59%	38%	44%	45%
SCORES		45%	56%	50%	54%	57%	60%	43%	50%	47%

Response by question for			NHR			NHR Man.			NHR Staff		
Growth and Development											
		2013	2015	2019	2013	2015	2019	2013	2015	2019	
Count		514	612	595	73	88	100	441	524	495	
empl. receive feedback	1	26%	33%	38%	47%	50%	52%	23%	30%	36%	
open to employees ideas	2	41%	45%	48%	61%	76%	64%	38%	40%	45%	
opportunity to advance	3	37%	41%	42%	50%	65%	57%	34%	37%	39%	
to develop people skill	4	53%	54%	54%	56%	60%	63%	53%	53%	52%	
SCORES		39%	43%	46%	54%	63%	59%	37%	40%	43%	

Response by question for			NHR			NHR Man.			NHR Staff		
Rewards and Recognition											
		2013	2015	2019	2013	2015	2019	2013	2015	2019	
Count		514	612	595	73	88	100	441	524	495	
mans. appreciate emp. work	1	35%	41%	47%	58%	62%	69%	31%	37%	43%	
empl. paid fairly	2	62%	62%	64%	84%	70%	69%	59%	61%	63%	
org. appreciates extra effort	3	27%	31%	31%	50%	51%	48%	24%	27%	27%	
org. celebrates accomp.	4	31%	33%	33%	40%	48%	46%	30%	30%	30%	
org. values commitment	5	29%	35%	37%	43%	52%	51%	27%	31%	34%	
SCORES		37%	40%	42%	55%	57%	57%	34%	37%	39%	

Response by question for			NHR			NHR Man.			NHR Staff		
Involvement & Influence											
		2013	2015	2019	2013	2015	2019	2013	2015	2019	
Count		514	612	595	73	88	100	441	524	495	
empl. talk to supervisor	1	53%	64%	62%	72%	82%	76%	50%	61%	59%	
empl. have adequate control	2	67%	72%	63%	74%	78%	66%	66%	71%	62%	
opinions/ suggestions cons.	3	67%	49%	49%	67%	74%	68%	37%	45%	45%	
informed of change	4	67%	54%	54%	58%	68%	66%	47%	51%	51%	
input on import. decisions	5	67%	43%	42%	53%	60%	58%	34%	40%	40%	
SCORES		49%	56%	54%	65%	72%	67%	47%	54%	51%	

Response by question for Workload Management		NHR			NHR Man.			NHR Staff		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		514	612	595	73	88	100	441	524	495
workload is reasonable	1	46%	51%	53%	56%	55%	47%	44%	51%	54%
talk about amount of work	2	49%	56%	55%	74%	73%	68%	45%	53%	52%
equip. and res. needed	3	55%	64%	59%	71%	68%	65%	52%	62%	57%
unecessary interruptions	4	30%	36%	36%	37%	32%	40%	28%	37%	36%
control over prioritizing	5	63%	68%	66%	74%	71%	69%	62%	68%	66%
SCORES		49%	55%	54%	62%	54%	58%	46%	54%	53%

Response by question for Engagement		NHR			NHR Man.			NHR Staff		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		514	612	595	73	88	100	441	524	495
empl. enjoy work	1	60%	65%	62%	71%	73%	69%	58%	64%	60%
empl. make extra effort	2	65%	68%	65%	68%	68%	71%	64%	68%	64%
empl. desc.work as impt.	3	63%	67%	58%	68%	63%	61%	62%	67%	57%
empl are committed	4	59%	64%	62%	59%	57%	63%	59%	65%	62%
empl. proud of what they do	5	72%	76%	74%	78%	78%	81%	70%	71%	73%
SCORES		64%	68%	64%	69%	68%	69%	63%	67%	63%

Response by question for Balance		NHR			NHR Man.			NHR Staff		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		514	612	595	73	88	100	441	524	495
take breaks	1	62%	73%	61%	80%	85%	76%	60%	70%	57%
able to balance demands	2	67%	63%	59%	68%	67%	63%	67%	62%	58%
promote work life balance	3	48%	51%	46%	53%	61%	58%	47%	49%	43%
talk to sups about balance	4	47%	51%	51%	64%	67%	61%	44%	48%	49%
energy left at end of day	5	36%	39%	37%	43%	40%	37%	35%	38%	37%
SCORES		52%	55%	51%	62%	64%	59%	51%	53%	49%

Response by question for Psychological Protection		NHR			NHR Man.			NHR Staff		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		514	612	595	73	88	100	441	524	495
min. unecessary stress	1	26%	34%	33%	48%	43%	37%	23%	32%	32%
care employee well-being	2	45%	53%	53%	77%	78%	68%	39%	49%	50%
prevents harassment / disc.	3	48%	64%	60%	68%	82%	75%	44%	61%	57%
empl. psych healthy	4	31%	42%	42%	32%	52%	61%	32%	40%	38%
deals with harassment	5	41%	56%	56%	57%	65%	72%	38%	55%	53%
SCORES		38%	50%	49%	56%	64%	63%	35%	48%	46%

Response by question for Physical Environment		NHR			NHR Man.			NHR Staff		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		514	612	595	73	88	100	441	524	495
completion of work tasks	1	65%	67%	61%	79%	74%	65%	63%	65%	60%
distractions at a minimum	2	37%	44%	45%	39%	48%	45%	37%	43%	45%
does not cause stress	3	44%	53%	50%	60%	67%	61%	41%	51%	47%
job anal. takes into account	4	55%	62%	59%	68%	71%	63%	54%	60%	58%
harm in decision making	5	52%	63%	60%	65%	72%	74%	50%	60%	56%
listen re: health and safety	6	57%	71%	67%	69%	88%	82%	56%	69%	64%
SCORES		52%	60%	57%	63%	70%	65%	50%	58%	55%

Response by question for Bullying		NHR			NHR Man.			NHR Staff		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		514	612	595	73	88	100	441	524	495
Been Bullied?	*1	60%	52%	42%	61%	60%	32%	60%	51%	43%
by who-- colleagues	2	78%	71%	78%	72%	46%	39%	79%	76%	83%
over a year	3	45%	40%	38%	54%	50%	55%	43%	38%	36%
lodge a formal complaint?	4	12%	11%	3%	8%	13%	0%	13%	11%	4%
afraid to file a grievance	*5	51%	46%	67%	46%	40%	57%	51%	47%	68%
an employee be bullied	*6	73%	61%	60%	75%	69%	58%	75%	60%	60%
SCORES		61%	53%	56%	61%	56%	49%	62%	53%	57%
only questions 1, 5, 6.										

Appendix # 6

NHR 2019								
< 2 yrs & 2 to 5 yrs								
Response by question for								
Psychological Support		< 2 yrs		NHR		2 - 5 yrs		
		2015	2019	2015	2019	2015	2019	
Count		115	101	612	595	129	127	
address mental health	1	57%	67%	48%	46%	51%	40%	
employee distressed	2	59%	60%	55%	53%	58%	54%	
employees family issues	3	53%	69%	53%	53%	58%	56%	
supported returning to work	4	50%	53%	43%	42%	44%	45%	
importance of mental health	5	53%	84%	41%	67%	44%	67%	
SCORES		54%	67%	48%	52%	51%	52%	

Response by question for								
Organizational Culture		< 2 yrs		NHR		2 - 5 yrs		
		2015	2019	2015	2019	2015	2019	
Count		115	101	612	595	129	127	
people held accountable	1	57%	58%	40%	43%	45%	46%	
respect for other's ideas	2	58%	62%	45%	49%	43%	48%	
situations addressed	3	50%	50%	38%	38%	43%	39%	
harassment is recognised	4	55%	60%	40%	44%	38%	47%	
part of a community	5	54%	69%	44%	55%	49%	59%	
empl./man. trust each other	6	53%	61%	37%	41%	38%	46%	
culture is evident	7	64%	78%	54%	55%	59%	55%	
culture reflects our values	8	75%	82%	63%	66%	62%	68%	
SCORES		58%	65%	45%	49%	47%	51%	

Response by question for Expectations & Leadership		< 2 yrs			NHR		2 - 5 yrs		
		2015	2019		2015	2019	2015	2019	
Count		115	101		612	595	129	127	
I know what is expected	1	87%	95%		89%	89%	94%	90%	
leadership is effective	2	52%	69%		44%	55%	57%	61%	
staff informed about change	3	55%	63%		50%	49%	55%	44%	
provide helpful feedback	4	49%	55%		38%	48%	38%	52%	
effective communication	5	46%	59%		33%	41%	41%	43%	
SCORES		58%	68%		52%	56%	57%	58%	

Response by question for Civility & Respect		< 2 yrs			NHR		2 - 5 yrs		
		2015	2019		2015	2019	2015	2019	
Count		115	101		612	595	129	127	
people treat each other	1	65%	73%		61%	58%	56%	61%	
people problems handled	2	40%	53%		33%	35%	37%	33%	
all are are treated well	3	77%	83%		74%	71%	73%	67%	
conflict to a minimum	4	61%	68%		56%	53%	59%	45%	
ways of dealing with things	5	73%	79%		72%	58%	71%	54%	
SCORES		63%	71%		59%	55%	59%	52%	

Response by question for Psychological Job Fit		< 2 yrs			NHR		2 - 5 yrs		
		2015	2019		2015	2019	2015	2019	
Count		115	101		612	595	129	127	
people skills required	1	54%	65%		47%	44%	52%	41%	
org. hires for our culture	2	57%	73%		64%	50%	55%	46%	
social skill to do the job	3	67%	75%		65%	55%	67%	54%	
social skills are valuable	4	63%	69%		56%	51%	50%	54%	
use of skills and strengths	5	56%	65%		46%	47%	45%	42%	
SCORES		59%	69%		56%	50%	54%	47%	

Response by question for									
Growth and Development			< 2 yrs		NHR		2 - 5 yrs		
			2015	2019	2015	2019	2015	2019	
Count			115	101	612	595	129	127	
empl. receive feedback	1		46%	53%	33%	38%	38%	41%	
open to employees ideas	2		55%	64%	45%	48%	44%	43%	
opportunity to advance	3		51%	58%	41%	42%	41%	41%	
to develop people skill	4		64%	72%	54%	44%	58%	55%	
SCORES			54%	62%	43%	46%	45%	45%	

Response by question for									
Rewards and Recognition			< 2 yrs		NHR		2 - 5 yrs		
			2015	2019	2015	2019	2015	2019	
Count			115	101	612	595	129	127	
mans. appreciate emp. work	1		53%	59%	41%	47%	40%	47%	
empl. paid fairly	2		71%	71%	62%	64%	72%	64%	
org. appreciates extra effort	3		41%	52%	31%	31%	27%	29%	
org. celebrates accomp.	4		41%	50%	33%	33%	35%	37%	
org. values commitment	5		38%	64%	35%	37%	35%	35%	
SCORES			49%	59%	40%	42%	42%	42%	

Response by question for									
Involvement & Influence			< 2 yrs		NHR		2 - 5 yrs		
			2015	2019	2015	2019	2015	2019	
Count			115	101	612	595	129	127	
empl. talk to supervisor	1		70%	71%	64%	62%	69%	63%	
empl. have adequate control	2		75%	72%	72%	63%	69%	57%	
opinions/ suggestions cons.	3		61%	57%	49%	49%	49%	49%	
informed of change	4		68%	67%	54%	54%	57%	60%	
input on import. decisions	5		53%	59%	43%	42%	46%	41%	
SCORES			65%	65%	56%	54%	58%	54%	

Response by question for Workload Management		< 2 yrs		NHR		2 - 5 yrs	
		2015	2019	2015	2019	2015	2019
Count		115	101	612	595	129	127
workload is reasonable	1	58%	59%	51%	53%	53%	51%
talk about amount of work	2	60%	67%	56%	55%	53%	53%
equip. and res. needed	3	64%	73%	64%	59%	66%	48%
unecessary interruptions	4	42%	43%	36%	36%	32%	33%
control over prioritizing	5	75%	76%	68%	66%	71%	66%
SCORES		60%	64%	55%	54%	55%	50%

Response by question for Engagement		< 2 yrs		NHR		2 - 5 yrs	
		2015	2019	2015	2019	2015	2019
Count		115	101	612	595	129	127
empl. enjoy work	1	67%	69%	65%	62%	66%	61%
empl. make extra effort	2	70%	75%	68%	65%	70%	61%
empl. Desc.work as impt.	3	69%	62%	67%	58%	61%	52%
empl are committed	4	67%	73%	64%	62%	65%	60%
empl. proud of what they do	5	71%	80%	76%	74%	76%	71%
SCORES		68%	72%	68%	64%	68%	61%

Response by question for Balance		< 2 yrs		NHR		2 - 5 yrs	
		2015	2019	2015	2019	2015	2019
Count		115	101	612	595	129	127
take breaks	1	75%	64%	73%	61%	68%	59%
able to balance demands	2	66%	75%	63%	59%	61%	52%
promote work life balance	3	61%	59%	51%	46%	53%	42%
talk to sups about balance	4	61%	61%	51%	51%	54%	54%
energy left at end of day	5	42%	39%	39%	37%	42%	38%
SCORES		61%	60%	55%	51%	56%	49%

Response by question for Psychological Protection		< 2 yrs		NHR		2 - 5 yrs	
		2015	2019	2015	2019	2015	2019
Count		115	101	612	595	129	127
min. unecessary stress	1	47%	51%	34%	33%	37%	26%
care employee well-being	2	61%	63%	53%	53%	58%	55%
prevents harassment / disc.	3	68%	75%	64%	60%	63%	49%
empl. psych healthy	4	53%	56%	42%	42%	42%	36%
deals with harassment	5	66%	74%	56%	56%	62%	45%
SCORES		59%	64%	50%	49%	52%	42%

Response by question for Physical Environment		< 2 yrs		NHR		2 - 5 yrs	
		2015	2019	2015	2019	2015	2019
Count		115	101	612	595	129	127
completion of work tasks	1	69%	67%	67%	61%	68%	63%
distractions at a minimum	2	51%	53%	44%	45%	43%	42%
does not cause stress	3	61%	52%	53%	50%	54%	50%
job anal. takes into account	4	68%	70%	62%	59%	63%	60%
harm in decision making	5	70%	71%	63%	60%	66%	60%
listen re: health and safety	6	72%	75%	71%	67%	73%	69%
SCORES		65%	65%	60%	57%	60%	59%

Response by question for Bullying		< 2 yrs		NHR		2 - 5 yrs	
		2015	2019	2015	2019	2015	2019
Count		115	101	612	595	129	127
Been Bullied?	*1	25%	27%	52%	42%	50%	54%
by who-- colleagues	2	93%	90%	71%	78%	71%	84%
over a year	3	12%	25%	40%	38%	24%	38%
lodge a formal complaint?	4	11%	0%	11%	3%	18%	2%
afraid to file a grievance	*5	30%	55%	46%	67%	46%	69%
an employee be bullied	*6	41%	37%	61%	60%	53%	74%
SCORES		32%	40%	53%	56%	50%	66%

only questions 1, 5, 6.

Appendix #7

2019 NHR			Thompson			Flin Flon			The Pas		
Results for Each Question											
Across Each of Three Sites											
Response by question for											
Psychological Support			Thompson			Flin Flon			The Pas		
			2013	2015	2019	2013	2015	2019	2013	2015	2019
Count			184	283	243	194	169	158	136	160	148
address mental health	1		46%	53%	48%	34%	42%	43%	34%	44%	50%
employee distressed	2		46%	61%	55%	31%	49%	52%	33%	50%	47%
employees family issues	3		48%	58%	52%	38%	50%	54%	39%	50%	52%
supported returning to work	4		44%	49%	43%	26%	35%	43%	32%	40%	36%
importance of mental health	5		32%	46%	68%	26%	35%	69%	31%	39%	64%
SCORES			43%	53%	53%	31%	43%	52%	34%	42%	50%

Response by question for											
Organizational Culture			Thompson			Flin Flon			The Pas		
			2013	2015	2019	2013	2015	2019	2013	2015	2019
Count			184	283	243	194	169	158	136	160	148
people held accountable	1		42%	40%	45%	19%	35%	37%	29%	47%	45%
respect for other's ideas	2		42%	45%	52%	29%	43%	49%	28%	48%	47%
situations addressed	3		30%	39%	41%	22%	36%	36%	20%	38%	35%
harassment is recognised	4		33%	41%	45%	20%	39%	40%	26%	41%	46%
part of a community	5		44%	44%	55%	32%	44%	54%	31%	42%	60%
empl./man. trust each other	6		34%	41%	42%	17%	35%	34%	25%	33%	41%
culture is evident	7		49%	57%	56%	35%	46%	55%	36%	61%	56%
culture reflects our values	8		55%	65%	68%	47%	56%	65%	42%	68%	66%
SCORES			41%	47%	51%	28%	42%	46%	30%	47%	50%

Response by question for											
Expectations & Leadership			Thompson			Flin Flon			The Pas		
			2013	2015	2019	2013	2015	2019	2013	2015	2019
			184	283	243	194	169	158	136	160	148
I know what is expected	1		91%	90%	89%	88%	90%	91%	90%	86%	87%
leadership is effective	2		49%	51%	56%	40%	54%	55%	43%	53%	53%
staff informed about change	3		47%	49%	48%	43%	50%	47%	52%	52%	49%
provide helpful feedback	4		37%	43%	49%	24%	32%	47%	27%	39%	47%
effective communication	5		34%	36%	42%	26%	31%	37%	33%	37%	42%
SCORES			52%	54%	57%	45%	51%	55%	49%	53%	56%

Response by question for											
Civility & Respect			Thompson			Flin Flon			The Pas		
			2013	2015	2019	2013	2015	2019	2013	2015	2019
	Count		184	283	243	194	169	158	136	160	148
people treat each other	1		48%	60%	58%	48%	66%	59%	48%	58%	60%
people problems handled	2		28%	34%	38%	18%	29%	31%	21%	33%	38%
all are are treated well	3		67%	75%	74%	69%	76%	68%	62%	71%	73%
conflict to a minimum	4		47%	54%	53%	35%	59%	50%	44%	56%	60%
ways of dealing with things	5		63%	74%	61%	47%	66%	52%	52%	73%	63%
SCORES			51%	59%	57%	42%	59%	52%	46%	58%	59%

Response by question for											
Psychological Job Fit			Thompson			Flin Flon			The Pas		
			2013	2015	2019	2013	2015	2019	2013	2015	2019
	Count		184	283	243	194	169	158	136	160	148
people skills required	1		44%	48%	45%	29%	44%	47%	37%	49%	41%
org. hires for our culture	2		52%	52%	50%	34%	48%	50%	47%	51%	52%
social skill to do the job	3		62%	63%	53%	50%	68%	60%	51%	65%	55%
social skills are valuable	4		54%	53%	51%	44%	48%	46%	49%	49%	54%
use of skills and strengths	5		52%	46%	50%	30%	45%	45%	38%	45%	48%
SCORES			53%	52%	50%	38%	51%	50%	45%	52%	50%

Response by question for Growth and Development		Thompson			Flin Flon			The Pas		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		184	283	243	194	169	158	136	160	148
empl. receive feedback	1	34%	33%	41%	18%	32%	34%	28%	35%	37%
open to employees ideas	2	50%	47%	50%	35%	43%	46%	38%	43%	46%
opportunity to advance	3	51%	42%	48%	26%	40%	35%	32%	41%	40%
to develop people skill	4	65%	51%	55%	40%	55%	51%	55%	58%	53%
SCORES		50%	43%	49%	30%	43%	42%	38%	44%	44%

Response by question for Rewards and Recognition		Thompson			Flin Flon			The Pas		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		184	283	243	194	169	158	136	160	148
mans. appreciate emp. work	1	45%	44%	48%	27%	37%	47%	32%	38%	44%
empl. paid fairly	2	66%	68%	64%	57%	56%	64%	65%	59%	61%
org. appreciates extra effort	3	38%	30%	33%	19%	31%	30%	27%	30%	26%
org. celebrates accomp.	4	42%	33%	34%	21%	31%	33%	30%	32%	32%
org. values commitment	5	39%	36%	41%	20%	32%	35%	30%	33%	30%
SCORES		46%	42%	44%	29%	37%	42%	37%	38%	39%

Response by question for Involvement & Influence		Thompson			Flin Flon			The Pas		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		184	283	243	194	169	158	136	160	148
empl. talk to supervisor	1	60%	64%	61%	49%	70%	64%	50%	58%	60%
empl. have adequate control	2	75%	74%	64%	64%	71%	60%	62%	70%	63%
opinions/ suggestions cons.	3	49%	50%	52%	33%	50%	47%	44%	48%	44%
informed of change	4	50%	52%	57%	46%	56%	49%	51%	55%	55%
input on import. decisions	5	42%	59%	46%	31%	44%	38%	38%	44%	40%
SCORES		55%	60%	56%	45%	58%	52%	49%	55%	52%

Response by question for Workload Management		Thompson			Flin Flon			The Pas		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		184	283	243	194	169	158	136	160	148
workload is reasonable	1	44%	54%	50%	47%	52%	63%	45%	47%	47%
talk about amount of work	2	49%	56%	56%	45%	60%	55%	53%	54%	52%
equip. and res. needed	3	68%	63%	57%	46%	65%	65%	50%	64%	55%
unecessary interruptions	4	26%	36%	38%	33%	40%	38%	27%	34%	32%
control over prioritizing	5	69%	71%	67%	64%	73%	70%	58%	61%	60%
SCORES		51%	56%	54%	47%	58%	58%	47%	52%	49%

Response by question for Engagement		Thompson			Flin Flon			The Pas		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		184	283	243	194	169	158	136	160	148
empl. enjoy work	1	58%	63%	59%	59%	71%	68%	64%	60%	61%
empl. make extra effort	2	65%	65%	66%	65%	74%	68%	62%	69%	62%
empl. Desc.work as impt.	3	64%	64%	59%	60%	72%	58%	65%	67%	57%
empl are committed	4	61%	61%	61%	56%	71%	62%	61%	62%	61%
empl. proud of what they do	5	67%	75%	71%	72%	78%	78%	77%	75%	76%
SCORES		63%	66%	63%	62%	73%	67%	66%	67%	63%

Response by question for Balance		Thompson			Flin Flon			The Pas		
		2013	2015	2019	2013	2015	2019	2013	2015	2019
Count		184	283	243	194	169	158	136	160	148
take breaks	1	58%	72%	63%	67%	76%	65%	63%	71%	51%
able to balance demands	2	63%	63%	59%	69%	69%	61%	69%	58%	54%
promote work life balance	3	49%	53%	49%	45%	48%	45%	49%	50%	42%
talk to sups about balance	4	50%	51%	51%	44%	54%	49%	44%	48%	51%
energy left at end of day	5	36%	38%	40%	38%	40%	43%	35%	38%	28%
SCORES		51%	55%	52%	53%	57%	53%	52%	53%	45%

Response by question for Psychological Protection			Thompson			Flin Flon			The Pas		
			2013	2015	2019	2013	2015	2019	2013	2015	2019
Count			184	283	243	194	169	158	136	160	148
min. unecessary stress	1		32%	36%	34%	24%	33%	32%	21%	33%	33%
care employee well-being	2		51%	56%	52%	38%	49%	53%	44%	52%	49%
prevents harassment / disc.	3		53%	67%	61%	42%	66%	60%	47%	62%	61%
empl. psych healthy	4		40%	40%	42%	26%	47%	41%	29%	40%	43%
deals with harassment	5		47%	59%	57%	35%	54%	50%	42%	55%	60%
SCORES			45%	52%	49%	33%	50%	47%	37%	48%	49%

Response by question for Physical Environment			Thompson			Flin Flon			The Pas		
			2013	2015	2019	2013	2015	2019	2013	2015	2019
Count			184	283	243	194	169	153	136	160	148
completion of work tasks	1		66%	67%	61%	65%	68%	64%	63%	66%	59%
distractions at a minimum	2		30%	42%	43%	42%	51%	46%	37%	40%	46%
does not cause stress	3		41%	55%	52%	44%	52%	52%	46%	52%	45%
job anal. takes into account	4		55%	62%	61%	56%	62%	61%	57%	64%	54%
harm in decision making	5		53%	64%	65%	51%	64%	55%	51%	59%	53%
listen re: health and safety	6		63%	72%	67%	56%	74%	68%	50%	68%	66%
SCORES			51%	60%	58%	52%	62%	58%	51%	58%	54%

Response by question for Bullying			Thompson			Flin Flon			The Pas		
			2013	2015	2019	2013	2015	2019	2013	2015	2019
Count			184	283	243	194	169	158	136	160	148
Been Bullied?	*1		59%	47%	40%	61%	59%	39%	62%	53%	42%
by who-- colleagues	2		73%	70%	79%	80%	73%	73%	82%	71%	78%
over a year	3		40%	45%	45%	53%	36%	29%	41%	38%	38%
lodge a formal complaint?	4		13%	12%	6%	13%	13%	4%	10%	9%	0%
afraid to file a grievance	*5		51%	49%	65%	52%	44%	73%	51%	40%	64%
an employee be bullied	*6		75%	62%	61%	75%	65%	60%	68%	56%	57%
SCORES			62%	53%	55%	63%	56%	57%	60%	50%	54%
only questions 1, 5, 6.											